



**Public & Nonprofit Division
(PNP)
Five-Year Review Report**

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Academy of Management Board of Governors
via the
Division and Interest Group Relations Committee
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Public & Nonprofit Division Five-Year Review Committee

Amy E. Smith, Chair
Associate Professor
McCormack Graduate School of Policy and Global Studies
University of Massachusetts Boston

Adam Eckerd
Associate Professor
Paul H. O'Neill School of Public and Environmental Affairs
Indiana University

Russell Hassan
Associate Professor
John Glenn College of Public Affairs
The Ohio State University

Deneen M. Hatmaker
Associate Professor
Department of Public Policy
University of Connecticut

Alexander Henderson
Associate Professor
School of Management
Marist College

Executive Summary

This report presents the results of the 2021 five-year review of the Public & Nonprofit Division (PNP) of the Academy of Management (AOM). The review is based on a recent survey of Division members, Division metrics provided by the Academy of Management staff, and the Academy of Management Health and Governance Checklist.

The Public and Nonprofit Division used this process to reflect on our strengths, opportunities, and plans for the Division going forward. The review demonstrates that the Public and Nonprofit Division is a stable group of scholars who are interested in academic research and traditional academic conference offerings and who are active in annual meeting activities. Overall, members of the Division regularly participate in conference activities and have a strong affiliation with PNP. Members highlight the quality of research opportunities, a welcoming culture among community members, and information related to public & nonprofit research disseminated by PNP as strengths of the Division. Members wish to see more effort towards including scholars who do not have resources to access the annual meeting, more representation of nonprofit scholarship, and a more informative website.

Looking forward, PNP would like to sustain our strengths and focus on three general areas for improvement. First, we would like to continue to broaden the accessibility of the Division to a diverse group of members. To work towards this goal, we are developing a program to offer scholarships to doctoral students and members from regions where resources to travel to the annual conference are limited. In addition, we are exploring ways to offer some PDW content in a remote modality in future years. Second, we would like to increase the proportion of nonprofit interests reflected in division activities. To work towards this goal, we plan to actively seek nonprofit scholars to serve in leadership positions for the Division and make efforts to feature nonprofits in annual conference activities such as our plenary session, symposia, and paper sessions. Finally, we would like to improve the efficiency of the administrative operations of the PNP Division and our ability to report current Division information on the website. To work towards this goal, we have appointed a new historian/archivist who will archive Division materials such as leadership and committee membership lists, award committee processes, and annual correspondence to members in the AOMConnect Library. We hope that progress towards these goals will enhance member satisfaction and sense of community in the division.

The 2020 and 2021 AOM conferences have been dramatically impacted by the global pandemic as well as social and political conditions around the world. As we are not yet certain how future years will be impacted, we will remain flexible in our planning for future goals.

PNP Five-Year Review

Division Metrics

Membership data show that PNP Division membership has decreased over the last five years, but new data for 2021 reflect an uptick in membership. The Division decreased by 193 members for a total membership complement of 732 individuals by the end of 2020, however it is worth noting that almost half (48%) of this total loss occurred from 2019 to 2020. Over the five-year period, our membership exhibited a 21% decrease (again with most of that loss from 2019 to 2020), while membership in the Academy overall decreased by about 6.5%. While a substantial portion of the membership loss did occur during the pandemic, each year since 2016 exhibited a decrease in members by an average of about 3.5%. Even with decreases in membership in recent years, Division membership as of February 2021 reflects 824 members, an increase of 13% ([https://aom.org/network/Divisions-interest-groups-\(digs\)\)](https://aom.org/network/Divisions-interest-groups-(digs)))).

Both US and international membership in our Division decreased at similar rates during the period, -19.85% and -22.19% respectively. In terms of membership type, the Division experienced declines in each category: Academic (-21%), Emeritus (-4%), Executive (-17%), and Student (-23%). Of these, however, only the Academic category has experienced consistent decline over the full five-year periods; the other categories all experienced some growth, particularly in 2019. The Academy has similarly experienced losses in all categories except for Emeritus, however the PNP losses were consistently larger than the Academy overall. A bright note, however was in new members. The PNP Division experienced an increase in new members (21%), which is particularly notable as compared to the Academy which experienced a 31% decrease in new members over the same 5-year period.

Analysis of Survey Results

In the Fall of 2020, Public & Nonprofit Division (PNP) members were asked to complete an online survey to assist us in understanding our membership and their participation and satisfaction with the Division.

Of our 732 members who received the survey, 187 responded giving us a response rate of 26%. Of the individuals who participated in the Division 5-year review survey our respondents were: mostly newer members (46% members from 0-3 years), working at an academic institution (74%) specifically at Business Schools (45%), residing in North America (62%), and spread fairly evenly across the age and gender distribution.

The members who answered the survey illustrate a strong affiliation with our Division, with 45% of respondents indicating that PNP was their primary Division. Encouragingly, for those who identify strongly with another Division (either PNP as their primary and a strong attachment to another Division, or another Division as their Primary and PNP as a strong attachment), PNP still was important to those people indicating that PNP was as important as another Division (another 37% of respondents).

Survey respondents indicated overwhelmingly that their primary reason for belonging to PNP was to gain and to share information relating to research (73% ranked this as most important and 18% as second most important). This is consistent with both the proportion of our members who are academic members, as well as reflective of who answered the survey. Survey respondents also consider opportunities to develop and maintain social connections are important (14% ranked this as most important and 22% as second most important).

Attendance Participation Profile

A large portion of our respondents, 37%, stated that they attend the AOM meeting every year even if they are not personally on the conference program. Another 28% noted that attendance was dependent upon program participation. Just over half (53%) of respondents indicated that lack of funding is the major obstacle in attendance, while another 38% of respondents state that they do not have the time. Only 7.5% of the respondents indicated they are not interested in attending.

Almost a quarter, 24%, of our respondents said they reviewed every year for the Division and another 24% have reviewed a few times. About 29% of respondents indicated they had never reviewed. About 43% have presented in a Professional Development Workshop and 63% have participated in one, with 3.5% presenting each year and just under 10% participating in a Professional Development Workshop each year. About 40% of respondents stated they had served as a session chair at least once, with 12.5% doing so each year. About 58% have never served as a chair. Nearly 70% of respondents have presented at a scholarly session, and another 80% have attended a regular conference session. Just over 12% reported that they presented in the scholarly program every year, 31% a few times, 22% once, and 33% never. Only about a third of respondents have never presented at a scholarly session, and 21% have never attended a session. About 35% of respondents have volunteered for the Division at least once, and just over 60% of respondents have participated in other activities like social events and business meetings.

Overall Member Satisfaction

Survey results indicate that respondents are satisfied with their membership in the PNP Division and conference programming. Respondent satisfaction with membership in the Public and Nonprofit Division was normally distributed, with a median response of “satisfied.” A total of 71.8% of respondents indicate that they are satisfied, very satisfied, or extremely satisfied, with more than a third (33.4%) indicating that they are in the highest two categories of very or extremely satisfied. Of note, only 2.5% of respondents indicated that they are not at all satisfied with their membership in the PNP.

Satisfaction with Annual Meeting Activities

Respondents were asked to rate their level of satisfaction with a number of components of the annual meeting, including professional development workshops (PDWs), traditional paper sessions, discussion paper sessions, symposia, plenaries, social and networking opportunities, and overall access to participation in the program. Responses across each of these different program components ranged from “not at all satisfied” to “extremely satisfied.”

Nearly a third of respondents indicated that they are very satisfied or extremely satisfied with PDWs, while a quarter indicated they were satisfied. Responses were more favorable for traditional paper sessions with more than 38% indicating they were either very or extremely satisfied, and more than 70% responding in the top three categories of satisfaction. Respondent preferences for traditional paper sessions is consistent with the Division's predominately academic membership and preference for research-related activities. Though rating of satisfaction with discussion paper sessions, symposia, and plenaries were not as strong as for traditional paper sessions, respondents were still overwhelmingly satisfied with all three. A majority of respondents indicated that they were satisfied with each (59.4%, 53.3%, and 60.2%, respectively), with 29.4%, 29.8%, and 29% indicating they were very or extremely satisfied for each. With regards to the PNP Doctoral Student Professional Development Consortium, only 1.4% of the respondents are dissatisfied or extremely dissatisfied and 43.4% are mostly or extremely satisfied, indicating the program is of high quality. However, on practitioner involvement, just over a quarter (28.3%) of the participants are mostly or extremely satisfied, with the majority of respondents (62%) indicating neutral on this item. In recent years, we have made strategic efforts to involve practitioners local to the city in which the annual conference is held. We plan to continue this practice going forward. For the August 2021 annual meeting, we have secured two local practitioners to serve as panelists for our plenary session.

More than 60% of respondents were satisfied, very satisfied, or extremely satisfied with annual conference social events and networking, a figure that is impressive given that the last conference was held virtually due to COVID-19 and did not include any in-person social or networking events. Likewise, more than 72% were satisfied to extremely satisfied with overall access to the AOM PNP program. The proportion of respondents indicating that they were "not at all satisfied" was small across all of these categories (between 1.2% and 3.5%), corresponding to between two and six respondents per question. Overall, most respondents seem positive in their experiences with PNP programs and activities.

Satisfaction with Programs/Services & Leadership

Looking at member satisfaction with the activities that address the PNP Division's domain, we find that only 5.2% of the members are not satisfied, while approximately two-thirds (65.4%) of the survey respondents are satisfied, very satisfied, or extremely satisfied. The qualitative comments provided indicate some members feel that the Division focuses largely on public management/administration and not enough on nonprofit management. The PNP Division leadership team should consider improving the balance between public management and nonprofit management programming and increase the representation of nonprofit scholars in the leadership team.

The survey data show that more than half of the respondents (57.5%) are either satisfied or very satisfied by the sense of the community within the PNP Division. Only, 5.9% of the respondents indicated that they are not satisfied whereas 7.8% of the participants indicated they are extremely satisfied with the sense of the community item. When we compare these results with those five years ago, we see a dip in the proportion of people indicating very or extremely satisfied by the sense of the community (24.2% vs 33%). In the next five years, it would be important for the

Division leadership team to pay closer attention to how to enhance member satisfaction with their sense of community, in particular those who are marginally satisfied.

The 2020 survey included some items on diversity and mentoring that were not included in the previous survey. The survey data show that every two out of three respondents (65.4%) are satisfied, very satisfied, or extremely satisfied with the welcoming of members of various demographic groups (race/ethnicity, gender, age, nationality, sexual orientation, disability status, etc.), which is very good. However, 7.2% of the survey respondents indicated they are not satisfied and 11.2% noted that they are marginally satisfied with the welcoming of various demographic groups into the Division. On opportunities for members to receive mentoring, just over one-third of the respondents (36.4%) are satisfied, very satisfied, or extremely satisfied while one-quarter of the respondents are not satisfied or marginally satisfied with mentoring opportunities. The qualitative comments provided by the members in the survey suggest increasing racial and ethnic diversity in the Division leadership and outreach to minority scholars, in particular those living in Africa and Latin America. Moving forward, the Division needs to enhance its outreach efforts to minority scholars, increase racial diversity, and developing mentoring opportunities for early-career scholars.

On the Division's efforts to reach out to international members, 47.7 % are satisfied, very satisfied, or extremely satisfied, and 7.9% are not satisfied. Around 50% of the respondents are satisfied with the Division's efforts to foster good relations and working collaboratively with other Divisions. Additionally, the data show that 35 percent of the respondents are not satisfied or just marginally satisfied with the opportunities outside of the annual meeting to network/collaborate with peers and the encouragement from PNP Division leaders to form network communities. Member satisfaction ratings on these two items were also relatively low five years ago. The PNP leadership team should consider developing mid-year virtual programming to create opportunities for members to participate in activities outside the annual meeting.

In terms of communication, two-thirds (68.6%) of the respondents are satisfied, very satisfied, or extremely satisfied with the levels of communication received from the Division. Similarly, we find that most of the survey respondents are satisfied or higher with the Division website (55%) and the quality of its newsletters (65.4%). While these results suggest that members are generally happy with the communication, the Division leaders should consider how to increase the value of Connect@AOM over the next five years. Almost 47% of the respondents chose "not applicable" for the item asking their satisfaction levels with the value of Connect@AOM indicating these respondents were not aware or did not use this communication platform regularly.

Governance

To examine the Division's governance, we considered several satisfaction items from the 2020 survey related to decision-making. Taken together, the overall satisfaction rates in these categories signals a general satisfaction with the Division's governance.

The first set of factors considers the members' sense of their ability to participate in the Division's decision-making. We considered three items from the survey: 1) the ability of interested members to become leaders in the PNP Division, 2) opportunities to influence the Division and 3) the annual PNP Division business meeting. We find that just over 50% of respondents are satisfied, very satisfied or extremely satisfied with the ability of interested members to become leaders in the PNP Division. Another indicator of governance is a member's perception of opportunities to influence the Division; nearly 52% of respondents indicated that they were satisfied or greater with their opportunities to influence the Division.

Nearly 40% of respondents were mostly or extremely satisfied with the annual PNP Division business meeting, while most respondents, 56.25%, indicated that they were "neutral" about the meeting. However, it is difficult to gauge the meaning behind this majority response of "neutral." The "neutral" response could represent non-attendees, since an "n/a" option was not available or it represent those that are merely satisfied since the item's scale did not offer "satisfied" as a response anchor. None of the responses to the open-ended questions shed any light on this majority response.

Another key metric of effective governance is the perception of decision-making processes. We used two survey items as indicators of fair governance processes: 1) fair and open elections and 2) the selection process for awards and recognition. Sixty-six percent of respondents were satisfied, very satisfied or greatly satisfied with the Division's election process in terms of it being fair and open. Nearly 59% of respondents were satisfied or greater with the selection process for awards and recognition.

Opportunities for Growth and Goals

Progress, Strengths, and Opportunities

In our last five-year review, the Division set two goals: To develop focused messages that distinguish AOM-PNP from other similar conferences and to establish a communications officer position to disseminate information particularly on social media. Since this review, we appointed a communications officer who posts announcements on our social media channels about the activities of the division and live highlights of annual conference happenings. These posts have also helped highlight the hallmarks of PNP as a place for high quality feedback on research among a committed group of scholars who are active in the Division.

In addition to numeric survey responses, qualitative comments provide additional context demonstrating progress towards the goals from our last five-year review and for understanding the current preferences of our members and the value they seek from the PNP Division. In response to the survey question, "What do you like best about membership in the PNP Division?" three primary strengths of the Division emerge.

First, PNP provides opportunities to advance research and innovation in public and nonprofit scholarship. This research fulfills a niche within the larger Academy of Management community. This is reflected in the comments from survey respondents.

The opportunity to propose and hold innovative research symposium and PDWs

The opportunity to learn of emerging research in the domain

Seeing the latest research conducted in public and non-profit organizations

Informed expert membership

I like the PDWs and symposia tremendously.

focus outside for-profit sector, greater inclusiveness of theories/methodologies

Scholarly activities in my area of interest while teaching in a pure business school

Community of scholars

The interaction with business school peers and international scholars makes PNP distinct

helps the mainstream management colleagues remember that public administration is as important if not more important than wall street

The chance to hear great research with a strong empirical and theoretical bent that articulates with the larger management and org theory enterprise.

Second, PNP is an inclusive, welcoming, and supportive group of scholars with a commitment to developmental feedback on research. Respondents offer several comments highlighting the opportunities for social connections and the positive nature of those connections.

the annual meeting where I can connect with others who study public management issues and see presentations on emerging research

opportunity to interact with colleagues, a few chances to get to know new (to me) members

friendly and constructive community

Excellent network and very friendly and supportive Division. Everyone works hard at this and should be commended.

The people and the quality of their scholarship!

I recalled from the business meetings that chair and leadership people were very approachable.

it's a good group of people; conference is always well organized

It's a good group of people who do interesting work.

The collegiality of people in the Division.

Good to meet other academics from across the world

Camaraderie and clear focus

Third, PNP shares relevant information with members throughout the year. Comments made by survey respondents highlight the weekly digest, newsletters, and emails as useful.

The weekly digests linking to new research and job opportunities.

The newsletters and research articles increase my knowledge of the modern trends in the domain.

New[s]letters and call for papers

Regular updates and academic discussion at annual meeting

newsletter with information about research possibilities

Frequent emails

While survey respondents highlight the quality of research, inclusiveness of the PNP community, and the information received throughout the year as the best aspects of PNP membership, respondents also identify areas where the Division could improve and where the Division should consider new initiatives. Three primary themes emerged.

First, survey respondents suggest more visibility on the website would be beneficial. As noted by one respondent:

This is a big lift, but I think there can be more on the website--more interviews, essays, events, etc.

Second, survey respondents point to limited access to PNP conference activities particularly for groups that have few financial resources for travel. Comments from respondents suggest such improvements.

More inclusiveness particularly for groups unable to access the conference

Increasing outreach to international scholars and students, particularly from countries in Africa

Those who are unable to participate in some sessions should be given the opportunity to listen to the audios later

Perhaps develop some virtual opportunities for mentoring early career researchers throughout the year, e.g. one-to-one match ups

Outreach to and support for minority scholars

Would like to see increased racial diversity in PNP. ARNOVA is pretty diverse racially, but that seems to taper off when I attend PNP events at AOM. Not sure you can do anything about this...maybe a nature (vs. nurture) problem, to borrow a line from Hager & Brudney. Just making an observation.

In general, an AoM membership and membership you PNP is very expensive. For a doctoral student, it can be pretty cost prohibitive.

become much more SDG related and more open to recognising the rest of the world which means that the majority of the world's population lives in developing countries with often unprofessional public administration

I would like to see more funding for doctoral students to travel to the meeting.

ability for meeting attendees with funding to "sponsor" the registration for those without funding

Third, survey respondents want more representation of nonprofit scholarship in Division programming and activities. Qualitative comments from respondents emphasize this as an area for growth for the Division.

I feel that and heard from other PNP members that the section is heavily focused on public administration/affairs, which also reflected in the board/community composition. I think this is just a misperception, but I would appreciate more visible efforts to [diversify] the leadership as some of those who complained said they won't stay in PNP.

PNP is skewed toward public management and public administration. Nonprofit side takes a secondary seat and is dominated by public management

Reestablish reality of nonprofit expertise and knowledge which is now dwarfed

Goals

Our review of survey results from Division members, Division metrics provided by the Academy of Management staff, and the Academy of Management Health and Governance checklist indicates that Public and Nonprofit Division enjoys a core group of committed scholars who are interested in traditional academic conference offerings and who are active in the Academy. Our data also suggests several opportunities for growth. This data informs three goals for the next five years. Efforts aimed at achieving these goals will enhance member satisfaction and sense of community in the division.

First, and in line with AOM strategic goals and member suggestions, PNP needs to continue to broaden its accessibility to diverse constituencies. One of our strongest benefits is that PNP is an intimate academic gathering with strong networking opportunities and in-depth feedback on paper submissions. In large part, these benefits are accrued through in-person participation at the annual conference. However, not all members can access these benefits at our annual conference because of financial or other limitations on the extent to which they can travel. To help reach our goal of broadened accessibility, we are developing two things. We actively seek financial sponsorship for PNP activities and are regularly successful in attaining support. We plan to allocate some of that sponsorship to cover registration fees for all doctoral students participating in the doctoral student consortium. We are also exploring ways to expand this financial

scholarship to members who come from geographic regions or institutions where financial support for travel to the conference is limited or travel restrictions are in place. We are also exploring ways to deliver some PDW (and potentially other) content remotely. This will allow members who cannot travel to access the research and networking opportunities that are hallmarks of the PNP Division. In addition, we will continue to make efforts to involve practitioners in feature PNP events such as our annual plenary session and PDWs.

Second, PNP needs to increase Division activities and services related to nonprofit scholarship. We can work towards this goal in two ways. We can ensure that nonprofit scholars serve in leadership positions in the division by nominating such scholars for elected positions and seeking their service in voluntary positions. Representation of nonprofit scholars in leadership positions will ensure that nonprofit interests are included in decisions about the Division's programming. We can also work to feature nonprofit interests in annual meeting activities for the Division. For example, our plenary session, symposium, and paper sessions.

Finally, PNP needs to improve the efficiency of administrative operations for the executive committee. The PNP Division has always benefitted from a culture of mutual trust and willingness to help among officers and members more generally. This culture has helped to facilitate the transfer of information and norms around our annual operations every year. To better support transfer of historical information from year to year we have appointed a new historian/archivist for the Division. The archivist will retain Division information including, but not limited to, executive team membership over time, committee membership, awards committee processes, and annual Division correspondence. This information will be stored and organized in AOMConnect's Library, enabling centralized, easy access by the Division leadership team and members. This plan will also allow us to add additional information to the PNP website to increase visibility about the Division, encourage volunteer involvement, celebrate winners of awards, and acknowledge the service of our members in maintaining Division operations.

These tactics have the potential to increase membership and enhance member satisfaction and sense of community by making Division activities more accessible and relevant to a broader range of members. We hope to sustain the current strengths of our Division and expand our opportunities. The global pandemic along with social and political change have revealed new challenges as well as opportunities for the PNP Division. We look forward to using these opportunities to strengthen the PNP community, attract new members, and expand opportunities for our members.