State of INCLUSION in the Academy

SURVEY OF INCLUSION
Summary Report of Key Findings

Prepared by:
Diversity & Inclusion Theme Committee
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ACADEMY OF Management

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About D&ITC

The Diversity and Inclusion Theme Committee (D&ITC) was established in 2010 by AOM President Susan Jackson and the AOM Board of Governors, with a charge to ensure that the Academy fully supports and leverages the scholarly contributions of its diverse members and contributes to their professional development.

The D&ITC's mission is to provide learning and outreach opportunities that foster a more diverse and inclusive AOM community. The Committee's work is guided by the following core values:

1. *Diversity* is all of the multiple lines of difference that characterize our current and future membership;
2. *Inclusion* means that all members have the opportunity to be represented, to have their voices heard and valued, and to have influence on the AOM;
3. Inclusion requires identifying and removing barriers to all members' full participation in the activities and decision-making of the AOM;
4. The growth and success of the AOM are dependent upon having a globally diverse perspective and broadening the scope and impact of our field; and
5. The AOM will be strengthened and improved to the degree that we incorporate the knowledge and perspectives of its diverse membership and constituents.

Specifically, to accomplish its mission, the D&ITC can:

- Assist the Board and Division leaders in collecting and analyzing data concerning the professional needs of members from diverse backgrounds;
- In collaboration with the Divisions and other Theme Committees, provide opportunities for positive and appropriate interactions among members from diverse backgrounds;
- Respond to requests from Program Chairs and Journal Editors seeking names of reviewers from diverse backgrounds;
- Respond to requests from AOM leaders for possible nominees to be considered for governance positions;
- Assist in the identification and development of data that can be used to monitor members' experiences vis-à-vis our stated values and promote an inclusive organizational climate;
- Sponsor or co-sponsor PDWs that reflect the Committee's charge;
- Serve as a liaison to AOM Affiliates, to obtain ideas and disseminate best practices;
- Provide input to the Board on Academy-sponsored initiatives related to the domain of the committee;
- Develop proposals for consideration through the AOM Strategic Doing website; and
- Recruit new members to build a robust pool of energetic committee members who will contribute to the committee's ability to carry out its charge.

Since our founding, we have also arrived at activities beyond these, which you will see listed in our Annual Reports.

Founding Committee (2010-2011)

- Quinetta Roberson, *Chair*
- Lynn Shore, *PDW Chair*
- Eddy Ng, *Communications Chair*
- Patrick McKay, *Metrics Chair*
- Yvonne Benschop*
- Bernardo Ferdman*
- Isabel Metz*
- Stella Nkomo*
  Ambassadors-at-Large

The founding committee was originally appointed to a three-year term, and we are now in the process of renewing the Executive Committee, on a staggered basis. The leadership rotation involves serving as PDW Chair, Chair, and Past Chair (3-year commitment).

Christina Stamper joined the Executive Committee in 2012; Regine Bendl, C. Douglas Johnson, Jenny Hoobler, and Ron Ophir joined in 2013 through an election process. As we grow the Executive Committee and D&ITC overall (we have over 30 volunteers), we have created new subcommittees and working groups. We anticipate the new volunteers will assume one of these leadership roles as the founding and current Executive Committee members rotate off the committee.

Over a relatively short time, the Executive Committee has been working to create a greater awareness of D&ITC and to encourage greater participation among all members at the Academy. We accomplished this by organizing Town Hall meetings at the Annual Conference, working with divisional officers and leaders to inform them of our work (through PDWs), reaching out to AOM

members at the African Conference, organizing a Connections Café, and more recently conducting a survey to assess the Academy's inclusion/exclusion climate, which is consistent with our charge to help the Board of Governors make the Academy a truly inclusive organization.

We have several projects we are currently pursuing:

- Identifying areas of inclusion/exclusion and best practices within the divisions/interest groups/committees and across the Academy;
- Designing PDWs for groups who indicated that they feel excluded (e.g., international members, professors of practice/teaching faculty, practitioners);
- Creation of a Diversity and Inclusion Council with liaisons from each division and interest group;
- Creation of a Diversity and Inclusion Best Practice Award.

Our priority is to leverage the survey results to make recommendations to the Board about creating a more inclusive AOM. We also plan to access secondary data to assess the degree of inclusion/exclusion as an extension of our project.

Executive Summary

Professional associations, such as the Academy of Management, are intended to assist members in building professional social capital. However, sometimes barriers develop that prevent effective and successful professional networking for certain members. This is especially true for large organizations. To this end, in 2013 the D&ITC conducted a survey of inclusion of a representative sample of the AOM membership, in an attempt to identify potential barriers to inclusion impacting AOM members, as well as possible inclusionary best practices.

In the survey, respondents expressed that involvement in the conference (e.g., reviewing, attending, presenting) and receiving information from the AOM promoted feelings of inclusion. They also listed division-specific efforts at inclusion, especially events that allowed sharing research interests with other members. It is not surprising, therefore, that respondents reported greater perceived inclusion, perceived insider status, perceived organizational support, and a higher commitment to their divisions as compared to the AOM in general.
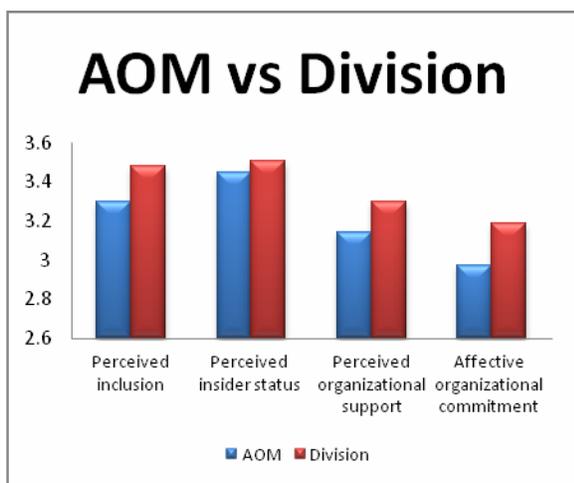
However, despite many positive comments about inclusionary efforts, approximately 50% of respondents indicated experiences of *exclusion*. This was most commonly attributed to "professional elitism" (i.e., a belief that some have higher status on account of professional accomplishments). Furthermore, respondents' comments suggest that the AOM is viewed as "clubby."

Examples such as ignored offers to serve on committees, restricted editorial boards, and a strong sense of academic elitism associated with ties to schools with U.S.-based *Research I* classification were cited by respondents in support of this sense of "clubbiness." Similarly, there were strong sentiments that AOM is not inclusive of non-North Americans. Respondents expressed frustration at not being able to break through some of these barriers.

On a positive note, results suggest that some activities sponsored by AOM and its divisions are successful in making junior members feel included. Doctoral students and junior faculty members found professional development workshops and consortia to be particularly helpful in making important professional connections. However, these same efforts may also contribute to a socialization process that ultimately perpetuates the academic elitism issue, by limiting access to these workshops to students and faculty who have a specific academic pedigree (preference to those studying or working at certain institutions).

To summarize, while respondents recognize that much effort has been made to include them, there are still significant barriers in the AOM that result in exclusionary experiences for at least 50% of the respondents.

Respondent Recommendations

Several important suggestions were provided by the respondents to make the AOM more inclusive:

1. **Culture change**: The AOM needs to change the organizational culture from a highly competitive environment to one that is more cooperative;
2. **Be more open**: The AOM needs to be more inclusive and support all members including those who are teaching and practice focused;
3. **Smaller events**: Respondents expressed feeling more included within their divisions and also at the AOM Africa conference, suggesting that smaller events foster greater collaboration and networking among members;
4. **Participation**: Respondents, particularly those from outside of the U.S., want more opportunities to participate in and influence the AOM;
5. **Mentoring**: Given perceived "clubbiness" and professional elitism, organize senior scholars to mentor members who indicate an interest;
6. **Networking**: Provide networking opportunities for those who feel excluded (e.g., teaching and practice faculty, international members);
7. **Leadership**: Increase diversity (e.g., in terms of gender and country of residence) in the AOM leadership on boards, in executive positions, and in journal leadership. Increase active and visible support of diversity and inclusion efforts by AOM leaders.

D&ITC Recommendations

Based on our findings from the survey, we make these key recommendations:

1. Leverage interaction sessions such as PDWs and Consortia to bring early career and senior faculty together;
2. Deemphasize member affiliations in name badges (at conferences) and in election communications;
3. Build on the success of the AOM Africa conference, and organize smaller conferences in different regions around the world;
4. Ensure AOM and divisional leadership, including journal editors and editorial board members, mirror the membership demographics (including geographic representation);
5. Create a Diversity and Inclusion Council comprising of liaisons to divisions to share and implement diversity and inclusion best practices.

The results of this study have been presented to the AOM Board of Governors and to the general membership at the AOM Conference in 2014. If you are interested in more information about this study, please contact the chair of the Diversity and Inclusion Theme Committee.

D&ITC Recommendations
Moving Forward and Making the AOM More Inclusive

Key Findings	Recommendations
Finding 1: Different AOM Members Report Different Experiences of Inclusion	
1. Doctoral students and junior faculty feel included simply by being asked to review for the conference and/or participate in consortia.	This is good. Reviewing for conferences is often seen as good preparation for future roles as journal reviewers. Offer PDW targeted at doctoral students on developing reviewing skills. This PDW could also help promote inclusion among early career members.
2. More senior faculty feel included through personal invitations to participate and/or serve on committees.	Junior and mid-career members may feel left out. Ensure that all communication related to volunteer and service opportunities are disseminated officially through AOM or divisional channels.
3. Interactive sessions, such as PDWs, appear to promote experiences of inclusion.	This is good. Comments related to the competitive paper session have been negative. The format for the traditional paper session should be revisited with Program Chairs. Interactive sessions bring early career and senior faculty together.
4. Receiving information from the AOM and involvement in the AOM program also makes some members feel included.	This is good. Conduct survey for feedback on the new AcadeMYNews newsletter.
Finding 2: The AOM Feels Inclusive when You have Social and Human Capital	
5. Almost two-thirds of the respondents (63%), at least sometimes, felt included; 5% indicated they always felt included, whereas 17% indicated they never felt included.	This information provides a baseline for future AOM climate of inclusion surveys. The focus should be on improving the 17% who never felt included, as they are most likely to withdraw from AOM.
6. Respondents attribute their experiences of inclusion to research interests (17.6%), institutional affiliation (14.9%), and to their human and social capital (9.5%).	AOM's "strategic doing" proposals should promote its mission "t*o build a vibrant and supportive community of scholars by markedly expanding opportunities to connect and explore ideas"* and deemphasize (remove identifiers of) institutional affiliations, "where you work" and "who you know."
7. Some individual divisions appear to be doing well (and better than AOM as a whole) in promoting experiences of inclusion.	Ensure that each division has in place a process to reach out to all members. D&ITC is proposing D&I liaisons to the divisions to share and implement D&I initiatives and best practices.
8. Only 1.4% attributed their experiences of	AOM needs to do better at reaching out to new

inclusion to their own initiative, although others (8.2%) expressed that being more proactive would help them to feel more included. This is particularly true for new members.	members. The "New Member Reception" is often too large and impersonal. Consider pairing new members with AOM ambassadors prior to the conference.

Finding 3: AOM Members Feel Excluded, but on the Basis of Professional Elitism more than on the Basis of Demographic Characteristics	
9. The top three reasons for perceived exclusion are place of employment, academic rank, and academic degree.	Social and human capital has been repeatedly cited as an attribution for felt exclusion. The AOM should deemphasize institutional affiliations in name badges (at the conference) and in election communications, as those from more research-focused institutions are perceived as having an advantage.
10. One-fifth of the international respondents reported feeling excluded; U.S. centrism is a concern of respondents outside of North America.	Given that new membership growth is largely from outside of the U.S., the AOM needs to remove barriers to participation at conferences in the U.S., and consider programming and related events outside the U.S. on a rotating basis. In this regard, there was positive feedback about the AOM Africa conference.
11. Demographic characteristics (such as age, disability, sexual orientation, gender, race/ethnicity) rank at the bottom for attributions of exclusion.	This is good. However, members are still, to some extent, identifying demographic characteristics as a source of felt exclusion.

Finding 4: The AOM is "Clubby" and "Cliquey"	
12. Participation in and serving on committees are by invitation; volunteers are turned away.	Again, ensure that volunteer and service opportunities are disseminated officially through AOM or divisional channels. Fully describe the qualifications for volunteering so that those not selected understand the reasons behind that outcome.
13. Publication in and membership on editorial boards for AOM journals are exclusive.	Put in place term limits for individuals who serve on journal editorial boards. If possible, also ensure that the same individual does not serve on multiple AOM journal editorial boards.
14. Several social events are restricted to those who are in the know.	Policies on restricting participation at AOM socials should be revisited.
15. Senior AOM members contribute to feelings of exclusion.	Include a statement at the front of the conference program/website on etiquette and professional behaviour as an AOM value.

Finding 5: The AOM Needs a Culture Change	
16. Only 12% of respondents believed that no change was needed or possible; the vast majority of respondents recognize that	The Board of Governors can acknowledge that AOM can improve on its current culture by making diversity and inclusion a key priority in

AOM needs a significant culture change.	all "strategic doing" initiatives.
17. Respondents cite culture change as necessary to support more inclusion in the AOM and the profession.	The Board of Governors can also communicate its efforts to reach out and make the AOM more inclusive through D&ITC, including espousing an official statement on diversity and inclusion. Ensure AOM and divisional leadership, including journal editors and editorial board members, mirror the membership demographics (including geographical representation).
18. Several suggestions were made to make the AOM smaller, organize events around the world, reduce "clubbiness," and be more open.	Consider programming and related events outside the U.S. on a rotating basis (as previously suggested). In addition, establish a D&I Council within D&ITC with liaisons to the divisions to share and implement D&I initiatives and best practices.

Appendix A: Survey Overview

Consistent with other labor markets, the Academy of Management (AOM) membership can be characterized by increased diversity along a number of dimensions. Yet, we know from research that the benefits of such diversity (e.g., knowledge exchange, innovation) can only be realized when members have the opportunity to fully participate in and contribute to the organization. Thus, it is the D&ITC's objective to assess member diversity, perceptions of AOM's climate for diversity and inclusion, and patterns of participation.

To measure progress toward a more inclusive organization, we believe it is important to conduct a longitudinal study of member perceptions and experiences. To that end, the Diversity and Inclusion Theme Committee (D&ITC) conducted a survey of inclusion in March 2013 to assess the state of diversity and inclusion in eight areas: (1) perceived inclusion, (2) perceived exclusion, (3) perceived insider status, (4) access to influence, (5) access to information, (6) value for diversity, (7) perceived organizational support, and (8) affective organizational commitment.

This report presents the findings of the survey across the Academy. The focus of this report is on the qualitative data collected, as it enables us to pinpoint where and under what circumstances AOM members feel excluded. Divisional data were also collected, and will be reported directly to divisional officers in 2014-2015. We hope the findings will be used to create changes that facilitate a more inclusive, interactive and collaborative academic community.

Specifically, there are several benefits for the AOM Board to be gained from this information. While AOM's mission is "to build a vibrant and supportive community of scholars by markedly expanding opportunities to connect and explore ideas," the results in this report suggest that the community may not be as vibrant and supportive as it could be. We hope this report will serve as the impetus for change initiatives that help AOM become a truly inclusive organization for all members.

Similarly, the benefit to the divisions and interest groups will be feedback on relevant diversity and inclusion issues to help better serve their respective members. This project will also benefit AOM members by identifying barriers to inclusion, and suggesting strategies for increasing their involvement in organizational activities and decision-making.

Appendix B: Sample Characteristics (n=800)

	Responses	Percent
Gender	Male	38.6%
	Female	32.2%
	Transgendered	0.2%
International Status	Non-North American	33.7%
	North American	66.3%
Academic Rank	Professor	19.3%
	Associate Professor	13.7%
	Assistant Professor	14.0%
	Doctoral Students	12.7%
	Non-Academic	3.2%
Employment Type	Education	91.2%
	Business	4.1%
	Consultant	3.3%
	Public Sector	1.2%
	Other	1.2%
Membership Type	Professor	84.7%
	Student	12.0%
	Executives	3.3%
Service in Elected Office	Yes	40.7%
	No	59.3%