



2014 ANNUAL REPORT



The Academy of Management is the preeminent professional association for management and organization scholars. Our worldwide members are professors and Ph.D. students in business schools at universities, academics in related social science and other fields, and practitioners who value knowledge creation and application. Founded in 1936, our global community today is nearly 20,000 strong, spanning 115 countries.

OUR VISION

To inspire and enable a better world through our scholarship and teaching about management and organizations.

OUR MISSION

To build a vibrant and supportive community of scholars by markedly expanding opportunities to connect and explore ideas.

For a more information about the Academy of Management, including our leading journals and other benefits of membership, visit www.aom.org.

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President's Message



Paul S. Adler
President,
Academy of
Management
2014-2015

I am honored to present this 2014 annual report to the Academy of Management membership. In August 2014, the President's gavel passed to me from our colleague, Duane Ireland, under whose term much of our 2014 activity occurred and the first such report was developed. These reports aim to provide members annually with transparent and meaningful information about our association's activities and initiatives.

2014 was a year of significant accomplishments and new beginnings. As the leading professional association for management and organization scholars worldwide, we continue to grow. We are

nearly 20,000 strong, with members in over 115 countries. And we continue to develop new ways for members to connect, collaborate and contribute within and across specialized fields.

During 2014, our divisions and interest groups introduced an array of new domain-specific resources, communications, events, and network-building activities, designed to support members in their research and teaching endeavors. Some of these are highlighted in the body of this report.

The Board of Governors pushed forward on the key objectives defined in our strategic plan (available on our website). One of these objectives was to ensure that our association was experienced as inclusive: the Academy's Diversity & Inclusion Theme Committee conducted a survey of members on this topic. Another objective was to help our members understand the changing state of our profession: a team of members was commissioned to conduct a survey about our members' experience of career shocks, obstacles and accelerators. Results of both these surveys are now available on our website.

With support from our membership committee and headquarters staff, we redesigned our member newsletter, *AcadeMY News*, and launched it in January 2014. This newsletter showcases the breadth of activities taking place throughout the year across our divisions, interest groups, committees, and other member communities.

In 2014, our new online journal, *Academy of Management Discoveries* (AMD), began accepting submissions in preparation for launch in 2015. This journal

was created in response to member interest in new outlets and new forms of scholarship. AMD's distinctive focus is on new empirical evidence that strengthens our understanding of substantively important yet little understood phenomena and that can be used as a basis for theory development and elaboration. The first issue appeared in July 2015.

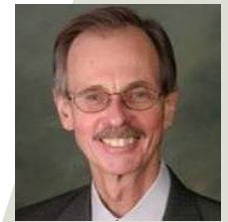
Thanks to the work of nearly 5,000 individual contributors, reviewers, session facilitators, program organizers, committee members, division and interest group leaders, and others, our 2014 annual meeting in Philadelphia was a great success, attracting more than 10,000 participants. This meeting featured several new membership initiatives, enhanced technology access on site, and a concentrated effort to facilitate one-on-one networking and small group gatherings throughout the meeting spaces.

Building on the success of the inaugural event in 2013, the *Academy of Management Teaching and Learning Conference* (TLC@AOM) was repeated as a small conference held in conjunction with the annual meeting in 2014. Response to the TLC@AOM has been tremendous, signaling strong interest and demand for teaching resources and tools, and for smaller, focused events that complement our expansive annual meeting. We plan to continue this event in the coming years, and we will soon offer it outside North America too.

TLC@AOM is just one of a broader family of small conferences that we will be organizing in the coming years. Indeed, we are launching a new program of small conferences that will run at various times of the year and in various countries around the world. The Board has created a Conferences Committee that is now eager to receive proposals.

Our financial condition is strong, and these resources have enabled us to develop a stronger headquarters team. We have been adding capacity in several departments and we will be revamping our entire IT infrastructure. Our headquarters staff is the magic key that unlocks the potential represented by the volunteer efforts of the thousands of members who contribute their time and talents to advancing the mission of the Academy.

Onward and upward, together!



R. Duane Ireland
President, 2013-2014

R. Duane Ireland served as the 69th President of the Academy of Management during the 2013-2014 term. At the Annual Meeting in Philadelphia, Duane delivered the 2014 Presidential Address, "Our Academy, Our Future", available for viewing and download in the Academy of Management Presidential Gallery.

Membership

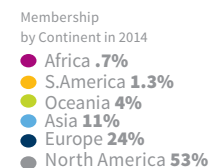
ACCESS

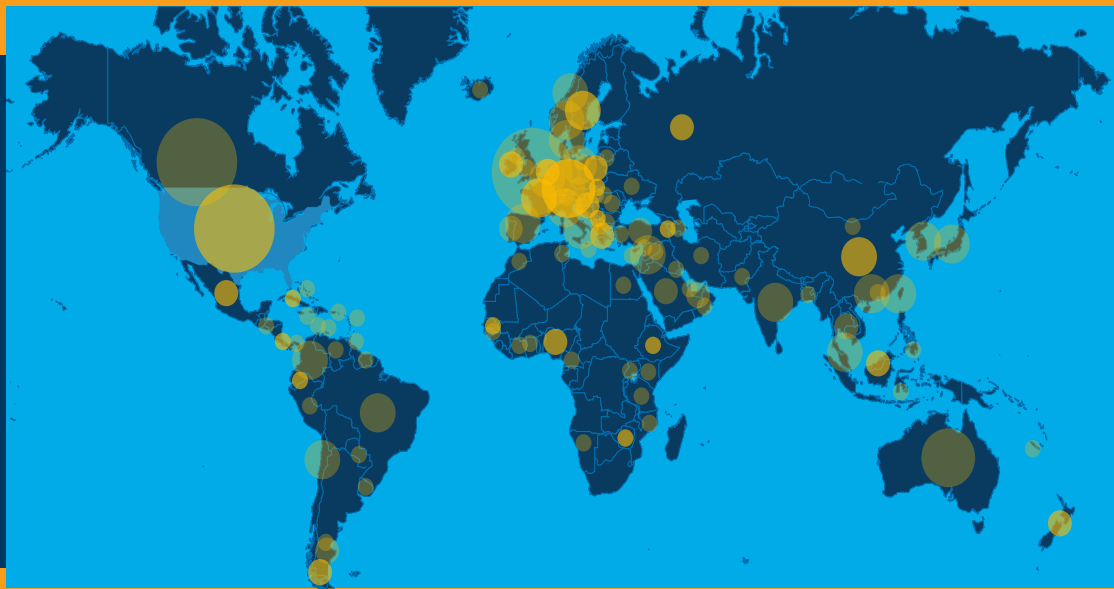
As the oldest and largest scholarly management association in the world, the Academy of Management is the intellectual and professional home to nearly 20,000 members from 115 countries in every corner of the globe.

Academy members are a diverse group of students, academics – both active and retired – and executives. In 2014, ACADEMIC members made up 2/3 of the total population while aspiring academics – STUDENTS – made up 1/4.

Access to a global community of scholars, researchers and practitioners and the opportunity to make connections and establish valuable networks with them is one of the most important benefits of membership. Access to these networks comes by participating in the Annual Meeting, by contributing to, reviewing, editing and reading the Academy's impressive portfolio of journals and publications, by volunteering with divisions and interest groups, and by engaging with communities online using new and old tools alike.

Membership in the Academy provides members with the potential to interact, engage, and exchange ideas with fellow scholars, Ph.D. students, and practitioners with the reach of a truly international organization.





COMMUNITIES & NETWORKS

The ways in which members can connect grows as new technologies sprout up over-night and are adopted by eager users. Academy members use these tools to connect around common scholarly interests, activities, and objectives within and across various management disciplines.

Social media usage especially continues to grow as an outlet for members worldwide to collaborate and exchange ideas with the greater scholarly management community and to spark conversations around emerging trends in management and exciting new theories and applications.

In 2014, the Academy counted nearly 13,000 members in its LinkedIn group - a growth of almost 20% in just one year. On Facebook and Twitter, the Academy's social presence grew to include nearly 6,000 fans and followers from just 3,500 each in 2013, and there is a growing circle of followers on Google+ and YouTube, as the Academy expands into the realm of interactive content. Adding to these important social media outlets, AOM hosts over 50 active listserv communities.

PLACEMENT SERVICES

The Placement Committee provides Academy members with career development services and access to targeted employment opportunities as well as assisting a range of institutions and organizations worldwide in filling their position openings.

At the Annual Meeting in 2014, Placement Services hosted interactive training and development workshops and connected nearly 650 members seeking employment with academic and industry recruiters during its five day on-site "career fair."

Placement Services also enables career connections throughout the year via its online portal, where jobseekers search postings, set customized position alerts, and create searchable candidate profiles viewed by hundreds of prospective employers. In 2014, over 900 openings were posted and nearly 2,000 members utilized the Placement Committee's online and in-person services.

CONNECT
COLLABORATE
CONTRIBUTE

FACEBOOK FANS
5,500+

LINKEDIN MEMBERS
13,000+

Nearly
6,000
TWITTER FOLLOWERS

LINKEDIN F
FACEBOOK F
TWITTER T
YOUTUBE Y
GOOGLE+ G
INSTAGRAM I

@aomconnect



Divisions & Interest Groups

COMMUNITY

Members benefit from involvement in the Academy's 25 divisions and interest groups. Divisions and interest groups provide disciplinary "home bases" where members connect and collaborate around specific management domains. These active communities offer a broad range of services tailored to members with interests in a particular discipline, including: educational sessions and social events at the Annual Meeting, doctoral student and junior faculty consortiums, recognition programs, research tools, mentoring programs, newsletters, discussion forums, and teaching resources.



LEADERSHIP FORUM

Divisions and interest groups vary by size, discipline and initiative, but they share many of the same challenges and opportunities. The "Leadership Forum," held each year at the annual meeting, is dedicated to the sharing of best practices to encourage collaboration, learning and brainstorming across these important membership communities.

At the 2014 Leadership Forum, representatives from the Academy's Board of Governors convened with officers and executive committee members from the divisions and interest groups for an interactive workshop to share successful innovation in areas including engaging and serving members beyond the annual conference; retaining volunteers and pioneering new programs. Highlights from these presentations included:

Management Consulting Division

At the Forum, the Management Consulting (MC) Division reported on the production of webinars covering different aspects of mastering and breaking into consulting. MC's webinars have been very successful in attracting younger members to the division and cultivating skills for all members interested in these topics. Each of their webinars filled to capacity within 24 hours of their announcement each time they were presented.

Human Resources Division

The Human Resources (HR) Division shared highlights from the *First HR Division International Conference*. The purpose of this conference was to bring the division to its constituents in a new location. The conference was held in Beijing, China in July 2014. HR cited dedicated volunteer leadership and strong local partners as keys to the success of this exciting event, which attracted 205 participants from 17 countries.

Entrepreneurship Division

The Entrepreneurship (ENT) Division launched a new email newsletter for their members. Distributed six times annually, the ENT NewsBlast is used for volunteer recruitment, event promotions and various forms of member engagement. The key features and principles they applied to increase open rates and readership were shared.

Critical Management Studies Division

The Critical Management Studies (CMS) Division presented the results of several new initiatives, including a writing competition designed to encourage and acknowledge case writing that addresses the "dark side" of contemporary capitalism and an offsite event designed to engage practitioners through interactive activities with local labor leaders. They also spoke about recent structural changes to clarify leadership roles within the division.

Management Education Division

Finally, the Management Education and Development (MED) Division shared the success of their annual Past Division-Chairs Luncheon. Ultimately, the event serves two main goals: community building with the extended leadership network and strategic planning for the coming year, both of which are strengthened by the participation of past division leadership.

DIVISION & INTEREST GROUP REVIEWS

Every five years, the Academy's divisions and interest groups are reviewed, on a rotating schedule, by a group of division and interest group leaders and members of the Board serving on the Division and Interest Group Relations (DIGR) Committee. These periodic reviews aim to ensure the health and viability of the divisions and interest groups and to envision goals for the future.

In 2014, four divisions were reviewed and each was commended for outstanding efforts to serve their membership and the Academy as a whole. The DIGR Committee was chaired by Ann Buchholtz (*Rutgers University*) and included chair-elect Quinetta Roberson (*Villanova University*), Lisa Schurer Lambert (*Georgia State University*), Richard Whittington (*University of Oxford*) and Alexandre Faria (*EBAPE/Fundação Getulio Vargas*). Highlights from the reviews included:

Careers Division

For the Careers (CAR) Division, member engagement was noted as being particularly strong. Further, CAR's internationalization initiatives over the last few years appear to have been effective in raising the number of members based outside of the U.S. Looking to the future, CAR's leadership is focused on adding more resources to their website, exploring opportunities for members to collaborate online, and the possibility of holding a second division meeting in addition to the annual meeting.

Managerial and Organizational Cognition Division

The identity of the Managerial and Organizational Cognition (MOC) Division is rooted in scholarship on multilevel cognition in the context of a collegial environment. This is clearly defined for and by the membership. Acceptance rates for symposia at the annual meeting have almost doubled, based largely on a conscious effort to involve more individuals in the scholarly program. Efforts to work collaboratively with other divisions are underway which, as the DIGR committee noted, strengthen the multifaceted and inter/multi/transdisciplinary scholarly realm of cognition.

Organizational Communication and Information Systems Division

There is a core of committed and satisfied members in the Organizational Communication and Information Systems (OCIS) Division which results in opportunities to network that are highly valued by membership. The DIGR committee concurred with OCIS' report that because of the unique nature of its domain, the division can address some pressing and significant issues for its practitioner and executive members, while enhancing connections with related divisions.

Organization Development and Change Division

Members of the Organization Development and Change (ODC) Division deeply appreciate the collegiality of the division, resulting in a base of members that is very committed. The committee especially noted the division's bi-annual conference in Lyon as well as the structured efforts to include practitioners, international members, and a gender mix in the leadership team. It was also pointed out that ODC may be particularly well-suited to address an increasing concern in other divisions regarding engagement of researchers with society in general and especially with practitioners.

Divisions & Interest Groups

2014 MEMBERSHIP




Publications

DISSEMINATING KNOWLEDGE

The Academy of Management is committed to advancing theory, research, education and practice in the field of management. The AOM publications portfolio includes six journals, each of which broadly contributes to this objective while emphasizing a particular scholarly aspect of it.

The Academy publishes six journals: *Academy of Management Annals (Annals)*, *Academy of Management Journal (AMJ)*, *Academy of Management Learning & Education (AMLE)*, *Academy of Management Perspectives (AMP)*, *Academy of Management Review (AMR)* and *Academy of Management Discoveries (AMD)*. In 2014, 209 new articles contributing to the body of management and organization scholarship were published. Article downloads across all of our publications now approach a total of 12 million.

Academy publications are made possible through the dedicated hard work of volunteer editors, associate editors, and editorial review board members. The Journals Committee serves as a liaison between the Board of Governors and the editors. Working together, these parties ensure that the Academy's publications remain committed to fulfilling their respective visions and to contributing to our knowledge about management and organizational practices.

nearly
12million
articles downloaded
across all AOM publications



AMD

Academy of Management Discoveries (AMD) strives to be an inquisitive, innovative journal that brings new discoveries to readers through digitally enhanced content. The first issue of *AMD* is scheduled to be released

in 2015. Open to discoveries from across all Academy divisions regardless of discipline, level of analysis, or national context, *AMD* will contain interesting and important empirical research about poorly-understood phenomena that advances our understanding of management and organizations.

The mission of *Academy of Management Discoveries* is to publish new empirical research that strengthens our understanding of substantively important yet poorly understood phenomena concerning management and organizations. *AMD* welcomes phenomenon-driven research that employs quantitative and/or qualitative methods at any level of analysis (e.g., individuals, groups, organizations, industries, societies). *AMD* publishes articles that present strong and persuasive evidence, and provides readers clear and timely implications for understanding and improving management and organizations.

AMD EDITORIAL TEAM (2013-2017)



EDITOR
Andrew H. Van de Ven,
University of Minnesota

ASSOCIATE EDITORS

Soon Ang, *Nanyang Technological University*
Africa Arino, *IESE Business School*
Peter Bamberger, *Tel Aviv University*
Curtis LeBaron, *Brigham Young University*
Chet Miller, *University of Houston*
Frances J. Milliken, *New York University*



AMR

Academy of Management Review (AMR), the leading global source of business and management theory is ranked #1 on ISI Web of Science. Driven by

theoretically rigorous and intellectually provocative content, *AMR* is consistently ranked among the top five most influential and frequently cited management and business journals. Over three million *AMR* article downloads have been recorded. *AMR* continues to explore opportunities to help develop authors through leadership of theory writing workshops, outreach activities at various international conferences, and enhanced web resources.



AMR EDITORIAL TEAM (2012-2014)

EDITOR
Roy Suddaby,
University of Alberta

ASSOCIATE EDITORS

Neal Ashkanasy, *University of Queensland*
Rick Delbridge, *Cardiff Business School*
Cynthia Devers, *Michigan State University*
Peer Fiss, *University of Southern California*
Vilmos Misangyi, *Pennsylvania State University*
Christine Quinn Trank, *Vanderbilt University*
Ingrid Fulmer, *Rutgers University*
Belle Rose Ragins, *University of Wisconsin, Milwaukee*



IMPACT FACTOR: **7.895**

#1 of 172
journals in "Management"
#1 of 110
journals in "Business"



AMLE

Academy of Management Learning and Education (AMLE) continues to examine pressing issues in the fields of management learning and education by presenting

theory, models, research, critiques, dialogues, and retrospectives that address the learning process and the practice of management education. *AMLE*'s audience includes scholars, educators, program directors and deans at academic institutions, as well as practitioners in training and development and corporate education. In 2014, *AMLE* published a special issue focused on "Teaching Evidence-Based Management," developed special collections featured in the Essays, Dialogues and Interviews (EDI) and Book and Resource Reviews sections; and curated themed collections for the *AMLE* website on topics such as leadership development, entrepreneurship, and ethics.

AMLE EDITORIAL TEAM (2012-2014)



EDITOR
Kenneth G. Brown,
University of Iowa

ASSOCIATE EDITORS

Steven J. Armstrong, *University of Hull*
Jean Bartunek, *Boston College*
Holly Brower, *Wake Forest University*
Dawn DeTienne, *Colorado State University*
Carolyn Egri, *Simon Fraser University*
Alvin Hwang, *Pace University*



IMPACT FACTOR: **2.121**

#38 of 172
journals in "Management"
#18 of 216
journals in "Education &
Education Research"



INCOMING EDITORS



INCOMING EDITOR, AMR
Belle Rose Ragins,
*University of Wisconsin,
Milwaukee*



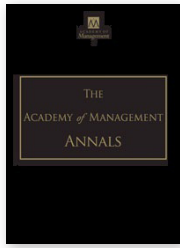
INCOMING EDITOR, AMLE
Christine Quinn Trank,
Vanderbilt University

"In the ever-changing landscape of academic publishing, the AOM portfolio of journals continues as a premier source of new knowledge for our field, due largely to the tremendous dedication and effort of our journal editors and their editorial teams."

Mary J. Waller
Chair, 2013-2014
Journals Committee



*2013 Journal Citation Reports



ANNALS

Academy of Management Annals (Annals) published its eighth volume in 2014. Despite being a relatively young journal, *Annals* has quickly established itself as a widely recognized

and important forum, providing up-to-date, in-depth examinations of the latest advances in various management fields. In 2014, *Annals* moved from a primarily invitation-based process to a two-step process for article submissions that includes those solicited by the editors and those collected through an open submission system.

ANNALS EDITORIAL TEAM (2014-2016)



CO-EDITORS
Sim B. Sitkin,
Duke University
Laurie R. Weingart,
Carnegie Mellon University

ASSOCIATE EDITORS

Laura B. Cardinal, *University of Houston*
Matthew A. Cronin, *George Mason University*
David de Cremer, *CEIBS*
James R. Detert, *Cornell University*
Elizabeth George, *Hong Kong University of Science & Technology*
Francesca Gino, *Harvard University*



IMPACT FACTOR: **7.333**
#2 of 172
journals in "Management"



AMP

Academy of Management Perspectives (AMP) publishes articles and symposia that address important issues concerning management and business.

AMP articles and symposia are aimed at the non-specialist academic reader with a secondary audience that include existing and future "thought leaders." A distinctive aspect of *AMP* articles is a focus on evidence rather than the development of theory. Management research has expanded significantly in recent decades, making it difficult for scholars to follow advances in the multiple, specialized subfields. The *Academy of Management Perspectives* addresses this by publishing important work that synthesizes and translates theoretical and empirical research in management's distinct sub-fields in an authoritative evidential manner that makes these findings accessible for scholars outside that subfield.

AMP EDITORIAL TEAM (2012-2015)



CO-EDITORS
Timothy M. Devinney,
University of Technology, Sydney
Donald Siegel, *University at Albany, SUNY*

ASSOCIATE EDITORS

Peter Klein, *University of Missouri*
Dean McFarlin, *Duquesne University*
Karl Moore, *McGill University*
Craig Pearce, *Creative Learning Partners*



IMPACT FACTOR: **2.826**
#23 of 172
journals in "Management"
#14 of 110
journals in "Business"



AMJ

Academy of Management Journal (AMJ) is the flagship empirical journal in management, and has been indispensable reading for management scholars for more than five decades. *AMJ* articles test, extend, or build theory and contribute to management practice using a variety of empirical methods (e.g., quantitative, qualitative, field, laboratory, meta-analytic, and combination). *AMJ* articles

are regularly cited in the major business media outlets and downloads of *AMJ* articles now exceed three million. Successful new initiatives, including a *From the Editors* series have been instituted, containing articles written by editors and co-authored with a senior executive, thought leader, or scholar from a different field to explore new content areas and grand challenges with the goal of expanding the scope, appeal, and relevance of the work presented in the journal.

AMJ EDITORIAL TEAM (2014-2016)



EDITOR
Gerard (Gerry) George,
Singapore Management University

ASSOCIATE EDITORS

Amy E. Colbert, *University of Iowa*
Linus Dahlander, *ESMT European School of Management and Technology*
Scott D. Graffin, *University of Georgia*
Marc Gruber, *EPFL Ecole Polytechnique Fédérale de Lausanne*
Martine Haas, *University of Pennsylvania*
Elaine Hollensbe, *University of Cincinnati*
Jennifer Howard-Grenville,
University of Oregon
Aparna Joshi,
Pennsylvania State University
Carol T. Kulik,
University of South Australia
Dovev Lavie,
Technion: Israel Institute of Technology

David Mayer,
University of Michigan
Brent A. Scott,
Michigan State University
Scott Sonenshein,
Rice University
Riki Takeuchi, *Hong Kong University of Science & Technology*
Laszlo Tihanyi,
Texas A&M University
Gerben S. van der Vegt,
University of Groningen
Daan Van Knippenberg,
Erasmus University
Heli Wang,
Singapore Management University



IMPACT FACTOR: **4.974**
#5 of 172
journals in
"Management" | #3 of 110
journals in
"Business"

*2013 Journal Citation Reports

Percentage of Journal Submissions by Continent in 2014

Total Original Journal Submissions: 2,400

- Africa 1%
- South America 2%
- Oceania 5%
- Asia 22%
- Europe 25%
- North America 45%



UNIVERSAL REACH

The Academy’s publications have a universal reach. In support of global scholarship development, the Academy participates in Highwire’s “Free Access to Developing Economies” program. This participation enables AOM to grant free online journal access to users in developing economies. Access is based on the World Bank’s list of “low income economies,” plus Angola, Armenia, Azerbaijan, Djibouti, Georgia, Indonesia, Turkmenistan, and Ukraine.

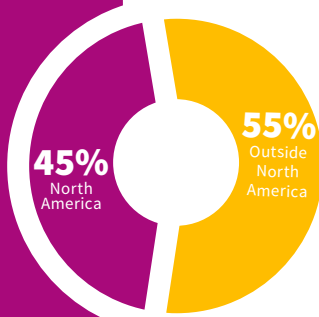
TECHNOLOGY

The AOM Publications Portal is a unique member benefit that allows users to easily access current and archived digital content, in-press, most cited and most read articles, multimedia content and more, from their preferred mobile devices. Thousands of members from around the world have downloaded this mobile app, which provides full text access to all journal articles since inception and the ability to set up personalized alerts for specific topics of interest.

MEDIA COVERAGE

Nowhere is the Academy’s global impact more apparent than in the world’s media. Throughout 2014, numerous Academy members’ studies and journal articles were featured in print and online news outlets around the globe, including the *Economist*, the *Wall Street Journal*, the *Globe and Mail*, *Times of India*, and many more. Furthermore, Academy of Management content has been featured on websites around the world, including *BusinessWeek*, *Forbes*, *Huffington Post*, *Entrepreneurship.com*, *LinkedIn*, and many more.

One of the most impactful studies of 2014, “Does Seeing ‘Eye to Eye’ Affect Work Engagement and OCB? A Role Theory Perspective on LMX Agreement,” was featured in papers in India, England, and numerous publications in the United States. Conducted at Michigan State University by AOM members, Fadel Matta, Brent Scott, Donald Conlon, and Joel Koopman, the article appeared in the October 2014 issue of the *Academy of Management Journal*.



Conferences

CONNECTING A WORLD OF MANAGEMENT SCHOLARSHIP

Conferences support the Academy of Management's mission by offering scholars a venue for connecting and exploring ideas about management and organizations.

The Annual Meeting, held each year in August, is the world's largest forum devoted to management scholarship and education. During five days of activities and events, the Annual Meeting offers members many opportunities to participate and learn in regularly scheduled sessions, as well as by being a part of many informal, spontaneous conversations. Approximately half of all Academy members attend the Annual Meeting each year, and nearly 85% have attended at some point during their membership tenure.

In 2014, the Academy continued to explore opportunities to provide new, smaller and focused, meetings to complement the Annual Meeting. The Second Teaching and Learning Conference was also held in conjunction with the Annual Meeting in Philadelphia. In addition to these initiatives, members continued to drive the development of various community activities and events across the globe through their divisions and interest groups.



74TH ANNUAL MEETING

The Annual Meeting supports the AOM's mission by expanding opportunities to connect and explore ideas with others. Face to face interaction is an invaluable tool and aids in the sharing of research experiences, exchanging teaching resources, discussing the implications of members' work for practice and developing professional skills and contacts.

The 74th Annual Meeting of the Academy of Management took place in Philadelphia, Pennsylvania, August 1-5, 2014. The 2014 meeting theme, "The Power of Words," encouraged attendees to consider the effect of words - our own and others' words - on individuals, teams, organizations, nations, and even global systems. What and how words are communicated determine the results they effect. The issues raised by the theme were of theoretical, empirical and practical importance across the full range of Academy divisions, interest groups, and stakeholders in scholarly enterprise.

Thousands of AOM members and volunteers contributed to the development of the 2014 Annual Meeting program. The 2014 Call for Submissions elicited 6,268 paper submissions, 370 unique symposium submissions, and 626 professional development workshops proposals. Roughly 5,800 volunteer reviewers provided the effort to evaluate these submissions.

With a total of 10,254 total attendees, the 2014 Annual Meeting in Philadelphia boasted a full program of 1,984 sessions and events over the five day conference. The Friday and Saturday program was dedicated to a total of 449 professional development workshops. The Sunday program hosted several important Academy-wide activities designed to bring together all 25 divisions, interest groups and committees. Among the Sunday program, the All-Academy Theme program included 46 sessions from various Academy communities, highlighting “The Power of Words.” Created for participation by all attendees, the Presidential Address & Awards Ceremony recognized several of the most prestigious awards presented at the Annual Meeting, including the career



Academy of Management
Annual Meeting
 August 1-5, 2014 | Philadelphia, Pennsylvania

achievement awards and the George R. Terry Book Award. Additionally, for the second year the *Teaching and Learning Conference*, created in response to the growing teaching related-needs of AOM members around the globe, hosted a total of 38 sessions. The scholarly portion of the Annual Meeting held on Monday and Tuesday accommodated 766 paper sessions and 296 symposia.

PROGRAM CHAIR
 ALL-ACADEMY THEME
 COMMITTEE CHAIR
 Debra L. Shapiro
University of Maryland

PROFESSIONAL
 DEVELOPMENT
 WORKSHOPS CHAIR
 Anita McGahan,
University of Toronto

PROCEEDINGS EDITOR
 John Humphreys,
Texas A & M University



AOM ANNUAL MEETING BY THE NUMBERS

ATTENDEES: **10,254**

INDIVIDUAL PARTICIPANTS: **Nearly 9,600** REVIEWERS: **5,857**

> COUNTRIES REPRESENTED: 89

PAPER SUBMISSIONS: 6,268	SYMPOSIUM SUBMISSIONS: 370	SCHOLARLY PAPERS: 3,057
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- 449 >** PROFESSIONAL DEVELOPMENT WORKSHOPS
- 46 >** ALL-ACADEMY THEME SESSIONS
- 55 >** DOCTORAL CONSORTIA

NEW MEMBERS WELCOMED **1,644**

TEACHING & LEARNING CONFERENCE (TLC@AOM)



The 74th Annual Meeting included the second, full-day *Teaching and Learning Conference, TLC@AOM*. The strong demand for the first conference in 2013 reflected the growing teaching-related interests of members. The conference aims to support members in their teaching roles and increase the visibility of teaching both within and outside the Academy. *TLC@AOM* primarily focuses on practices to improve teaching and learning with effective assessment of learning outcomes, addressing the needs of both new and long-standing members, and representing all division and interest group disciplines with interdisciplinary topics and intersections across boundaries. The tripled capacity of the second *TLC@AOM* welcomed over 300 attendees. Participants represented all the divisions and interest groups in the Academy and offered a unique opportunity for them to interact with a diverse group of colleagues focused on common needs and issues related to teaching and learning. The schedule featured interactive and developmental sessions on such topics as effective teaching strategies, design thinking, assessment strategies, reflection, and online instruction. The conference also included



opportunities for Academy members to network with others to share common concerns, strategies employed, and solutions identified. *TLC@AOM*, which began as a pilot in 2013, will continue as a centerpiece for small, focused gatherings while also advancing professional impact.

2014 TLC@AOM COMMITTEE:

Elena Antonacopoulou, *University of Liverpool*
Kenneth G. Brown, *University of Iowa*
Claudia Ferrante, *United States Air Force Academy*
Jeanie Forray, *Western New England University*
Christina A. Hannah, *University of Maryland University College*
James C. Spee, *University of Redlands*
Toni Ungaretti, *Johns Hopkins University*

Academy of Management
Teaching & Learning Conference
August 3, 2014 | Philadelphia, Pennsylvania





SMALL CONFERENCES INITIATIVE

In response to appeals from the membership for additional professional development and scholarly exchange opportunities, the Academy of Management has committed to exploring diverse new meeting possibilities, experimenting with alternate modes of delivery, and identifying novel approaches for collaborating and showcasing member research. In 2014, the Board of Governors, along with volunteers from across the Academy's communities, discussed a long-term vision for a portfolio of offerings that would allow members to connect and engage throughout the year, virtually and in varied locations that are reflective of the geographic dispersion of our international membership.

Over the course of several meetings, the Board formally evaluated the requirements for a "small conferences initiative" and charted a path for supporting this vision that would include:

- Development of a portfolio of meaningful and sustainable meeting opportunities, small enough to support deep dialogue and engagement.
- Establishment of a new governance framework, the AOM Conferences Committee, to oversee operational and policy details involved in implementing the program. The Conferences Committee will develop criteria for proposal solicitation and selection, assess and select conference proposals, evaluate and monitor performance and quality of new conferences and report learnings to the Board.

- A multi-year experiment that is expected to evolve and adjust as new learnings are incorporated across the portfolio. The first year, envisioned as the base building period, will build the operational and governance capacity to launch the initiative. The period that follows will focus on experimentation and learning, where several new conference models are developed, tested, and evaluated in preparation for an expansion period envisioned to produce a growing portfolio of activity serving different membership populations in new and interesting ways across the globe.

The Board is grateful to the various volunteers who contributed to the development of the Small Conferences Initiative including those who served on the Small Conferences Task Force, the Teaching & Learning Conference Committee, and the AOM Africa Conference Committee. Further, leadership from the Human Resources Division, Research Methods Division, Management Consulting Division, Diversity & Inclusion Theme Committee, and others, whose valuable feedback and insights helped shape the strategy for innovative and impactful new meeting opportunities.

The Conferences Committee will begin accepting proposals for new Academy of Management conferences in 2015-2016.

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Leadership & Volunteerism **THE POWER OF COMMUNITY**

The Academy of Management has a long-standing and rich tradition of volunteerism. Today, this tradition continues as thousands of members contribute their time and talents toward advancing the Academy's activities and initiatives. Despite increasing pressures and demands on members' time and attention, a healthy and vibrant volunteer community emerges each year to facilitate the work of the Academy's divisions and interest groups, committees and task forces, online and extended communities, meetings and publications. Volunteer members are truly the lifeblood of the Academy, governing, leading and managing initiatives that connect thousands of management scholars across the globe.

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BOARD OF GOVERNORS MEETINGS

Vancouver, British Columbia
April 11-12, 2014

Philadelphia, Pennsylvania
August 1-2, 2014

Vancouver, British Columbia
December 12-13, 2014

Awards & Recognition

PINNACLES OF EXCELLENCE

The Academy of Management's awards and recognition program promotes and rewards professional accomplishments, distinguished service and exceptional contributions to the field of management. Outstanding scholarly achievements that advance research, learning, teaching and the practice of management are recognized each year during the Annual Meeting. Awards are presented at the Academy level for the most outstanding journal articles, authored books, best meeting papers and impact on management and organizational scholarship over the course of an individual's career. Divisions, interest groups, journals and committees also present a broad range of awards at the community level, recognizing excellence in both service and scholarship. Over 50 unique recognition programs are managed by volunteer leadership committees across the Academy.

PROFESSIONAL AWARDS

CAREER ACHIEVEMENT AWARDS

Distinguished Educator Award

Ming-Jer Chen, *University of Virginia*



The Distinguished Educator Award is presented annually to an individual who has excelled in developing doctoral students, effective teaching in the classroom, fostering pedagogical innovations or disseminating new teaching methods and designs.

Distinguished Service Award

Irene Duhaime, *Georgia State University*



The Distinguished Service Award is an all-Academy award presented annually to an individual who has demonstrated excellence in developing or enhancing a field of study, founding or creatively editing a journal, or helping to build institutions through creative or unusually effective service.

Distinguished Award for Scholarly Contributions to Management

Max Bazerman, *Harvard University*



The Distinguished Award for Scholarly Contributions to Management is granted on an annual basis for significant contributions that have advanced the field of management and organizational knowledge and practice.

Distinguished Scholar-Practitioner Award

John Van Maanen,
Massachusetts Institute of Technology



The Distinguished Scholar-Practitioner Award recognizes excellence in successful application of theory or research in practice, contribution to knowledge through extraction of learning from practice, authorship of scholarly works which have substantively affected the practice of management, and the overall integration of their work in research and practice.

PROFESSIONAL AWARDS

George R. Terry Book Award

The George R. Terry Book Award is granted annually to the book judged to have made the most outstanding contribution to the advancement of management knowledge. Books recognized for this award have been published during the previous two years and have made a significant impact on management theory, conceptualization, research or practice. This year, the committee considered over 50 submissions for the Terry Book Award.

MARK S. MIZRUCHI

The **FRACTURING**
of the **AMERICAN**
CORPORATE
ELITE



The Fracturing of the American Corporate Elite

Mark S. Mizruchi,
University of Michigan



AWARD FINALISTS:

- *Shaping Jazz: Cities, Labels, and the Global Emergence of an Art Form* (Damon J. Philips, Columbia University)
- *Sidetracked: Why Our Decisions Get Derailed, and How We Can Stick to the Plan* (Francesca Gino, Harvard Business School)
- *Why Philanthropy Matters: How the Wealthy Give, and What It Means for Our Economic Well-Being* (Zoltan Acs, George Mason University)

GEORGE R. TERRY BOOK AWARD COMMITTEE:

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Chip Hunter, *University of Wisconsin*
Michael Lounsbury, *University of Alberta*
Sarah Kaplan, *University of Toronto*

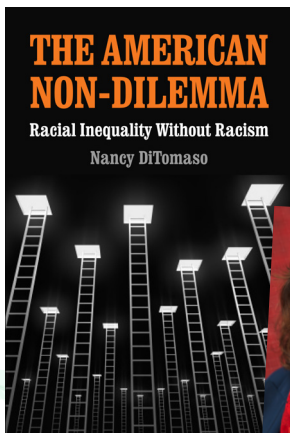
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Stella M. Nkomo, *University of Pretoria*
Anne O'Leary-Kelly, *University of Arkansas*
Michael Tushman, *Harvard Business School*

RUNNER UP

The American Non-Dilemma: Racial Inequality Without Racism

Nancy DiTomaso,
Rutgers University



JOURNAL AWARDS

Annually, the Academy of Management presents awards to scholars in recognition of articles published in the Academy's four leading journals the previous year. These articles promote new discourse and inspire original thought advancing the field of management.



Academy of Management Learning & Education Most Outstanding Article of 2013

Developing Leadership Character in Business Programs

Mary Crossan, *University of Western Ontario*
Daina Mazutis, *International Institute for Management Development*
Gerard Seijts, *University of Western Ontario*
Jeffrey Gandz, *University of Western Ontario*



AWARD FINALISTS:

- *Broken When Entering: The Stigmatization of Goodness and Business Ethics Education* (Robert A. Giacalone, *Temple University*, Mark D. Promislo, *Rider University*)
- *Cross-Cultural Teaching in Globalized Management Classrooms: Time to Move From Functionalist to Postcolonial Approaches?* (Sima Joy, *University of East Anglia*, Latha Poonamallee, *Michigan Technological University*)
- *Balancing Emic and Etic: Situated Learning and Ethnography of Communication in Cross-Cultural Management Education* (Yunxia Zhu, *University of Queensland*, Francesca Bargiela-Chiappin, *University of Warwick*)

AWARD COMMITTEE:

Sarbari Bordia (chair), *Australian National University*, Patricia Corner, *Auckland University of Technology*, Michael B. Elmes, *Worcester Polytechnic Institute*, Alison Konrad, *University of Western Ontario*, Gianpiero Petriglieri, *INSEAD*



Academy of Management Review Best Paper of 2013

The Glass Slipper: Incorporating Occupational Identity in Management Studies

Karen Lee Ashcraft, *University of Colorado*



AWARD FINALISTS:

- *Encountering Social Class Differences at Work: How "Class Work" Perpetuates Inequality* (Barbara Gray, *Pennsylvania State University*, Jennifer J. Kish-Gephart, *University of Arkansas*)
- *Understanding Aesthetic Innovation in the Context of Technological Evolution* (Micki Eisenman, *Hebrew University*)
- *Modern Slavery As A Management Practice: Exploring the Conditions and Capabilities for Human Exploitation* (Andrew Crane, *York University*)

AWARD COMMITTEE:

Roy Suddaby (chair), *University of Alberta*, William Foster, *University of Alberta*, Ingrid Fulmer, *Rutgers University*, Christine Quinn Trank, *Vanderbilt University*



Academy of Management Review Decade Award (2003-2013)

Understanding HRM-Firm Performance Linkages: The Role of the 'Strength' of the HRM System

David E. Bowen, *Thunderbird University*
Cheri Ostroff, *University of South Australia*



JOURNAL AWARDS



Academy of Management Journal Best Paper of 2013

The Costs of Ambient Cultural Disharmony: Indirect Intercultural Conflicts in Social Environments Undermine Creativity

Roy Y.J. Chua, *Singapore Management University*



AWARD FINALISTS:

- *From Bench to Board: Gender Differences in University Scientists' Participation in Corporate Scientific Advisory Boards* (Waverly W. Ding, *University of Maryland*, Fiona Murray, *MIT Sloan School*, Toby E. Stuart, *University of California, Berkeley*)
- *Can Surgical Teams Ever Learn? The Role of Coordination, Complexity, and Transitivity in Action Team Learning* (Dana R. Vashdi, *University of Haifa*, Peter A. Bamberger, *Tel Aviv University*, Miriam Erez, *Israel Institute of Technology*)

AWARD COMMITTEE:

Donald C. Hambrick (chair), *Pennsylvania State University*, Anthony Nyberg, *University of South Carolina*, Amy Wrzesniewski, *Yale University*, Balagopal Vissa, *INSEAD*



Academy of Management Perspectives Impact Award (2009-2013)

The Institution-Based View as a Third Leg for a Strategy Tripod

Mike W. Peng, *University of Texas*
Sunny Li Sun, *University of Missouri*
Brian Pinkham, *University of Western Ontario*
Hao Chen, *Tsinghua University*



Academy of Management Perspectives Best Paper of 2013

Organizing Around Transaction Costs: What Have We Learned and Where Do We Go From Here

T. Russell Crook, *University of Tennessee*
James G. Combs, *University of Alabama*
David J. Ketchen, Jr., *Auburn University*
Herman Aguinis, *Indiana University*



Habit, Deliberation and Action: Strengthening the Microfoundation of Routines and Capabilities

Sidney G. Winter, *University of Pennsylvania*



AWARD FINALISTS:

- *Private Equity, HRM, and Employment* (Nick Bacon, *City University London*, Mike Wright, *Imperial College London*, Rod Ball, *Imperial College London*, Miguel Meuleman, *Vlerick Business School*)

AWARD COMMITTEE:

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David Midgley, *INSEAD*

PROGRAM AWARDS

Carolyn Dexter Award for Best International Paper Competition vs. Cooperation: Motivating Groups in Base-of-the-Pyramid Markets

Geoffrey Kistruck, *York University*
Robert Lount, *The Ohio State University*
Brett R. Smith, *Miami University, Ohio*
Brian Bergman, *Miami University, Ohio*
Todd W. Moss, *Syracuse University*



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IAE Business School, Argentina

CAROLYN DEXTER AWARD FINALISTS:

- **Do patient sharing networks between hospitals afford access to better care?** (Alessandro Lomi, *University of Lugano*, Daniele Mascia, *Catholic University of Rome*, Duy Quang Vu, *Melbourne University*, Francesca Pallotti, *University of Greenwich*, Guido Conaldi, *University of Greenwich*, Theodore J. Iwashyna, *University of Michigan*)
- **Englishization in offshore call centres: A postcolonial perspective** (Mehdi Boussebaa, *University of Bath*, Yiannis Gabriel, *University of Bath*, Shuchi Sinha, *Indian Institute of Technology*)
- **Environmental Competencies and Competitive Advantage: Is Green IS the missing link?** (Vaidyanathan Jayaramanm, *University of Miami*, Antony Paulraj, *University of Southern Denmark*, Shaorui Li, *Southwestern University of Finance and Economics*, Kuo-chung Shang, *National Taiwan Ocean University*)
- **Multigroup Ethnic Identity Measure: An Investigation of Its Psychometric Properties** (Jennifer Feitosa, *University of Central Florida*, Christina Noelle Lacerenza, *University of Central Florida*, Deeja Cruz, *University of Central Florida*, Lindsay Moynihan, *University of Central Florida*, Eduardo Salas, *University of Central Florida*)
- **Role of Informal Networks in Mitigating the Liability of Outsidership: Case of the Iranian Bazaar** (Jon Thornberry, Yusuf M. Sidani, Marina Apaydin)



William H. Newman Award for Best Paper Based on a Dissertation



CEO Open Executive Orientation and Positive CSR Initiative Adoption

Daina Mazutis,
International Institute for Management Development

Dancing Between Illusion and Reality: Decoupling in Post-Acquisition Integration

Natalia Vuori
Aalto University



Envisioning the Improbable: Judgment and Strategy in Heavy-tailed Contexts

Shellwyn L. Weston,
New York University

Finances

FINANCIAL OVERVIEW

The Academy of Management's financial performance is stewarded by our Board of Governors, with the Executive Committee directly responsible for ongoing fiscal affairs, budget, and investment oversight. The Executive Committee includes two subcommittees – a Finance Subcommittee, comprised of the Vice President-Elect and Vice President along with a third officer that assists the Executive Committee in navigating through financial issues and an Audit Subcommittee, comprised of the President and Past President that oversees the annual audit process. Throughout the year and during quarterly meetings, the Board and Executive Committee review our financial disposition through detailed, unaudited quantitative and qualitative financial reports prepared by the Academy's staff. In April of each year, the Board and Executive Committee review and approve the Academy's fully audited financial statements, conducted and completed by an independent auditing firm.

Operating on a modified cash basis, our annual financial performance is the product of various revenue streams and expenses, with significant in-kind benefit realized from our extensive volunteer network and contributions of involved universities. The Academy's income is generated from three primary sources: membership dues, annual conference and ancillaries, and publishing services. Expenses are functionally categorized as program and services and general administrative costs.

A key performance indicator used to monitor the Academy's performance is operating surplus, defined as the difference between operating income and expenses excluding the impact of investments and incremental licensing arrangements. We do not attempt to value the in-kind benefits as mentioned above. Positive or net neutral operating surplus is regarded as indicative of self-sustaining operations, and we generally generate an annual operating surplus.

MEMBER VALUE CYCLE

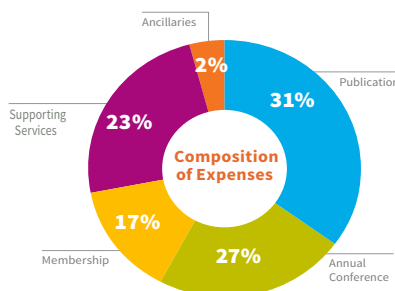
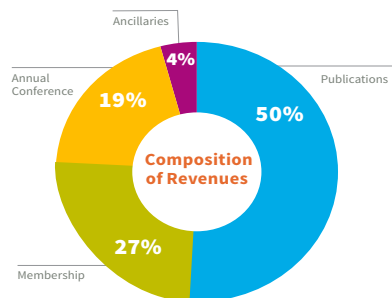
The financial health of the Academy of Management is reinforced through continued leadership support and intellectual contributions from our membership. By submitting cutting-edge research to AOM journals, members contribute to both the advancement of the field and the advancement of their scholarly association. Revenues attained through the success of AOM journals are cycled back to sustain and create value for the membership in the form of enhanced member services and innovative new initiatives.

A strong culture of volunteerism and ongoing engagement through our Academy publications, conferences and other programs provide the foundation for an enriched member experience. These contributions support our strategic initiatives and drive the ongoing development and commitment to providing new and interesting outlets for member research.

OPERATING REVENUE

In 2014, the Academy's operating income exceeded \$11 million, with membership dues, annual conference and ancillaries, and publishing services contributing approximately 27%, 23%, and 50%, respectively; non-dues sources generate approximately 73% of our income. The remaining income is generated through special programs and contributions received by divisions and interest groups. Membership dues are generally based upon the number of paid members within the Academy during the fiscal year. Annual conference income is generally based upon member and nonmember registration, as well as sponsorships, exhibit sales, and placement services. Publishing operations income is based upon library subscriptions, licensing arrangements, permissions, and advertising.

Operating income is primarily impacted by prevailing U.S. and non-U.S. macroeconomic conditions, changes in member counts or classes, annual conference registration, and any changes in publishing income. Operating income has generally grown in the low single digits.



OPERATING EXPENSES

In 2014, the Academy's operating expenses exceeded \$7 million, with programs and services and general and administrative costs contributing approximately 73% and 27%, respectively. Operating expenses are annually impacted by conference venue and ancillary costs, publishing production and delivery, and any changes in general operating overhead. Programs and services expenses are generally related to the direct and indirect costs necessary to support the annual conference, as well as ongoing member and division services, including academic program submissions support, information technology systems and platforms, direct venue expenses, and member communications. General and administrative costs typically include staff overhead, employee benefits, rental space, and other indirect costs, such as required external advisory services and insurance. As the Academy has expanded staff to meet increasing and broadening member needs and has realized mostly higher conference attendance, operating expenses have generally increased in the mid-single digits.

INVESTMENTS AND RESERVES

Our investment portfolio is governed by an Investment Policy Statement, which the Board of Governors adopted in 2012. This policy specifies the Academy's investment risk profile, asset allocation parameters, and appropriate market benchmarks to use to measure and assess performance. It also segments the portfolio into three distinct segments: operating reserve, capital reserve, and strategic funds. Each of these portfolios has specifically designated objectives, targets, and investment criteria based upon association best practices and directly informed by external advisement. Strategic funds represent the majority of our holdings, which are used to support our Spending Policy; the Strategic Policy, in turn, provides a formal framework for reviewing and implementing developmental ideas of strategic importance.

Overall, our investment mix is moderate to conservative when compared to like organizations and includes, but is not limited to, holdings in separately managed accounts, direct equity and fixed income, and select alternative investments.

Statement of Revenue Collected, Expenses Paid, and Changes in Net Assets – Modified Cash Basis

Revenue Collected	
Publications	\$5.6
Membership	3.0
Annual conference	2.2
Ancillaries	0.4
Total revenue collected	\$11.2
Expenses Paid	
Program Services	\$ 6.0
Supporting Services	1.8
Total expenses paid	\$ 7.8
Changes in net assets before investment income	3.4
Changes in Investment Assets	0.4
Change in total assets	\$ 3.8

ANCILLARY NOTE

The Academy is currently a party to a proprietary publishing licensing arrangement. In recognition of the changing operating environment—including the evolution of academia, increasing scholarly publishing pressures, and other potential operating uncertainties—the Board has authorized the majority of benefits received from this licensing arrangement to be directly added to the Academy's investment portfolio so as to provide capital for ongoing developmental initiatives.

Academy staff has been co-located at Pace University since 1994, which provides the Academy with certain paid-for services, including administrative support, infrastructure support, and office space for professional staff. The Academy's investment portfolio allocations consider the impact of any potential future change in this relationship.

STRATEGIC PLAN

VISION

To inspire and enable a better world through our scholarship and teaching about management and organizations.

The [AOM Strategic Plan](#) lays out the Academy's mission and direction, in light of shifts in membership and interest areas, as well as dramatic changes in the field of management research and education. It includes our vision, mission, values, objectives, and four key areas of strategic intent. The AOM Strategic Plan was established in 2010 after a planning process that included multiple steps and broad member participation. Specific objectives under the areas of strategic intent are continuously reviewed and progress has been made along various dimensions of the plan, through strategic doing projects and initiatives. In 2014, the Board of Governors evaluated the plan and revised objectives based on the current needs of the association and its members.

VALUES

Our mission is guided by key values:

- We value high quality research, teaching, and practice in the field of management and organization.
- We cultivate and advocate ethical behavior in all of aspects of our work.
- We provide a dynamic and supportive community for all of our members, embracing the full diversity of our backgrounds and experiences.
- We respect each of our members' voices and seek to amplify their ideas.
- We build cooperative relationships with other institutions committed to the advancement of scholarship and teaching about management and organization.

STRATEGIC INTENT STATEMENTS & REVISED OBJECTIVES

Internationalization

The Academy of Management is inspired by the breadth of its international membership. In all of our activities, we value and respect our diversity and strive to leverage it to support our mutual learning. Further, we recognize and seek opportunities to collaborate with kindred organizations for mutual benefit. We embrace the challenge of advancing our scholarship and teaching worldwide.

- Create and implement mechanisms to encourage and measure geographic participation and geographic diversity, at all levels of the Academy.
- Develop multi-year strategy and business plan for small, geographically diverse meetings that incorporate innovative models and leverage member expertise in learning.

Professional Impact

The Academy of Management encourages our members to make a positive difference in the world by supporting scholarship that matters. We encourage and facilitate dialogue with practice that will enhance the world's social and economic well-being. Tending to the next generation of scholars, we help our members educate their students to be resourceful and responsible leaders. In all, we are a premier network of scholars who care about the enduring impact of our work.

- Produce a plan to invest resources for the purpose of identifying and then beginning to respond to members needs for additional teaching resources.
- Engage our colleagues and relevant stakeholders in reflective consideration and conversation about the meaning of professional impact and for whom, followed by conversation that broadens current measurement of impact (beyond articles, citations, media mentions).
- Develop a strategy and implementation plan for disseminating knowledge to non-academic audiences through novel online approaches.



MISSION

To build a vibrant and supportive community of scholars by markedly expanding opportunities to connect and explore ideas.

State of the Profession

We live in a demanding and dynamic environment, an environment that both challenges our profession and offers opportunities for growth and innovation. We help define what it means to be a management and organization scholar in our changing world. Looking to practice, we help define what it means to be a leader in contemporary society. In collaboration with our stakeholders, we work to remove barriers and create opportunities to realize our professional aspirations.

- Identify for Academy leaders (DIG chairs, BOG, etc.) the key learnings from the D&I survey and encourage the development of initiatives that are reflective of those learnings likely to increase member involvement and feelings of inclusion.
- Generate and carry out a plan consisting of multiple approaches to gaining explicit, multi-dimensional understanding about the professional challenges facing members and their implications for the Academy (ex. Deans conferences, exit interviews, observations, focus groups, inquiry interviews, collaborations with other associations to assess challenges, etc.).

Academy Management

The Academy of Management is distinguished by its many small communities that together ask and answer a range of important scholarly questions. The Academy is united by an abiding passion for excellence in the creation and dissemination of management and organization knowledge. To sustain the long-term health of our professional association, we will a) provide a portfolio of member-responsive services that supports our strategic initiatives; b) manage our finances in a fiscally responsible manner, allowing us to be at once responsive to our members' needs and ready to seize opportunities as they appear; and c) maintain governance mechanisms that are capable of balancing the interests of a large, volunteer-based organization and its many constituent communities.

- Produce a white paper that examines an alternative dues structure. Issues to be addressed will include possibly providing some fee-based services (i.e., services that are unbundled from the dues) and offering new types of membership with associated differences in dues and fees.
- Build a larger portfolio of robust mechanisms to facilitate cross-Division and Interest Group collaboration and learning about best practices.
- Conduct 2-year review of progress on the revised objectives in the Strategic Plan, in anticipation of a more thorough 5-year review of the full plan.
- Conduct a portfolio-wide evaluation of all AOM outlets (journals, proceedings, AOMConnect, etc.) to determine potential new outlets, delivery methods and distribution channels.
- Develop and execute a multi-year, multi-level plan to welcome and onboard members into the association.
- Develop and execute action plan to address reduction in membership numbers and conference attendance.

PROFESSIONAL STAFF

Nancy Urbanowicz, Executive Director
Gabriel Bramson, Web Developer/Programmer
Elena Bunin, Web Development Manager
Irina Burns, Publishing Services Specialist
Marie Casseus, Senior Accountant
Heather Crowe, Assistant Director,
Accounting & Financial Administration
Michelle Donohue, Program Coordinator
Taryn Fiore, Assistant Director, Meetings
Greg Gerosa, Technical Operations Manager
Jel Hampson, Projects & Program Manager
Catherine Strycharz, Marketing Specialist
Kerry Ignatz, Volunteer & Division Relations Manager
Megan Lisi-Johnson, Meetings Coordinator
Tiffiney Johnson, Publishing Services Manager
Terese M. Loncar, Associate Executive Director,
Programs & Services
Michael Malgrande, Senior Managing Editor
Alina Matei, Database Developer/Programmer
Miriam Mazzarella, Member Communications Coordinator
Kelly Mitchell, Assistant Executive Director,
Governance & Strategic Programs
John Pescatore, Director, Publishing
Matthew Suppa, Associate Executive Director,
Information Technology
Jason Troiano, Project Manager, Information Technology
Luke Vander Linden, Director,
Membership, Marketing & Communications
Marko Vukosavovic, Chief Financial Officer
Anne Wood, Member Services Manager
Susan Zaid, Assistant Director, Publishing

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Academy of Management

P.O. Box 3020

Pace University

Briarcliff Manor, New York 10510-8020

Phone: +1 914-923-2607

<http://aom.org> | membership@aom.org