

TO: Amy Smith, University of Massachusetts
Chair, PNP Division

FROM: Division and Interest Group Relations (DIGR) Committee

Isabel Metz, Melbourne Business School, U. of Melbourne (Chair & BOG
Representative at Large)

DIGR Committee Members:

Herman Aguinis, The George Washington U. School of Business (BOG
President-elect)

Tammy Madsen, Santa Clara U. (BOG Representative at Large)

Ingrid Fulmer, Rutgers U. (BOG Representative at Large)

Chris Rosen, U. of Arkansas (Past Division Chair, HR)

Alison Sheridan, U. of University of New England (Past Division Chair, GDO)

James Wilson, U. Glasgow (Past Division Chair, MH)

DATE: April 18, 2021

RE: Feedback on Public and Nonprofit (PNP) Division's 5 Year Report

Congratulations! On behalf of the Academy of Management Board, I am happy to report that the Public and Nonprofit (PNP) Division has been renewed for another five years. The committee found your report to be thorough and well-constructed. We know that your leadership team worked hard over the last year to produce the report. We appreciate the time and energy your team invested.

After reviewing your report and the accompanying data, the DIGR committee members identified strengths and concerns going forward, and assessed the efforts underway to lesson any concerns, all of which are summarized below. In addition, we offer recommendations for building on the division's strengths and continuing to provide valuable services to your members. Many of these issues and actions were identified in the report, although some were identified by the DIGR committee. We hope that our feedback will enable you to leverage the division's strengths and advance our shared goal of strengthening and invigorating the Academy of Management.

Please recall that an important element of the review process is for division leaders to share the report and review results in an open letter to their membership, via the website or email. In addition, if you are interested, we would welcome the opportunity to

meet with your leadership team virtually to recognize your accomplishments, answer any questions, and discuss any concerns.

Thank you again for the effort you invested in the 5-year review. We hope the review has provided an opportunity to reflect on the state of the division, areas of strength, and opportunities to further enhance members' experiences. We value the activities and services the PNP Division provides for the Academy of Management and its members. We look forward to the division's continued development.

I hope you are well and best regards.

2021 Review of Public and Nonprofit (PNP) Division

STRENGTHS

The overall sentiment on the Division and Interest Group Relations (DIGR) Committee is that the PNP Division is a healthy community. Specific strengths include:

Strength #1 Membership Size and Member Engagement

- Increase in *new* members (21%).
- Robust survey response rate (26%) signaling member engagement and participation, and strong affiliation with the Division (45% of respondents identified PNP as their primary division).

Strength #2 Membership Satisfaction

- Welcoming and collegial Division culture.
- Moderate to high satisfaction with the Division and with most of its annual meeting activities, including with the quality of the review feedback. Among survey respondents, 38.36% were satisfied, 21.38% were very satisfied, and 11.95% were extremely satisfied with the Division.
- Most were satisfied with election (66%), and award and recognition processes (59%).
- Overall member satisfaction with Division communications throughout the year (website, newsletter), but low member usage of Connect@AOM.
- Climate of mutual trust and respect among the officers.

CHALLENGES

A few challenges and concerns were noted by members of the DIGR Committee, *all of* which were also identified in the PNP report. They are:

Challenge #1 Size



- Downward membership trajectory since 2016. Average membership decline of about 3.5% annually (or down 20.8% over 5 years), which is a greater rate than what is seen in other divisions.

Challenge #2 Diversity & Equality

- Domain and Mission: Several qualitative comments highlight a Division emphasis toward public administration scholarship, with less attention paid to the nonprofit scholarship. This is an ongoing concern.
- Leadership Composition: Limited racial and ethnic diversity of Division leadership, but members expressed desire for a more diverse leadership team.
- Services and Support: Members seek more outreach to underrepresented groups.

Challenge #3 Perceptions of barriers to involvement

- Respondents were almost evenly divided regarding availability of opportunities of interested members to hold leadership positions in the Division, and ability to influence.
- Over half of the survey respondents (53%) stated lack of funding as an obstacle to attending the annual meeting.

Challenge #4 Engagement and Participation

- Reduction in submissions of papers and symposia.
- Practitioner member levels of satisfaction lower than academic members.
- Continued low satisfaction in two areas: (1) the opportunities outside the annual meeting to collaborate / network with peers, and (2) leadership encouragement to form network communities.

Many of these concerns are mitigated by additional discussion, observations or strategic plans evident in the report, including:

Observation #1 Diversity & Equality

- Leadership desire and strategic plan to involve nonprofit interests more fully in Division activities by, for example, seeking nonprofit scholars to serve in leadership roles.
- Reported attention to strategies for increasing accessibility to diverse communities, including PhD students such as funding support for doctoral students' conference registrations and travel, online delivery of PDW sessions, inclusion of practitioners as speakers in PNP sessions, and balanced public and nonprofit scholarship in the program.

Observation #2 Involvement & Services

- Exploring ways to offer PDW content virtually in future years.



- The Division's detailed action plans include improving communication about Division operations, using more messaging to foster links among members, improving the digital profile and presence, and enabling connections between junior and senior scholars. These actions should also help reduce barriers to access and, over time, help retain members.

Observation # 3 Communications

- Greater attention to communications through the appointment of a communications officer who posts announcements on social media channels about the activities of the division and live highlights of annual conference.
- More attention to the website.

RECOMMENDATIONS

The DIGR Committee supports the strategic goals suggested by the Division leadership in their report. In an effort to help the PNP Division, we also offer these additional thoughts and recommendations for consideration:

Recommendation #1 Membership

- More creative thinking about how to reverse membership declines, besides enhancing accessibility and greater emphasis on nonprofit research (e.g., Q24 of survey open ended responses give a lot of interesting suggestions/ideas.)
- Continue to invest effort and resources towards including scholars who do not have resources to access the annual meeting.

Recommendation #2 Involvement & Services

- Consider at least 1-2 virtual initiatives to serve PNP's community. The division seems to be working in the traditional AOM model with a focus on the annual meeting. E.g., Why wait a few years to offer a PDW content virtually? An opportunity exists for expanding its activities to include webinars or other virtual events.
- Consider ways to better communicate information/content (e.g., interviews, essays, events, etc.) to members via website and other modes of communication (e.g., social media).
- Consider adopting some of the practices other divisions have implemented to increase reach (e.g., HR Ambassador Programs) and services to international members (e.g., teaching and research webinars). This might assist with the retention of existing members.
- Broaden opportunities for volunteering by expanding or creating committees responsible for the development and implementation of key initiatives going forward.

Recommendation # 3 Diversity & Equality

- Involve nonprofit interests more fully in Division activities by engaging nonprofit scholars in offering webinars or program content for the Division.



- Seek better representation of nonprofit and practitioner members on EC to help raise the visibility of these two segments of the membership.
- Review leadership nomination and selection procedures to enhance diversity and accessibility to leadership opportunities in the Division.
- We commend the Division for identifying ways to foster stronger connections with PNP practice. Also consider leveraging AOM *Insights* to foster strong connections between PNP's members interests and practitioners (and vice versa) as well as opportunities for extending the reach of PNP's scholarship.

