

-Report to the Academy Division and Interest Group (DIG) Review
Committee

Five year (2014-2019) review of the Gender and Diversity in
Organizations (GDO) Division of the AOM

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Submitted on behalf of the Gender and Diversity in Organisation (GDO) Division by

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Introduction

This report documents the results of the Gender and Diversity in Organization (GDO) Division's 2015-2019 review. The AOM reviews are completed on a regular 5-year cycle with the GDO's last review in 2015. The report is structured around the following sections: an analysis of the metrics provided by AOM for our division; the results of the AOM administered survey of our members; our reflections on the GDO's performance against the AOM Health and Governance Checklist; and concludes with plans and core priorities to ensure the ongoing success of the division.

Review of GDO metrics

This section identifies trends emerging from the data provided by AOM for the period 2015-2019. All the statistics are included in the **Appendices**.

Membership

The membership data provided by AOM for the GDO division over the period of 2015-2019 is provided in **Appendix A**. The trends by analysing these data and the implications thereof are summarised below.

As of July 2019, there were 1802 GDO members. 1043 (57.9%) of these members were US based and the rest 759 (42.1%) were based outside of the US. As of July, 2019, 264 (14.65%) of the full GDO membership (N=1,802) were new members to the GDO division. In other words, 9.81% of the overall increase of AOM membership in 2019 is from GDO division. The breakdown of these numbers into membership types is as follows: 1201 Academic; 37 Emeritus; 83 Executives; and 481 student members.

Over the review period, the overall GDO membership showed an increasing trend; a total increase of 4.57% in 2015, 7.73% in 2016, 11.01% in 2017, 5.94% in 2018 and in 2019 the increase is by 11.03%. Comparatively, the membership within the AOM context had only an average increase of 1.08%. ***Clearly the GDO membership is consistently growing and in particular the division has attracted new international members during the review period.*** This is particularly heartening as one of the goals for the GDO Division following our last review was to increase our membership, with a particular focus on international members.

The international composition of the GDO division's leadership team during the review period has included a diverse representation of countries, but the vast majority are located in the US currently. Of the 21 members of the elected officers and representatives at large in 2019, seven members are from outside the US namely, Australia (3) and UK (4). The current Review Team represents both US

(3) and international members (2). ***We recognize the geographical spread of our leadership team has narrowed since the last review, and we will consider strategies to broaden it in the coming years.***

Conference

Appendix B contains the statistics provided by AOM for the GDO Division for the review period. A summary of the trends in the data and the implications thereof is provided in this section.

First, in terms of the number of *scholarly submissions* received by GDO in the review period, there was a 62.50% increase from 2015 to 2019 for papers. Similarly, there was an 89.20% increase in the number of symposia submitted to GDO over the same time period. Given these trends, it should come as no surprise that the number of scholarly submissions accepted by GDO also increased. Specifically, in 2015 GDO accepted 134 scholarly submissions (102 papers and 32 symposia) but these numbers increased until 2019 when GDO accepted 197 scholarly submissions (158 papers and 39 symposia). The 47.00% growth in accepted scholarly submissions from 2015 to 2019 can be compared to the 1.00% growth in the total number of scholarly submissions accepted at AOM overall. In both the GDO division and AOM overall, the trend over the last five years is that more symposia are being a) submitted (increase in submission up 89.20% in GDO and 26.40% in AOM) and b) accepted (increase in acceptance up 21.90%) compared to 1.90% in AOM .

Second, *acceptance rates* for papers and symposia typically follow the trends seen throughout the Academy. For instance, in 2015 GDO accepted 49.00% of the papers submitted (the acceptance rate was 52.00% for AOM as a whole) and accepted 86.00% of symposia (the acceptance rate was 78.00% for AOM). For other years in the review period, the trends in acceptance rates are fairly consistent when comparing the GDO division to AOM overall.

Third, *reviewer participation* in GDO has decreased since 2015, though the trend has not been linear. To elaborate, in 2015, the percentage of U.S. based members participating in the review process had increased by 5.10% from the year before. However, in 2019 reviewer participation among U.S. based members was down by -6.70% from the year before. Similarly, among members not based in the U.S., in 2015 there was a 23.40% increase in the percentage of members taking part in the review process as compared to the year before. By 2019, though, there was a 17.10% increase in the number of international members in GDO who were participating in the review process. These trends for GDO differed slightly from the overall trends for reviewer participation that we saw for the Academy overall. Specifically, at the end of the review period GDO had positive changes (from the year before) when considering international members (17.10% increase). AOM overall, however,

had decreases in participation rates from U.S.-based members (-10.10%) and a negative change among reviewer participation from its international members (-2.60%).

Fourth, when examining *PDW* submission and acceptance rates over the review period, some trends are clear. For instance, GDO has received the same number *PDW*s each year after the beginning of the review period (i.e., 14 submissions in both 2015 and 2019). This is the same trend we see for AOM where the number of *PDW*s submitted in 2015 (i.e., 587) was almost equal to the number submitted in 2019 (i.e., 594). In 2019, the number of acceptances in AOM increased by 2.50% while in GDO they increased from the previous year by 22.20%.

Overall, the data show that an increasing number of submissions (both paper and symposia) are being sent to the GDO division. To elaborate, the growth in number of submissions to GDO (62.50% for papers and 89.20% for symposia) has grown significantly more than the number of submissions for AOM overall (6.80% for papers and 26.40% for symposia). Moreover, to maintain and increase reviewer participation among GDO members, efforts should be targeted at both U.S.-based and international members of our division, especially in efforts to attract and retain reviewers.

Elections

For the period 2014-2019, while our membership numbers have grown, the participation in election by GDO members has fallen from 27.99% (slightly above parity with the overall AOM participation rates of 27.89%) in 2014 to 20.25% in 2019. Over the intervening years, the GDO membership voting rates largely mirrored the changes experienced by the AOM more generally, with GDO rates slightly lower (0.72%) in 2016, and greater than AOM rates for 2017 and 2018. In 2019, the GDO rates were 2.50% below the AOM rates.

It is not clear to us from the evidence we have gathered through the self-review why the drop-off in voting occurred in 2019, as the survey results show that participants are most satisfied with our fair and open elections. The challenge ahead for GDO is to ensure our membership increase their participation in the election process as we seek to grow an engaged membership.

See **Appendix C** for the election statistics.

Financials

Over the past five years, the GDO has received contributions from the AOM ranging from \$14,162 in 2014 to \$21,170 in 2018, reflecting our growth in membership. Concurrently, GDO has continued to

pursue additional fundraising to supplement the AOM division allocation. Following the strategy from the last review, where it was recognised personal approaches to deans were most effective, Executive Committee members have continued to procure sponsorship through their deans. As many Universities and departments have faced tighter budgets in recent years, there have been some challenges with this. In 2016, our own fundraising brought in only \$5,500. We worked more actively in 2017 to tell the story of the value of sponsorship, promoting the sponsoring Schools/departments actively through our social events and newsletter. In 2017, the sponsorship almost doubled to \$10,725 but then fell again to \$8,025 in 2018. The share of the division's operating funds from fundraising has varied significantly over the period. In light of these challenges, we welcomed the opportunity to work with the Kauffman Foundation shaping sponsorship for the GDO division of \$8,000/year for 2019-2021. These funds are directed to supporting an early career consortium for GDO scholars engaged in entrepreneurship projects and for funding cash awards for the best conference papers in GDO and entrepreneurship.

Our largest expense are the social events and catering for key consortia (for example the doctoral students consortium and junior faculty consortium) each year. Given the feedback from members re the value of our consortia, social and networking events, our challenge ahead is to identify more of these longer term sponsorship arrangements and grow fundraising so we can continue to fund our social and networking opportunities for our members.

See Appendix D for the full data.

[Health and governance checklist](#)

The AOM Health and Governance Checklist is included as **Appendix E**. In this section, we summarise the key themes.

Overall, the Division believes its governance systems and practices are highly professional, conform with AOM policies and drive how we operate. The ongoing challenges with a revolving Executive committee members and representatives-at-large is ensuring all new members are aware of their roles. We have identified that there is scope for improving the communication about roles and responsibilities for new members and aim to complete a guiding document for the 2020 AOM Meeting in Vancouver.

The GDO Treasurer's role is key role in ensuring adherence to Academy policies, and a handover period to new appointed treasurers is in place to ensure the understanding of Academy of policies.

Membership trends are reviewed regularly and the Executive consider these formally at the August meeting each year, and share these with the wider membership at our annual Celebration of Success. Recognition of different member types and activities is a strength of the Division with our awards reflecting the breadth of our member constituencies (transnational, best student papers at the conference, best dissertation, lifetime, service and publication awards). The developmental activities and between the conferences continue to focus on our student and early career members (publishing workshop, doctoral consortium, early career consortium, tales from the script). The success of these is largely reliant on the goodwill of our more senior members who contribute their time and expertise to these important GDO activities.

In 2020 we are introducing another PDW which is specifically targeted at early career researchers from emerging economies, using existing experienced members from under-represented regions to act as mentors as we seek to better support our efforts to grow a more diverse membership internationally.

Volunteers are drawn on consistently for our awards committees and for the delivery of our annual consortia. While we have increased our international membership, the reduction in regions that the Executive now represents is noted and will be a focus of our recruitment activities for the future succession.

The shift to AOM Connect has posed some challenges for the Division in connecting with our members. ***We have recognised that the loss of the listserv has reduced our communications between members and we are actively seeking to draw on the greater functionality of the site in the coming year.***

Membership survey: Results and implications

Member profile and participation

The GDO survey respondents identified primarily as female (77.64%), with 20.8% identifying as male, 2 participants indicating that they prefer not to report their gender, and one participant identifying as transgender. The survey was completed largely by academic members (72.27%), with descending numbers among students (20.35%), executive/practitioner (5.01%), and emeritus members (2.36%). The sample had a broad age composition, however nearly 27.41% were gathered from members aged 40-49, 27.10% from members aged 30-39, 19.94% from 50-59 years-old, 13.71% from 60-69 years old, and 7.17% from 18-29 years-old. Roughly 40.00% of respondents have been GDO members for less than four years, and another 26.70% were GDO members from 4-7 years, 7.94% for 8-11 years, 7.94% 12-15 years, and 16.76% for more than 15 years. Furthermore, the overwhelming majority (68.82%) of respondents live in North America, with 15.88% residing in Europe and 6.18% in Asia.

Many of the respondents (39.44%) indicated that their primary division/interest group is the GDO division, with another 37.89% indicating dual identification with another division and 16.77% indicating a primary identification with another division. The patterns are similar to the 2014 survey, where 40.3% of members flagged GDO as their primary division/interest group, 41.9% indicating dual identification and 18.00% reported another division as their primary focus.

In terms of attendance at the conference, 48.05% of respondents indicated that they attend AOM every year. Another 24.35% indicated that they attend AOM when they are on the program. Smaller portions of respondents indicated that they attend once in a while (14.29%) or rarely (6.17), and 7.14% indicated that they never attend the conference.

These demographic profiles suggest that survey respondents were mostly female academics between 30 and 50 years of age who identify the GDO division as their primary or co-primary affiliation.

Reasons for belonging to GDO and satisfaction with GDO division, services and leadership

The GDO survey participants endorsed an array of reasons for belonging to GDO on a scale from 1 (most important reason) to 9 (least important reason). 69.31% of participants identified “gain and share information relevant to research” as the number one reason for belonging to GDO (mean score = 1.69) followed by: (2) develop and gain social connections (mean = 3.99), (3) explore opportunities to engage in collaborative research (mean = 4.12), and (4) engage in a division where they feel included and represented (mean = 4.57). These data are reflective of the research and

collaboration needs of the respondents, and it is encouraging that our members view GDO as beneficial in fulfilling their social needs and view the division as inclusive.

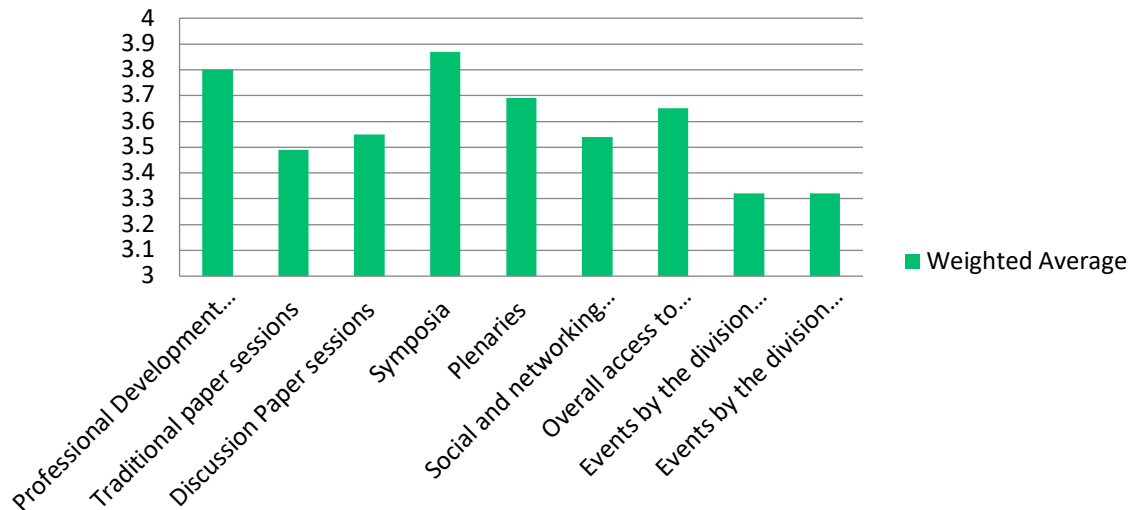
The GDO survey asked respondents to indicate their satisfaction with the division, its services provided, and leadership on a 1 (not satisfied) to 5 (extremely satisfied) scale. 36.16% of participants reported that they were *satisfied* with their membership, 32.84% of participants report that they were *very satisfied* with their membership, and 16.24 % of participants were *extremely satisfied*. This suggests that **over 85% of respondents are satisfied with their membership in GDO** (up from 78.00% in 2014). In terms of services provided by the division, the data show that participants were most satisfied with: (1) the fair and open elections (M=3.94), (2) selection process for awards and recognition (M=3.59), (3) welcoming of members from various demographic groups (diverse in, for example, race/ethnicity, gender, age, nationality, sexual orientation, disability status, etc.) (M=3.55), and (4) activities that address GDO's domain (M=3.55). In contrast, participants indicate their lowest levels of satisfaction with the following: (1) Opportunities for members like me to receive mentoring (M=2.71), (2) Encouragement from division leaders to form network communities for members like me (M=2.76), and (3) Opportunities outside of the annual meeting to network/collaborate with peers (M=2.80). Overall, the average satisfaction response across the 18 items is 3.29, which suggests that respondents were generally satisfied with the services offered by the GDO division.

These data provide support for the importance of our 2020 strategic initiative to connect early career members from under-represented regions with mentors.

Member perceptions of annual conference

Survey respondents were asked to report their level of satisfaction with features of the GDO division annual conference. Rated on a 1 (not satisfied) to 5 (extremely satisfied) scale, **the average response to the 9 items was 3.58, which approximates a rating of 'very satisfied.'** Participants expressed that their highest satisfaction was with symposia (M=3.87), Professional Development Workshops (M=3.80), plenaries (M=3.69), overall access to participation on the program (M=3.65), discussion paper sessions (M=3.55), and social/networking opportunities (M=3.54). In contrast, the lowest levels of satisfaction were reported in regard to traditional paper sessions (M=3.49), divisional events by the division where new members are actively encouraged to interact with other members of the division (M=3.32), and events by the division where international members are actively encouraged to interact with other members of the division (M=3.32).

Please rate your level of satisfaction with the following features of the GDO division's Annual Meeting program.



Member recommendations for improving GDO services

The GDO leadership team also sought to better understand those areas that the division could improve. After reviewing responses from 104 members, we highlighted these dominant themes: more connection to international members and activities in different regions; reduce unhelpful feedback and improve session formats; expand existing areas of content; more opportunities for collaboration and mentorship, particularly for doctoral students and junior faculty; more networking events and professional development workshops; and ongoing debate over the role of activism within the division. It's worth noting that several areas for improvement reflect enhancing those offerings that are considered strengths, perhaps to maximize the good work already occurring within the division.

As part of our effort to align espoused and enacted values, the GDO leadership team invited members to propose additions or changes to the GDO Mission and Domain statement. We identified four primary areas for possible modifications: make the current mission statement less wordy; deemphasize gender and place a greater focus on inclusion, equity, and other identities; further highlight the international composition of the division; and address "practice" in the mission statement.

Using a five point scale, where (1) represented “Not Interested” and (5) represented “Extremely Interested,” the GDO leadership team asked members to rate their interest in improving or expanding member services in 15 distinct areas. Those services that garnered the highest level of interest include: seed grants to support collaboration and research in under-represented contexts (M=3.61); seed grants to support workshops/presentations in between the annual meeting and outside North America (M=3.45); building more collaborative opportunities for our members across continents (M=3.39); scholarships to support travel to the annual meeting (M=3.35); external relations, including work with broader corporate, societal, and public policy issues (M=3.24); teaching resources (M=3.2); and online events in between the annual meeting (M=3.06).

After reviewing the data, it is evident that many members of GDO are satisfied with their membership and appreciate the inclusive environment that permeates throughout the division. We also recognize several areas that serve as opportunities for growth and development and offer the following recommendations as we move forward:

- Expand international collaboration and research efforts. Members continue to voice the need to be less US-centric and represent the true membership of the division. The division should appoint a task force that can perform a deep dive into this area. Rather than look solely at quantitative data, this task force should interview members outside of the US and obtain rich examples of how we can better support members from all countries, particularly those that tend to be less represented at the annual conference. Additionally, the division needs to better communicate the full extent of the international composition of leadership; it may be that we are not doing the best job of publicizing out diverse leadership.
- Invest in opportunities that foster collaboration and research. Collaboration surfaced as an area of strength for our division, as well as something that members have a strong interest in improving. The division should set aside space during PDWs to enhance collaboration. Additionally, we could consider putting out a call for PDWs that highlight facilitated sessions, which would achieve the goal of creating new collaborations with less effort.
- Enhance resources that increase the accessibility of GDO’s offerings. The division should explore how we can provide money – perhaps through external funding – to support individuals without the means to attend the annual conference. While virtual attendance should be explored, the opportunity for in-person discussions is critical for doctoral students and early career scholars and professionals.

Additionally, the division should ensure that sessions are accessible for those who are deaf/hard of hearing, and for those who have physical disabilities. While members consistently spoke to GDO's inclusivity, there were some comments that revealed behaviors and practices within the division that have inadvertently ostracized some individuals.

- Identify avenues to apply research with higher education diversity and inclusion practitioners and external entities (e.g., corporate and community partners, NGOs). Plan the plenary event at the annual conference to specifically invite practitioners who work both inside and outside of institutions of higher education. The demand for GDO to connect with external partners (and with non-academic practitioners in higher education) is strong. Research and dialogue on diversity and inclusion is not enough; there must be a call for action. Engaging in an action-oriented plenary session will showcase an emphasis on the *impact* of our work to the members of the division.
- Bolster existing teaching and learning resources. The GDO executive committee continues to be informed of members' desires for additional PDW sessions which is not under the control of the division. We recommend having GDO lead this charge and engage with other divisions to formally request that AOM utilizes 'regular' sessions as PDWs. Additionally, GDO should further explore alternative modalities, such as webinars and podcasts.
- Engage the GDO community around the role of activism in the division. In the past 2-3 years there has been a call for the division to engage in the role of activism and/or advocacy. This has also been met with those who disagree and believe that we should focus primarily on teaching and research. In keeping with the spirit of our inclusive division, we should engage in some honest discussion around this issue, engaging the broader AOM leadership. First, what can we do and second, what do we want to do? This certainly does not suggest that everyone has to agree, but rather allows groups of scholars/practitioners to engage in advocacy if it is permissible under AOM policy and if there is a strong desire to do so.
- Help our members and others better understand issues of gender identity. As scholars and practitioners in diversity and inclusion, there is a call for a more inclusive understanding of gender identity. While there were comments on moving away from gender and more toward other diversity areas, the bigger issue here is that gender needs to be understood and studied as more than binary. GDO needs to take leadership here.

- Adjust session formats at the annual conference to allow for more engaging, interactive presentations. It is clear that our membership is looking for more engaging ways of interacting with each other. One area discussed already is PDWs, and that seems to be an indication that people want to discuss issues and not just 'listen' to panel discussions. An examination of how we design sessions needs to be done. Papers are available online and a 10 minute presentation of the highlights is not useful.

Core priorities and plans for GDO

Over the past five years, the GDO Division has sought to foster a global mindset regarding diversity issue, teaching research and practice in all our activities. We believe our growing membership and the feedback from the review has provided evidence we are on the right path and we will continue to build on this aspiration.

Reflecting on the results of the survey, membership trends, within the wider experiences of the GDO Executive team, we agreed to the following recommendations for the coming five years:

1) *Refresh our domain statement:*

We recognise the changing nature of the language around inclusion and diversity that has occurred since the domain statement was last revised in 2007. Members' feedback has provided guidance for how we could simplify and adapt our domain statement to better reflect the changing environment and continue to attract a growing and engaged membership. We understand our membership are connected with a growing number of bodies now attending to our traditional domain and that there are competing demands on members' times from their involvement with these groups. This could be factor in the lower rates of engagement in our election/surveys, but at the same time their engagement with the growing number of specialised areas in the GDO space is a positive sign for our evolving field. We consider the refreshing of our domain statement an opportunity for us to continue to evolve and meet our members needs to retain and grow our membership.

2) *Extend the representation of cultural diversity in our leadership team and wider executive roles:*

We want to ensure all levels of our Divisions are representative of our diverse membership. Through our annual election processes we will be actively pursuing nominations from a wider geographical spread, as well as seeking participation in our awards committees from a wider geographical spread. Our Global Ambassadors Committee are pursuing a new project to connect new members from emerging economies with existing members to help support their inclusion to our community.

3) *Include a student representative in the wider executive team:* Recognising the importance of connecting with our junior scholars, we are developing a process for the recruitment of student representative on our committee from 2020. A member of our Executive Committee is leading this process.

4) *Support the new Executive members with clearer induction materials:*

We have committed to developing a handbook which includes position descriptions for the Division's Executive and representative at large role roles, and a clearer portfolio of resources within the AOM Connect site to share our corporate knowledge built through our revolving roles.

5) *Review our social events and identify a signature event for the Division which will attract a wider group to our Division:*

Feedback from our members suggests that our networking events are valued but that it may be timely for us to review our current offerings to develop a 'signature' event that allows for networking for our current members and at the same time builds our profile across the Academy for potential members whose teaching and research interests align with the Division's and who may not be aware of our vibrant and engaging community.

6) *Rejuvenate our communications with our members through AOM Connect:*

We have an ongoing project to rebuild our communications platform with our members. The shift from the previous system to AOM Connect disrupted our communication and it seems we have not yet achieved the same level of interaction among members as the list-serv and social media used to provide. We will be seeking to build a more functional repository within the Division's site to facilitate sharing of resources across research, teaching and engagement between members and rebuild our social media presence as we share this growing repository.

7) *Explore how we can work more closely with the newly revised D&ITC Activity committee to support their activities:*

Member feedback pointed to the interest of many of our members to see GDO taking a more activist role. We understand the D&ITC committee will be reformed as an activity committee and we would welcome the opportunity to explore how our members may be able to contribute their expertise and engage actively with this committee.

8) *Work with the wider AOM to explore how to create more opportunities for PDW style events through the formal conference program:*

Feedback from the previous self-review and reinforced through this was that members value the PDW sessions and symposia more than they do the traditional academic paper session.

While recognising that for many participants, presenting a conference paper is a requirement from their Department/School to attend the conference, the Division would be happy to explore with AOM opportunities to 'flex up' the academic program to better meet the sentiments of members that they would value more interactive sessions.

Summary and conclusions

From the 2015-2019 review, we believe the GDO Division is in a strong position with a growing membership, creating a vibrant and engaged sense of community. The Division is fortunate to have an energetic, committed, and collaborative Executive Committee who follow sound governance practices. We hold regular and collaborative executive discussions around the priorities of the Division and our Division Treasurer provides diligent financial oversight. The Division's sponsorship has been variable and will continue to require our attention to support our well-received awards, social events and to support new initiatives. We are working to extend the breadth of our membership through our Global Ambassadors committee and hope to build a connected community from regions that were previously under-represented. The review identified a number of opportunities for the Division to explore over the coming five years, and these have been summarised in the core priorities.

Appendices

Appendix A – Membership data

GENDER & DIVERSITY IN ORGANIZATIONS

Table 1 - MEMBERSHIP							
	2015	2016	2017	2018	2019	5-year % Change	Annual Avg % Change
DIG Count	1,281	1,380	1,532	1,623	1,802	40.67%	--
% change	4.57%	7.73%	11.01%	5.94%	11.03%	--	8.91%
AOM Count	19,581	20,048	20,201	20,029	20,416	4.26%	--
% change	1.20%	2.40%	0.80%	-0.90%	1.90%	--	1.05%

Table 2 - MEMBERSHIP by US/INTERNATIONAL							
	2015	2016	2017	2018	2019	5-year % Change	Annual Avg % Change
DIG US	819	853	920	962	1,043	27.35%	
% change	4.1%	4.2%	7.9%	4.6%	8.4%		6.23%
AOM US	9,987	10,068	10,233	9,949	9,849	-1.38%	
% change	-2.0%	0.8%	1.6%	-2.8%	-1.0%		-0.35%
DIG International	462	527	612	661	759	64.29%	
% change	5.5%	14.1%	16.1%	8.0%	14.8%		13.21%
AOM International	9,594	9,980	9,968	10,080	10,567	10.14%	
% change	5.50%	14.10%	16.10%	8.00%	14.80%		13.21%

Table 3 - MEMBERSHIP by MEMBER TYPE							
	2015	2016	2017	2018	2019	5-year % Change	Annual Avg % Change
DIG Academic	892	946	1,032	1,074	1,201	34.64%	

% change	6.2%	6.1%	9.1%	4.1%	11.8%		7.72%
AOM Academic	13,030	13,553	13,619	13,486	13,822	6.08%	
% change	1.60%	4.00%	0.50%	-1.00%	2.50%		1.49%
DIG Emeritus	34	29	33	38	37	8.82%	
% change	25.90%	-14.70%	13.80%	15.20%	-2.60%		2.14%
AOM Emeritus	405	402	411	410	414	2.22%	
% change	6.60%	-0.70%	2.20%	-0.20%	1.00%		0.55%
DIG Executive	72	73	73	75	83	15.28%	
% change	-4.00%	1.40%	0.00%	2.70%	10.70%		3.62%
AOM Executive	1,393	1,249	1,153	1,034	1,028	-26.20%	
% change	-1.20%	-10.30%	-7.70%	-10.30%	-0.60%		-7.31%
DIG Student	283	332	394	436	481	69.96%	
% change	0.00%	17.30%	18.70%	10.70%	10.30%		14.18%
AOM Student	4,753	4,848	5,018	5,099	5,152	8.39%	
% change	0.50%	2.00%	3.50%	1.60%	1.00%		2.04%

Table 4 - NEW MEMBERS							
	2015	2016	2017	2018	2019	5-year % Change	Annual Avg % Change
DIG New members	97	139	199	180	264	172.16%	28.44%
AOM New members	2,906	3,194	3,430	2,709	2,697	-7.19%	-1.85%

Table 5 - US MEMBERSHIP by MEMBER TYPE							
	2015	2016	2017	2018	2019	5-year % Change	Annual Avg % Change
DIG US ACAD	552	570	605	614	668	21.01%	
% change	5.10%	3.30%	6.10%	1.50%	8.80%		4.88%
DIG US EMER	29	26	30	32	35	20.69%	
% change	26.10%	-10.30%	15.40%	6.70%	9.40%		4.81%
DIG US EXEC	49	50	51	52	51	4.08%	
% change	-3.90%	2.00%	2.00%	2.00%	-1.90%		1.01%
DIG US STU	189	207	234	264	289	52.91%	
% change	0.50%	9.50%	13.00%	12.80%	9.50%		11.20%
DIG US TOTAL	819	853	920	962	1,043	27.35%	6.23%
AOM US ACAD	6,425	6,678	6,783	6,600	6,590	2.57%	
% change	-1.80%	3.90%	1.60%	-2.70%	-0.20%		0.64%
AOM US EMER	299	309	317	310	312	4.35%	
% change	4.90%	3.30%	2.60%	-2.20%	0.60%		1.07%
AOM US EXEC	761	685	660	575	542	-28.78%	
% change	-1.70%	-10.00%	-3.60%	-12.90%	-5.70%		-8.13%
AOM US STU	2,502	2,399	2,473	2,464	2,405	-3.88%	
% change	-3.50%	-4.10%	3.10%	-0.40%	-2.40%		-0.98%
AOM US TOTAL	9,987	10,071	10,233	9,949	9,849	-1.38%	- 0.35%

Table 6 - INTERNATIONAL MEMBERSHIP by MEMBER TYPE							
	2015	2016	2017	2018	2019	5-year % Change	Annual Avg % Change
DIG INTL ACAD	340	376	427	460	533	56.76%	
% change	7.90%	10.60%	13.60%	7.70%	15.90%		11.90%
DIG INTL EMER	5	3	3	6	2	-60.00%	

% change	25.00%	-40.00%	0.00%	100.00%	-66.70%		-20.47%
DIG INTL EXEC	23	23	22	23	32	39.13%	
% change	-8.00%	0.00%	-4.30%	4.50%	39.10%		8.61%
DIG INTL STU	94	125	160	172	192	104.26%	
% change	-1.10%	33.00%	28.00%	7.50%	11.60%		19.55%
DIG INTL TOTAL	462	527	612	661	759	64.29%	13.21%
AOM INTL ACAD	6,605	6,875	6,836	6,886	7,232	9.49%	
% change	5.30%	4.10%	-0.60%	0.70%	5.00%		2.29%
AOM INTL EMER	106	93	94	100	102	-3.77%	
% change	11.60%	-12.30%	1.10%	6.40%	2.00%		-0.96%
AOM INTL EXEC	632	564	493	459	486	-23.10%	
% change	-0.60%	-10.80%	-12.60%	-6.90%	5.90%		-6.36%
AOM INTL STU	2,251	2,449	2,545	2,635	2,747	22.03%	
% change	5.20%	8.80%	3.90%	3.50%	4.30%		5.10%
AOM INTL TOTAL	9,594	9,981	9,968	10,080	10,567	10.14%	2.44%

Appendix B – Conference data

Scholarly Submissions

	2015 Vancouver	2016 Anaheim	2017 Atlanta	2018 Chicago	2019 Boston	5-year % change
DIG Papers	208	190	242	250	338	62.5%
% change	4.0%	-8.7%	27.4%	3.3%	35.2%	
DIG Accepted Papers	102	108	149	122	158	54.9%
% change	-5.6%	5.9%	38.0%	-18.1%	29.5%	
DIG Symposia	37	43	38	55	70	89.2%
% change	8.8%	16.2%	-11.6%	44.7%	27.3%	
DIG Accepted Symposia	32	33	36	35	39	21.9%
% change	23.1%	3.1%	9.1%	-2.8%	11.4%	
<i>DIG TOTAL ACCEPTED</i>	<i>134</i>	<i>141</i>	<i>185</i>	<i>157</i>	<i>197</i>	<i>47.0%</i>
AOM Papers	7,045	6,644	6,324	7,042	7,524	6.8%
% change	14.5%	-5.7%	-4.8%	11.4%	6.8%	
AOM Accepted Papers	3,646	3,876	3,824	3,476	3,676	0.8%
% change	10.8%	6.3%	-1.3%	-9.1%	5.8%	
AOM Symposia	1,082	964	1,004	1,306	1,368	26.4%
% change	20.8%	-10.9%	4.1%	30.1%	4.7%	
AOM Accepted Symposia	846	806	866	845	862	1.9%
% change	28.2%	-4.7%	7.4%	-2.4%	2.0%	
<i>AOM TOTAL ACCEPTED</i>	<i>4,492</i>	<i>4,682</i>	<i>4,690</i>	<i>4,321</i>	<i>4,538</i>	<i>1.0%</i>

*2010-2012 accepted papers are calculated by the total number of accepted division papers, division roundtable papers, cross-division papers, and discussion papers. 2013-2014 accepted papers are calculated by the total number of accepted division papers and discussion papers.

*Accepted symposia are calculated by the total number of accepted symposia and showcase symposia

Acceptance Rate

	2015 Vancouver	2016 Anaheim	2017 Atlanta	2018 Chicago	2019 Boston
DIG Papers	49%	57%	62%	49%	47%
AOM Papers	52%	58%	60%	49%	49%
DIG Symposia	86%	77%	95%	64%	56%
AOM Symposia	78%	84%	86%	65%	63%

PDW

	2015 Vancouver	2016 Anaheim	2017 Atlanta	2018 Chicago	2019 Boston
DIG PDW Submitted	14	11	12	15	14
% change	40.0%	-21.4%	9.1%	25.0%	-6.7%
DIG PDW Accepted	7	8	9	9	11
% change	-22.2%	14.3%	12.5%	0.0%	22.2%
AOM PDW Submitted	587	527	505	595	594
% change	-6.2%	-10.2%	-4.2%	17.8%	-0.2%
AOM PDW Accepted	418	384	396	406	416
% change	-23.2%	-8.1%	3.1%	2.5%	2.5%

*PDW submissions/acceptances are counted where the division is the lead sponsor of the PDW

Reviewer Participation

	2015 Vancouver	2016 Anaheim	2017 Atlanta	2018 Chicago	2019 Boston
by US/Non-US					
DIG US	185	164	221	223	208
% change	5.1%	-11.4%	34.8%	0.9%	-6.7%
DIG Non-US	137	136	167	181	212
% change	23.4%	-0.7%	22.8%	8.4%	17.1%
DIG TOTAL	322	300	388	404	420
AOM US	2,933	2,842	3,146	3,195	2,873.00
% change	-3.7%	-3.1%	10.7%	1.6%	-10.1%
AOM Non-US	3,639	3,654	3,902	4,066	3,961.00
% change	13.0%	0.4%	6.8%	4.2%	-2.6%
AOM TOTAL	6,572	6,496	7,048	7,261	6,834

Appendix C – Election participation

GENDER & DIVERSITY IN ORGANIZATIONS					
ELECTION					
<i>data taken from records as of May of each year</i>					
Division participation	2015	2016	2017	2018	2019
DIG Membership	1,211	1,305	1,477	1,543	1709
DIG Participation	339	304	361	413	346
% of voting DIG membership	<i>27.99%</i>	<i>23.30%</i>	<i>24.44%</i>	<i>26.77%</i>	<i>20.25%</i>
Academy participation					
AOM Membership	18,667	19,075	19,665	19,182	19,144
AOM Participation	5,206	4,600	4,511	4,463	4,358
% of voting AOM membership	<i>27.89%</i>	<i>24.12%</i>	<i>22.94%</i>	<i>23.27%</i>	<i>22.76%</i>

Appendix D - GDO finances

Gender & Diversity in Organizations							
Five Years Historical Actual Financials							
		2014	2015	2016	2017	2018	FIVE (5) YEAR AVERAGE
RESERVE & ALLOCATION	BALANCE FORWARD	17,186.41	15,870.40	14,158.49	8,788.79	15,260.37	14,252.89
	DIVISION ALLOCATION	14,162.00	13,975.00	14,591.00	15,581.00	21,176.00	15,897.00
	TOTAL OPERATING FUNDS	31,348.41	29,845.40	28,749.49	24,369.79	36,436.37	30,149.89
REVENUE BY YEAR							
	SPONSORSHIP	11,025.00	\$9,698.40	5,500.00	\$10,725.00	\$8,025.00	\$8,994.68
	ENDOWMENT						
	MISC INCOME	\$0.00	\$0.00	\$0.00			\$0.00
	MISC INCOME - PDW				\$760.00		\$760.00
	TOTAL REVENUE	\$11,025.00	\$9,698.40	\$5,500.00	\$11,485.00	\$8,025.00	\$9,146.68
EXPENSE BY YEAR							
	AUDIOVISUAL	\$0.00	\$0.00	\$0.00	\$800.00	\$275.00	\$215.00
	AWARDS	\$3,022.00	\$5,206.60	1,791.50	\$1,207.50		\$2,806.90
	BANK FEES/RET CKS/CHGBA	\$61.25	\$42.79	20.00	\$15.00		\$34.76
	CONTRIBUTIONS EXPENSE	\$0.00	\$0.00	\$0.00			\$0.00
	ENDOWMENTS						
	ENTERTAINMENT						
	EXPENSE OTHER	\$0.00	\$0.00	\$0.00			\$0.00
	EXPENSES REIMBURSED	\$0.00	\$136.00	360.00			\$165.33
	FOOD & BEVERAGE	\$23,300.93	\$19,999.92	23,090.38			\$22,130.41
	EVENTS & CATERING				\$17,779.92	\$500.00	\$9,139.96
	EVENTS AM CATERING					\$19,235.53	\$19,235.53
	GIFTS, GIVE-AWAYS, ETC.					\$250.00	\$250.00
	PERSONNEL/PROF FEES/ CO	\$0.00	\$0.00	\$0.00			\$0.00
	POSTAGE & DELIVERY	\$0.00	\$0.00	198.82			\$66.27
	PRINTING/PRODUCTION/COPI	\$118.83	\$0.00	\$0.00			\$39.61
	PROFESSIONAL DEVELOPMENT						
	SPACE RENTAL						
	SUPPLIES/OFFICE/COMPUTER	\$0.00	\$0.00	\$0.00			\$0.00
	TRANSPORTATION				\$792.00		\$792.00
	TRAVEL						
	TOTAL EXPENSE	\$26,503.01	\$25,385.31	\$25,460.70	\$20,594.42	\$20,260.53	\$23,640.79
	FUND NET	\$15,870.40	\$14,158.49	\$8,788.79	\$15,260.37	\$24,200.84	\$15,655.78

Health and Governance Checklist

The purpose of this checklist is to monitor basic division/interest group health and governance. It is intended to stimulate conversation among the officers and prompt reflection. Copies of documents referenced in the checklist are **NOT** being requested. For each item please share an example that illustrates your answer or a quick idea for improvement, where applicable. Officers should expand on items calling for improvement in their report.

<u>Bylaws and Domain</u>	Yes	Yes, but needs improvement	No
<p>1. The division/interest group’s bylaws are up to date and periodically reviewed and revised, if necessary.</p> <p>Example/quick idea:</p> <p>The bylaws were last revised in 2013. The Executive committee is currently investigating how other divisions recognize student representatives on the Exec Committee and will adapt the constitution if this is required.</p>			
<p>2. The division/interest group’s domain statement is current and activities reflect its full scope.</p> <p>Example/quick idea:</p> <p>From the latest survey results, there are some useful suggestions for simplifying the statement and making it clearer. There was also interest in articulating the importance of the international dimension to our division and adding a more explicit statement regarding inclusion. These resonate with the previous self-review findings, so it will be timely for the Executive to consider this in the coming year. The division’s statement was last revised in 2007.</p>			
<p>3. The division/interest group conforms to all official Academy policies as detailed in the Division and Interest Group Chair’s Guidebook.</p> <p>Example/quick idea:</p> <p>Introducing the future Division Chairs to the official Academy policies is attended to by the current Division Chair. The division treasurer plays a key role in ensuring adherence to Academy policies, and a handover period for newly appointed treasurers is in place to ensure the understanding of Academy of policies. The smooth changeover in treasurers which occurred in 2018/19 is indicative of the effectiveness of this approach.</p>			
<u>Membership</u>	Yes	Yes, but needs improvement	No
<p>4. Membership statistics are periodically reviewed to understand trends (growth, decline) and whom the division/interest group is serving (students, academics, practitioners, emeritus, international, etc.)</p> <p>Example/quick idea:</p>			

The GDO membership statistics are reported annually at the August Exec committee, where discussion around activities to grow membership are conducted. The membership committee has been reconvened in 2020 and has been tasked with addressing member needs. In addition, the Global Ambassadors committee has been refocused on attracting Global Ambassadors who will be tasked with mentoring and developing new members from emerging and developing economies.

Membership (continued)

Yes

Yes, but needs improvement

No

5. The division/interest group delivers programs/services for all member constituencies.

Example/quick idea:

The current committee structure includes committees relating to awards for all member constituencies (e.g., faculty transnational, lifetime awards, education awards, service awards, publication awards and dissertation awards), a Global Ambassadors committee focused on recruiting and retaining international members, doctoral consortium team, junior faculty consortium team, and a membership committee. Findings from the review survey suggest the division could consider more attention to the international dimensions of our membership. This is discussed in the planning section below.

Finance

Yes

Yes, but needs improvement

No

6. At least one person has responsibility for reviewing and understanding the division/interest group's financial reports.

Example/quick idea:

The treasurer has key responsibility for maintaining the division's financial reports current and regularly presenting updates to the Executive Committee.

7. The division/interest group follows the Academy's financial policies, and routinely operates in the black.

Example/quick idea:

The Treasurer attends the annual training session conducted by the AOM and maintains regular contact with the AOM Controller throughout the year to ensure Academy financial policies are adhered to. During the five year period of review, GDO has consistently operated in the black, successfully securing sponsorship for new initiatives as needed.

8. If feasible, the division encourages outside sponsorship to extend its resources.

Example/quick idea:

The GDO division does an annual fundraising drive among our members' institutions and book publishers. The share of the division's operating funds from fundraising has varied significantly over the period. In light of these challenges, we welcomed the opportunity to work with the Kauffman Foundation shaping sponsorship for the GDO division of \$8,000 p.a. for 2019-2021. These funds are directed to supporting an early career consortium for GDO scholars engaged in entrepreneurship projects and for funding cash awards for the best conference papers in GDO and entrepreneurship.

<u>Governance</u>	<i>Yes</i>	<i>Yes, but needs improvement</i>	<i>No</i>
<p>9. Periodic planning takes place to consider how the division/interest group might meet new challenges and opportunities.</p> <p>Example/quick idea:</p> <p>The GDO Executive meets at least three times a year electronically, as well as the face to face meeting at the AOM in August. Planning is viewed as an ongoing activity, with committees and officers regularly discussing electronically emerging issues, opportunities and ideas. Examples of new initiatives that have emerged through this process are the Kauffman Foundation sponsorship, the Global Ambassadors network refocus on members from under-represented regions, and a current issue being progressed by members of the Executive Committee is how to better include student representation.</p>			
<u>Governance (continued)</u>	<i>Yes</i>	<i>Yes, but needs improvement</i>	<i>No</i>
<p>10. There is a climate of mutual trust and respect among the officers.</p> <p>Example/quick idea:</p> <p>As reflected in the survey feedback, GDO is an inclusive division and this is experienced at all levels.</p>			
<p>11. The respective roles of officers and key volunteers are understood and some level of orientation/guidance takes place.</p> <p>Example/quick idea:</p> <p>At the August meeting at the AOM, the committees are reviewed and members assigned where their interests lie. It would be useful to have a document detailing all the roles and responsibilities for new members' induction each year. This will be completed by the Executive Committee by the 2020 AOM meeting in Vancouver.</p>			
<p>12. The division/interest group actively attempts to involve members in volunteer and leadership positions, including international members and other underrepresented populations.</p> <p>Example/quick idea:</p> <p>Volunteers are consistently sought for committee membership, often through the use of AOM's volunteer survey. Executive members are asked to approach and encourage individuals to volunteer for the awards committees, which are chaired by Exec committee members and populated with volunteers. For 2020, we are seeking additional volunteers for our Global Ambassadors network to support our efforts to increase membership from under-represented countries.</p>			
<p>13. The current governance and committee structure serves the division/interest group well.</p> <p>Example/quick idea:</p>			

The GDO committee structure is reviewed annually at the August AOM meetings and modified according to division goals. In some cases this means dropping committees, and in others adding new committees. In 2020, we refocused the Global Ambassadors committee to increase participation from under-represented countries.

14. The division/interest group has a fair and open process for nominations and elections.

Example/quick idea:

The nomination and election process is compliant with the division’s constitution and adheres to Academy policies. The Past Division Chair is charged with overseeing the process and nominations are discussed with the Executive Committee.

Programs/Activities

Yes

Yes, but needs improvement

No

15. The officers periodically consider adopting new programs and modifying or discontinuing others. They know the strengths and weaknesses of their programs.

Example/quick idea:

When the offer of the Kauffman sponsorship arose, members of the Executive committee quickly responded and initiated the sponsored activities for the 2019 AOM.

16. Scholarships, travel stipends, or other funding programs are transparent and open to all who are eligible.

Example/quick idea:

Funding programs have not been used in GDO in the past; however, our recent application for the AOM Strategic project funds has identified scholarship funds for participants from underrepresented region, which will be run transparently if we are funded.

17. The division/interest group has well publicized recognition programs (for service, scholarly contributions, etc) and the criteria for awards are transparent.

Example/quick idea:

Awards offered by GDO are publicised on the website, including the criteria for each, as well as calls for nominations through AOM Connect. Each award committee has at least three members, is chaired by an Executive Committee member or representative-at-large, and made up of volunteers from the wider membership. The award winners are recognised at the GDO Celebration of Success, through the GDO website, and included in the AcadeMY News.

18. The division/interest provides opportunities and services to members with different interests, including teaching, research and practice-based interests.

Example/quick idea:

Research interests are addressed through the scholarly program at the conference, designated research awards, the publishing diversity research workshop, and the doctoral and junior faculty consortia. Teaching interests are addressed through the doctoral and junior faculty consortia, and are frequently part of the PDW program. Practice-based interests are addressed in the division's plenary session featuring diversity practitioners, and often appear as part of symposia, PDWs, and research papers.

19. Services to members extend beyond those provided at the annual meeting.

Example/quick idea:

Members of the GDO Executive coordinate two additional activities outside of the annual meeting - Tales from the Script (where a GDO doctoral student interviews a notable scholar about the mechanics of the paper that has inspired the GDO member) and the mid-year GDO Early Research Editor Panel webinar.

<u>Programs/Activities (continued)</u>	Yes	Yes, but needs improvement	No
<p>20. The division/interest group carries out regular communication with members (minimally including a newsletter and up-to-date website).</p> <p>Example/quick idea:</p> <p>The website is up to date (thanks to our Chief Technology Officer), but the shift from the listserve to AOM Connect has been disruptive for the division in terms of our communications. We now have three Committee members working on this – the AOM Connect and Listserv manager, the Division newsletter editor, and the Division Chief Technology Officer – who are exploring how to better use the functionality of the site to ensure our communications are more targeted.</p>			
<p>21. The division/interest group actively works to build community (communities of practice, listservs, collaboration activities, social and special events) etc.</p> <p>Example/quick idea:</p> <p>GDO hosts several social functions at the annual conference to facilitate networking between members, particularly new members. While the AOM connect site allows members to post messages, the traffic on this does not seem as active as the old listserv. As noted above, we are seeking to improve our communications.</p>			
<p>22. The division/interest group actively strives to improve the annual meeting program by periodically reviewing program statistics to monitor meeting trends.</p> <p>Example/quick idea:</p> <p>We review the report the program statistics at our AOM meetings to inform our planning and activities, and then report these to the wider membership at our Celebration of Success. Feedback from members at the 2016 GDO Business meeting included that we should make it clearer that the business meeting includes the award winners. From 2017, the Executive renamed the business meeting the Celebration of Success and we saw much greater rates of attendance in 2018 and 2019.</p>			
<p>23. Collaboration exists with other division/interest groups in the Academy.</p> <p>Example/quick idea:</p> <p>GDO comprises individuals from a wide range of management sub-disciplines, and collaboration with other Divisions is natural and desired. For example, in 2019 all but one of the division’s symposia were co-sponsored with another division. We have a particularly strong relationship with the CAR Division and, to a lesser extent, the SIM, MSR, HRM, OB, CMS, CM, and ODC Divisions.</p>			