



STATE OF INCLUSION IN THE ACADEMY

Survey of Inclusion

Summary Report of Key Findings for Division and Interest Groups

Prepared by:

Diversity & Inclusion Theme Committee

March 2015

About the Diversity and Inclusion Theme Committee

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.

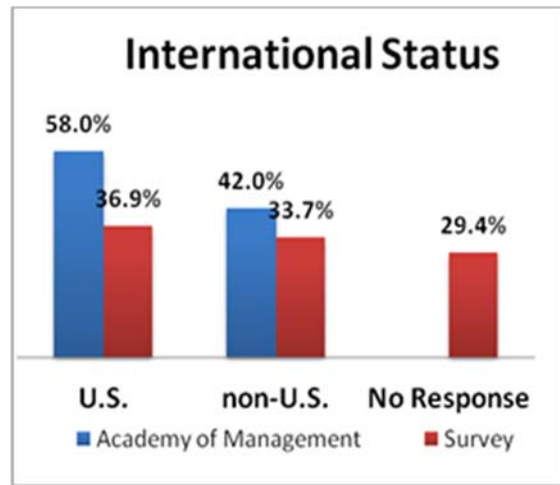
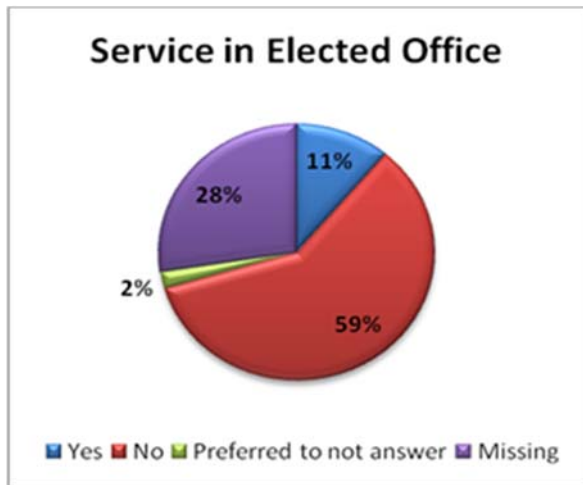
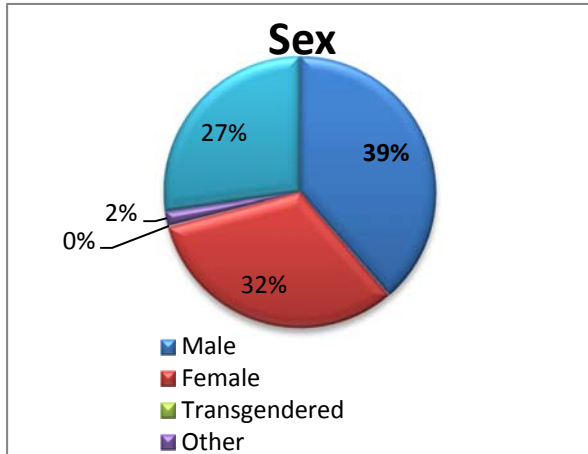
Specifically, to accomplish its mission, the D&ITC can:

- 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 tasks. 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.

General Information about the Survey

The survey (see Appendix 1) was sent out to 50% of the AOM membership (18,756 members) via e-mail in March, 2013. A total of 1,077 members participated in the survey (11.8% response rate), with approximately 800 usable surveys. Below are some basic demographic characteristics of the sample. Demographic categories were chosen for inclusion in the study based on key areas of difference identified by sample respondents as potential exclusionary factors (e.g., non-U.S., non-academic).



Given that the sample differed significantly from the overall AOM membership on the International Status demographic, it is hard to determine if the sample is representative of the AOM membership as a whole.

Description of Sample

AOM Division	% Respondents [% AOM]
Business Policy & Strategy (BPS)	12.3% [26.6%]
Careers (CAR)	1.7% [3.4%]
Conflict Management (CM)	2.0% [4.0%]
Critical Management Studies (CMS)	1.4% [4.0%]
Entrepreneurship (ENT)	7.8% [15.3%]
Gender and Diversity in Organizations (GDO)	4.5% [6.4%]
Health Care Management (HCM)	1.6% [4.6%]
Human Resources (HR)	7.5% [18.0%]
International Management (IM)	4.6% [14.1%]
Management Consulting (MC)	2.5% [6.4%]
Management, Educ., & Development (MED)	4.3% [9.6%]
Management History (MH)	1.3% [2.1%]
Managerial and Org. Cognition (MOC)	2.0% [6.3%]
Mgt., Spirituality, & Religion (MSR)	1.1% [3.2%]
Organizational Behavior (OB)	18.2% [32.1%]
Org. Communication and Info. Systems (OCIS)	1.6% [4.7%]
Org. Development and Change (ODC)	4.1% [12.1%]
Operations Management (OM)	1.3% [3.4%]
Organization and Management Theory (OMT)	8.4% [20.7%]
Orgs. and the Natural Environment (ONE)	2.1% [4.0%]
Public and Nonprofit (PNP)	2.5% [4.6%]
Research Methods (RM)	0.9% [11.9%]
Strategizing, Activities, and Practice (SAP)	0.3% [2.9%]
Social Issues in Management (SIM)	2.6% [8.5%]
Technology and Innovation Management (TIM)	2.8% [14.0%]
Missing/Did not answer	4.7%

Measures

Scale(s)	Referent	# of Items	α
Perceived inclusion	AOM, Division	7 each	.90, .94
Perceived exclusion	AOM	8	.92
Perceived insider status	AOM, Division	3 each	.87, .91
Access to influence	AOM	7	.89
Access to information	AOM	7	.88
Value for diversity	AOM	3	.78
Perceived org./divisional support	AOM, Division	3 each	.79, .87
Affective org./divisional commitment	AOM, Division	3 each	.74, .77

Summary of Relative Divisional Findings

For each of the key outcome variables, we report the divisions that scored near the top and bottom. We attempted to discern 'top', 'middle', and 'bottom' scores based on natural breaks in the reported scores. Specific results for each division are reported immediately after this section.

Perceived Inclusion in the AOM

<u>Top Five</u>	<u>Mean Score</u>	<u>Bottom Six (tie)</u>	<u>Mean Score</u>
Conflict Management	3.62	Critical Management Studies	3.01
Operations Management	3.60	Public and Nonprofit	3.16
Health Care Management	3.57	International Management	3.17
Management Consulting	3.55	Org. Communication and Info Systems	3.24
Managerial and Organizational Cognition	3.49	Organizational Behavior	3.27
		Business Policy and Strategy	3.27

Perceived Inclusion in the Division

<u>Top Six (tie)</u>	<u>Mean Score</u>	<u>Bottom Five</u>	<u>Mean Score</u>
Critical Management Studies	4.04	Organizational Behavior	3.29
Management Education and Development	3.91	Business Policy and Strategy	3.30
Gender and Diversity in Organizations	3.90	Human Resources	3.32
Health Care Management	3.89	Technology and Innovation Management	3.39
Careers	3.80	Organizational and Management Theory	3.40
Conflict Management	3.80		

Perceived Exclusion in the AOM (Higher means reflect a greater degree of exclusion)

<u>Top Five</u>	<u>Mean Score</u>	<u>Bottom Five</u>	<u>Mean Score</u>
Critical Management Studies	2.82	Health Care Management	2.00
Social Issues in Management	2.71	Conflict Management	2.06
Public and Nonprofit	2.68	Operations Management	2.15
International Management	2.65	Managerial and Organizational Cognition	2.20
Human Resources	2.55	Org. Development and Change	2.24

Perceived Insider Status in the AOM

<u>Top Six (tie)</u>	<u>Mean Score</u>	<u>Bottom Five</u>	<u>Mean Score</u>
Managerial and Organizational Cognition	3.82	Critical Management Studies	3.03
Operations Management	3.77	Organizational Development and Change	3.26
Health Care Management	3.69	Social Issues in Management	3.35
Conflict Management	3.69	Org Communication and Info Systems	3.36
Organizations and the Natural Environment	3.62	International Management	3.37
Organization and Management Theory	3.62		

Perceived Insider Status in the Division

<u>Top Five</u>	<u>Mean Score</u>	<u>Bottom Five</u>	<u>Mean Score</u>
Careers	4.10	Organizational Development and Change	3.24
Critical Management Studies	4.09	Business Policy and Strategy	3.25
Management Education and Development	4.03	Human Resources	3.33
Health Care Management	4.03	Organizational Behavior	3.37
Gender and Diversity in Organizations	3.89	Technology and Innovation Management	3.38

Access to Influence in the AOM

<u>Top Five</u>	<u>Mean Score</u>	<u>Bottom Five</u>	<u>Mean Score</u>
Critical Management Studies	2.38	Public and Nonprofit	1.54
Operations Management	2.34	Human Resources	1.78
Conflict Management	2.24	Social Issues in Management	1.85
Management Consulting	2.20	Careers	1.86
International Management	2.19	Gender and Diversity in Organizations	1.86

Access to Information in the AOM

<u>Top Five</u>	<u>Mean Score</u>	<u>Bottom Five</u>	<u>Mean Score</u>
Health Care Management	3.94	Critical Management Studies	3.05
Managerial and Organizational Cognition	3.60	Technology and Innovation Management	3.05
Human Resources	3.51	Org. Communication and Information Systems	3.08
Careers	3.49	Public and Nonprofit	3.08
Entrepreneurship	3.47	Social Issues in Management	3.12

Perceived Organizational Support from the AOM

<u>Top Five</u>	<u>Mean Score</u>	<u>Bottom Five</u>	<u>Mean Score</u>
Management Education and Development	3.44	Critical Management Studies	2.61
Managerial and Organizational Cognition	3.38	International Management	2.87
Conflict Management	3.34	Org. Communication and Info Systems	3.00
Health Care Management	3.31	Management History	3.03
Organizations and the Natural Environment	3.29	Public and Nonprofit	3.06

Perceived Organizational Support from the Division

<u>Top Five</u>	<u>Mean Score</u>	<u>Bottom Five</u>	<u>Mean Score</u>
Careers	3.95	Business Policy and Strategy	3.03
Management Education and Development	3.93	Technology and Innovation Management	3.06
Critical Management Studies	3.85	Organizational Behavior	3.13
Health Care Management	3.81	International Management	3.21
Gender and Diversity in Organizations	3.68	Human Resources	3.21

Note: Because the Management, Spirituality, and Religion Division, Research Methods Division, and Strategizing, Activities, and Practice Division had fewer than 10 responses to the survey, these divisions were not included in the results below.

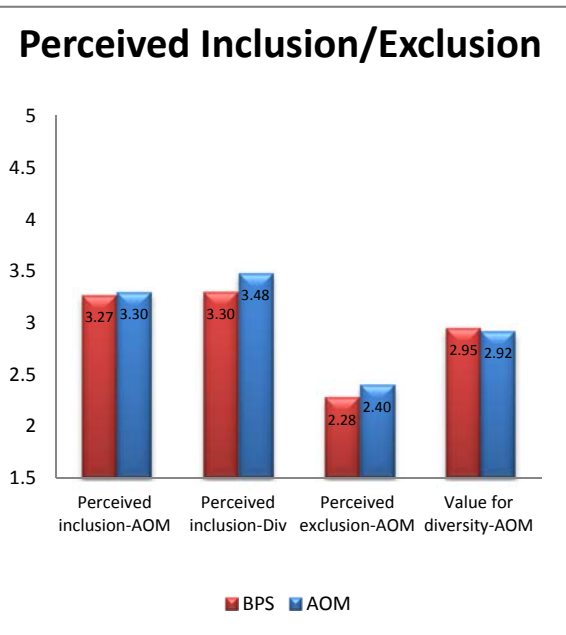
Divisional Findings

Business Policy & Strategy (BPS) Division (N = 90)

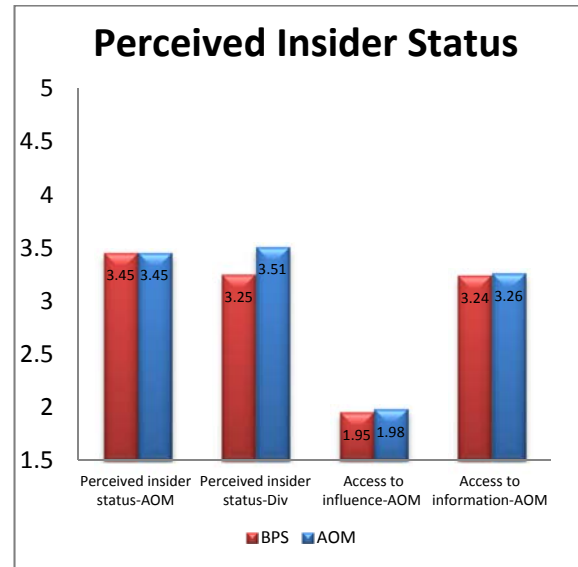
The BPS division is concerned with the roles and problems of general managers and those who manage multi-business firms or multi-functional business units.

Divisional Officers

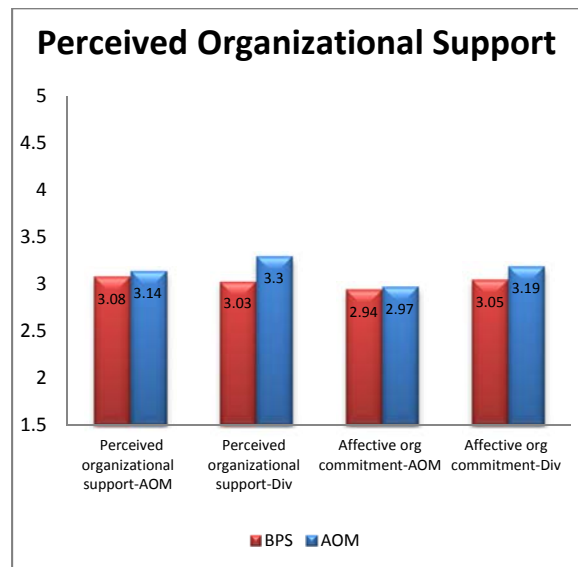
Christoph Zott, *Chair*
 Alfonso Gambardella, *Chair Elect*
 Brian Silverman, *Program Chair*
 Mary J. Benner, *Asst Program Chair*
 Rajshree Agarwal, *Past Chair*



BPS members report lower perceived inclusion in their division, compared to other AOM members.



BPS members feel they have lower perceived insider status within their own division, as compared to the average AOM member.



Overall, BPS members report lower perceived organizational support from their division, compared to other AOM members.

Careers (CAR) Division (N = 10)

The CAR division addresses people's lifelong succession of work experiences, the structure of opportunity to work, and the relationship between careers and other aspects of life.

Divisional Officers

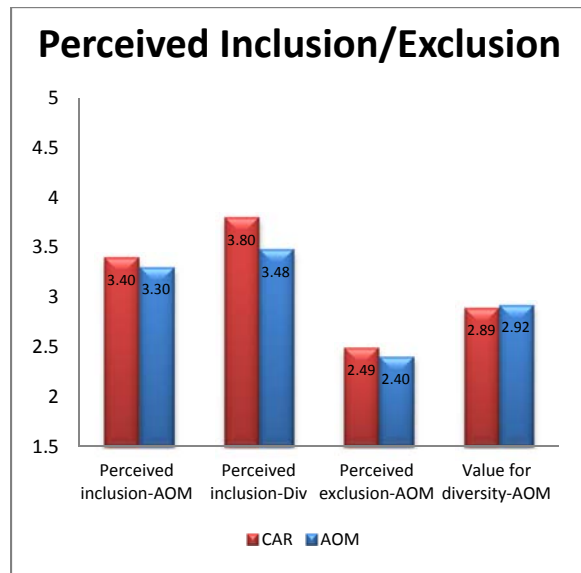
Kimberly A. Eddleston, *Chair*

Tania Casado, *Chair-Elect*

Corinne A. Post, *Program Chair*

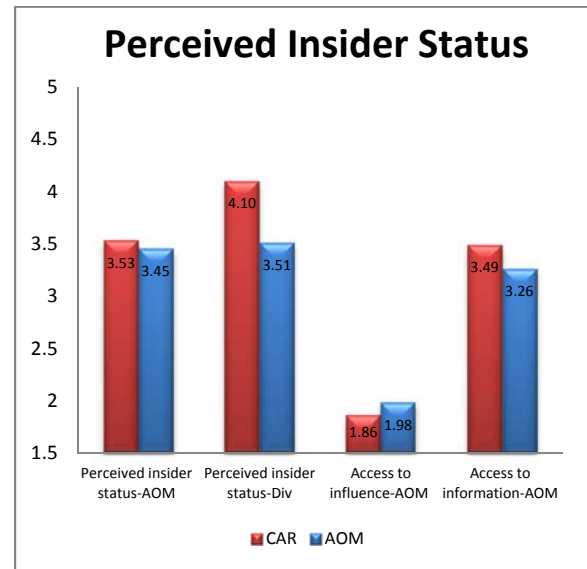
Bert Schreurs, *PDW Chair*

Peter Heslin, *Past Chair*

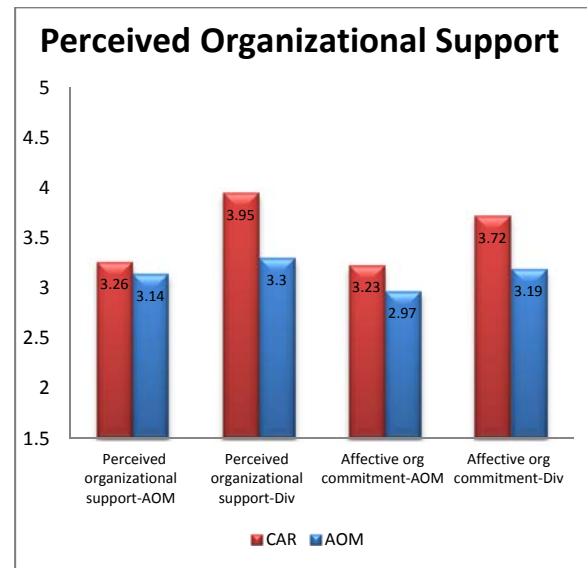


CAR members' feelings of inclusion and exclusion are not significantly different from AOM members' in other divisions.

CAR members have higher perceived insider status in their division.



CAR members also report higher perceived organizational support from their division, and report greater organizational commitment to their division than the average AOM member.



Conflict Management (CM) Division (N = 15)

The CM division supports research, teaching and practice in the areas of conflict, power, and negotiation. It focuses on the nature and management of conflicts at the individual, group, organizational, interorganizational and societal level.

Divisional Officers

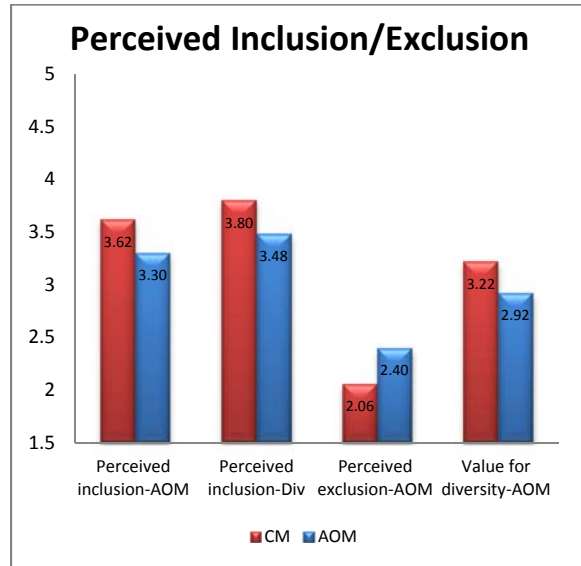
Michael Gross, *Chair*

Mara Olekalns, *Chair-Elect*

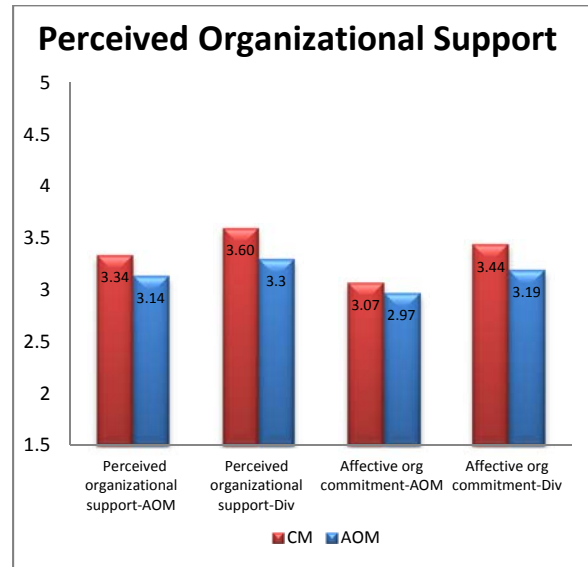
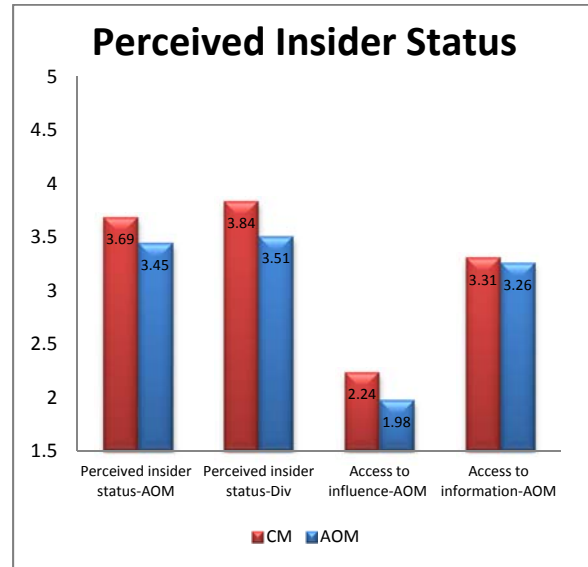
Matthew A. Cronin, *Program Chair*

Peter H. Kim, *Program Chair-Elect*

William Bottom, *Past Chair*



CM members' scores on all constructs are not significantly different from all AOM members' mean scores.



Critical Management Studies (CMS) Division (N = 11)

The CMS division provides a forum within the Academy for the expression of views critical of unethical management practices and the exploitative social order.

Divisional Officers

Raza A. Mir, *Chair*

Scott Taylor, *Chair-Elect*

Emma Bell, *Chair-Elect*

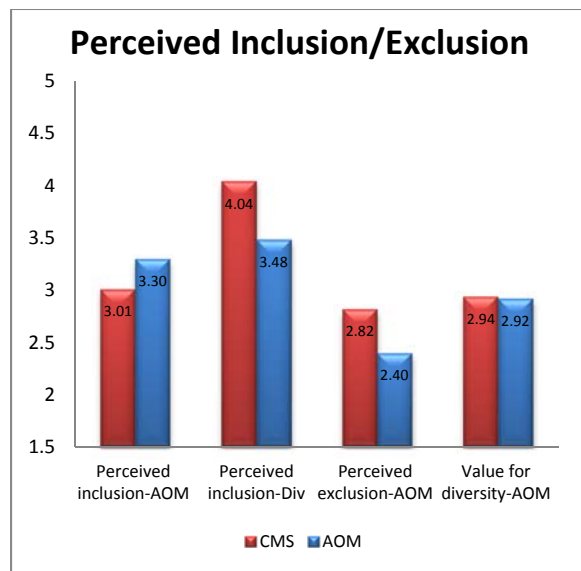
Latha Poonamallee, *Program Chair*

Nimruji Jammulamadaka, *Program Chair*

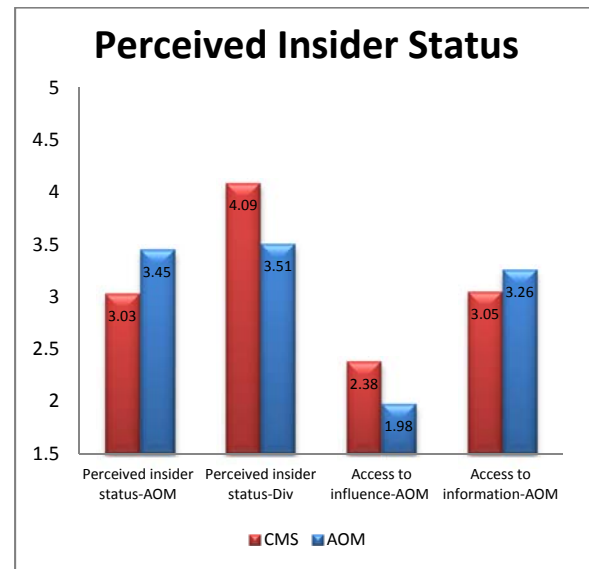
Bani Ozkazanc-Pan, *Program Chair-Elect*

Paul Donnelly, *Program Chair-Elect*

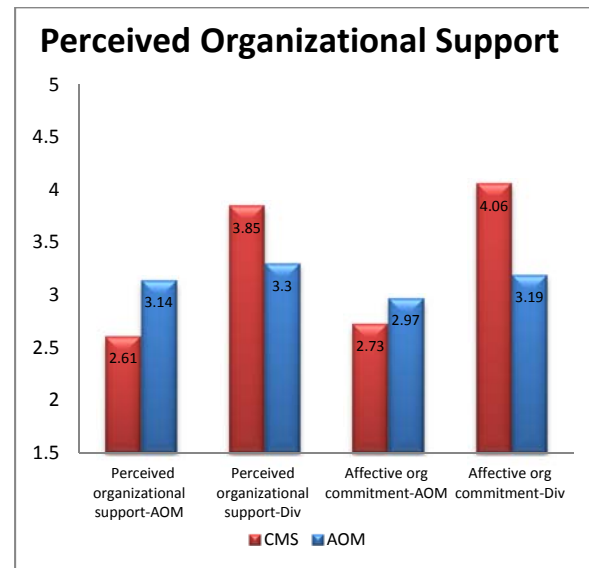
Gavin Jack, *Past Chair*



CMS members report higher perceived inclusion within their division than the average AOM member.



They report greater organizational support from and greater commitment to their division, compared to the average AOM member.

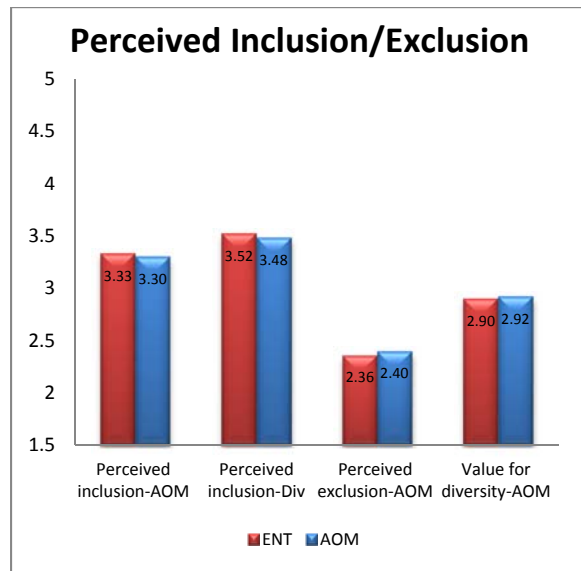


Entrepreneurship (ENT) Division (N = 59)

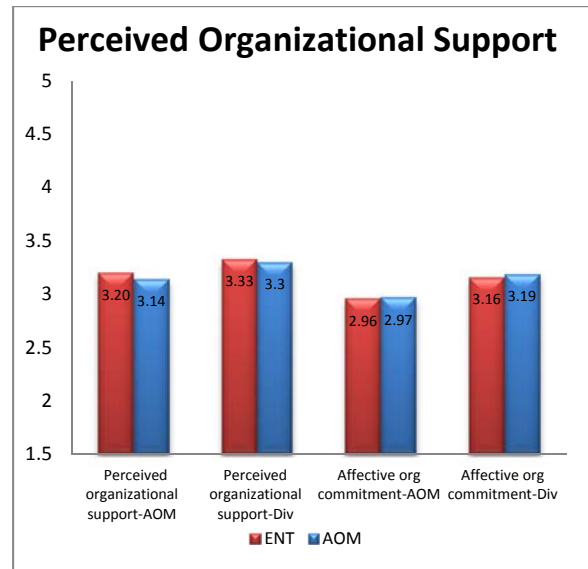
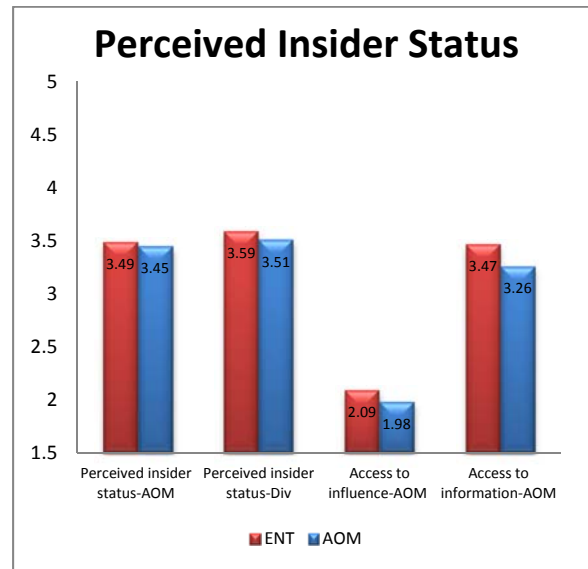
The ENT division welcomes researchers, teachers, Ph.D. students, consultants, entrepreneurs, and anyone else who shares our mission of growing entrepreneurship scholars.

Divisional Officers

Harry J Sapienza, *Chair*
 Carlo Salvato, *Chair-Elect*
 Alain Fayolle, *Program Chair*
 Christina Guenther, *PDW Chair*
 Sharon Alvarez, *Past Chair*



ENT members' scores on all constructs are not significantly different from all AOM members' mean scores.



Gender and Diversity in Organizations (GDO) (N = 34)

The GDO division aims to generate and disseminate knowledge about gender and diversity within and outside of organizations, to embrace diverse perspectives in organizational research and education, and to support social justice through the inclusion of marginalized voices in members' research and practice.

Divisional Officers

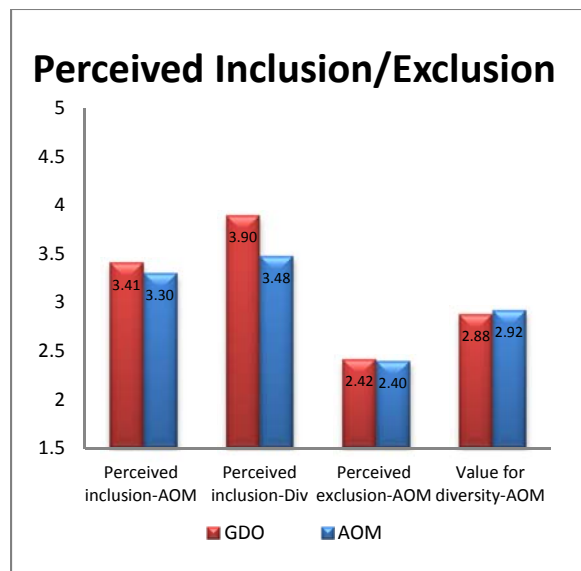
Charmine Hartel, *Chair*

Lisa H. Nishii, *Chair-Elect*

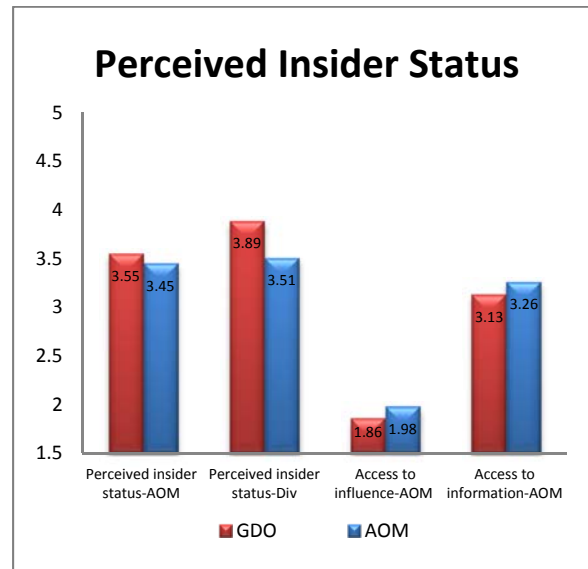
W.E. Douglas Creed, *Program Chair*

Patrick F. McKay, *Program Chair-Elect/PDW*

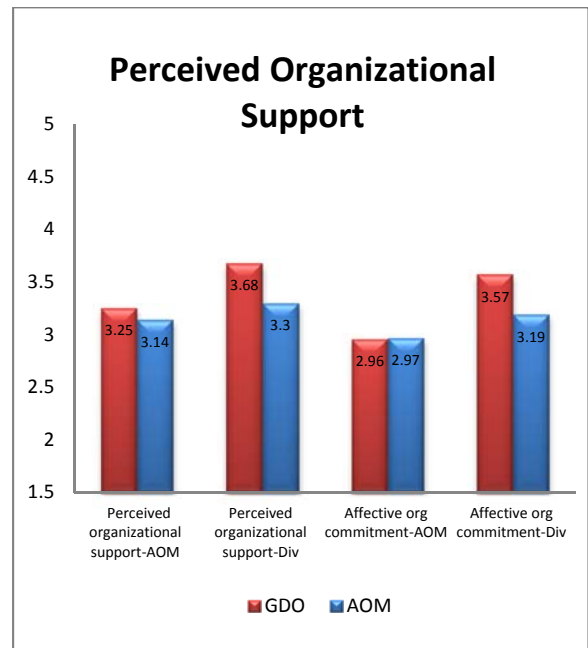
Stacy Blake-Beard, *Past Chair*



GDO members have higher perceived inclusion within their division, compared with the average AOM member. They also report greater perceived insider status within their division.



GDO members report higher perceived organizational support from their division, and greater affective commitment to their division than the average AOM member.



Health Care Management (HCM) Division (N = 12)

The HCM division is dedicated to understanding the role of professionals and organizations in providing health care both locally and internationally.

Divisional Officers

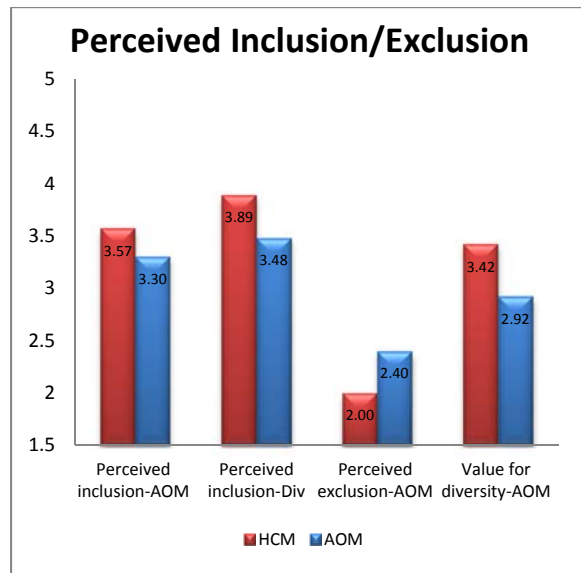
Rebecca S Wells, *Chair*

Ann Scheck McAlearney, *Chair-Elect*

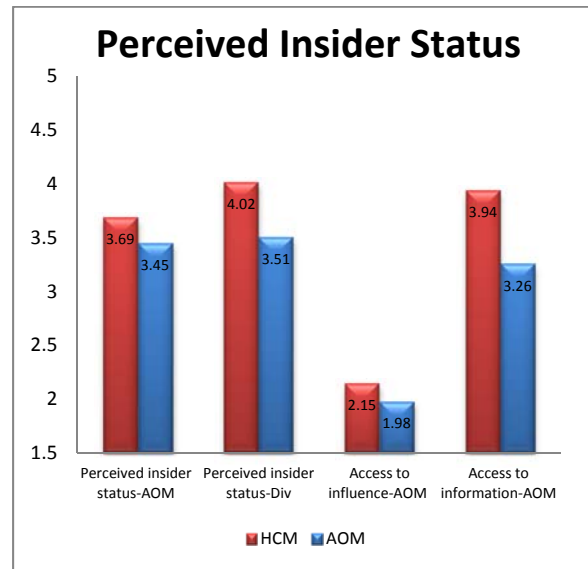
Victoria Parker, *Program Chair*

Amy Yarbrough Landry, *Program Chair-Elect*

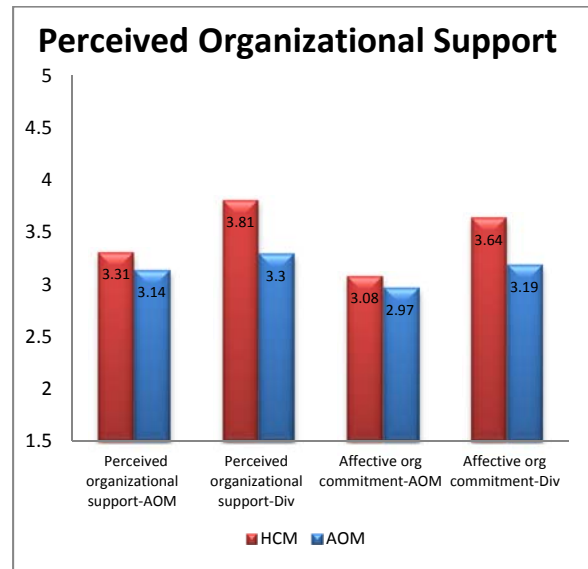
Eric W. Ford, *Past Chair*



HCM members' scores on all constructs except for Access to Information are not significantly different from all AOM members' mean scores.



HCM members report feeling they have significantly greater access to information within AOM than do AOM members in general.



Human Resources (HR) Division (N = 57)

The HR division is dedicated to a better understanding of how work organizations can perform more effectively by better management of their human resources.

Divisional Officers

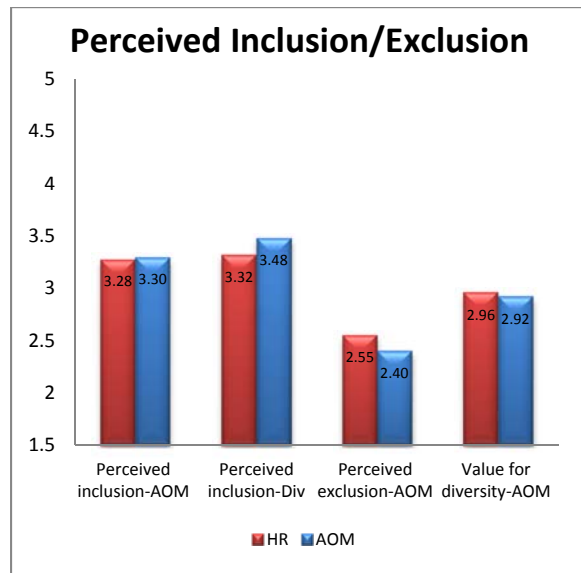
Frederick Morgeson, *Chair*

David P. Lepak, *Chair-Elect*

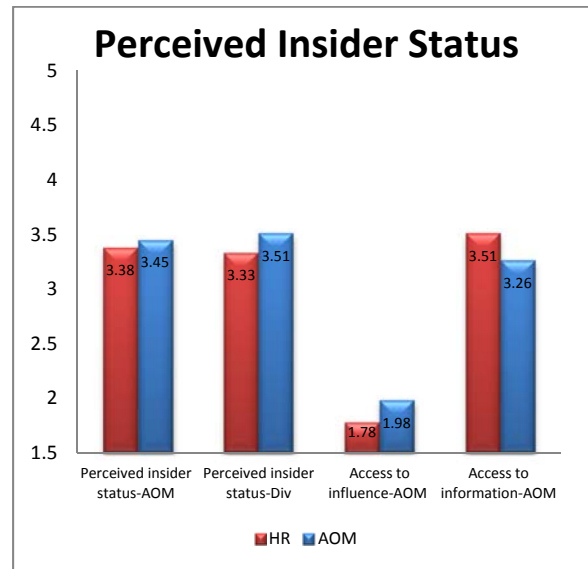
Maria Kraimer, *Program Chair*

Deidra J. Schleicher, *PDW Chair*

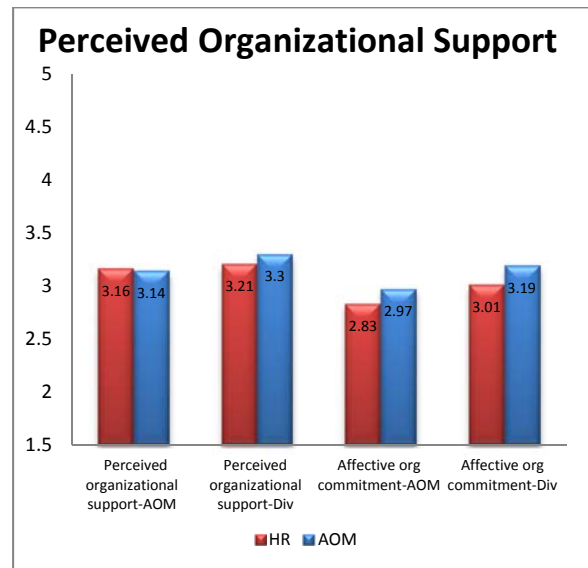
Tamara Lynn Giluk, *Past Chair*



HR members' scores on all constructs are not significantly different from all AOM members' mean scores with the exception of Access to Influence and Access to Information.



HR division members feel they have less Access to Influence in the AOM than do all AOM members in general. On the other hand, they report having greater Access to AOM Information.



International Management (IM) Division (N = 35)

The IM division focuses on content pertaining to the theory, research, and practice of management with a cross-border or cross-cultural dimension.

Divisional Officers

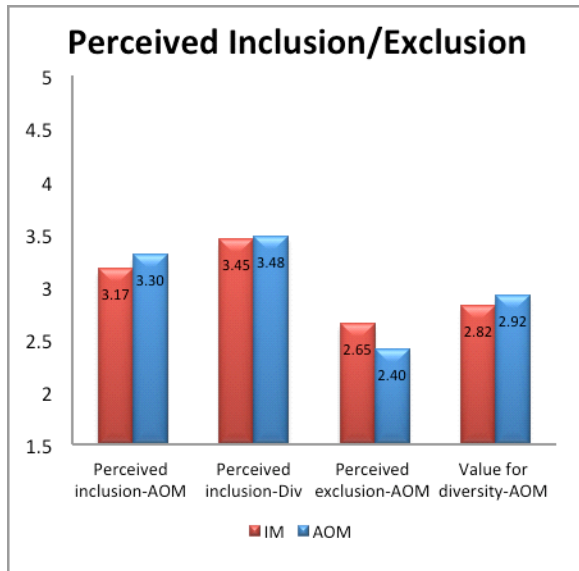
Sea Jin Chang, *Chair*

Alvaro Cuervo-Cazurra, *Chair-Elect*

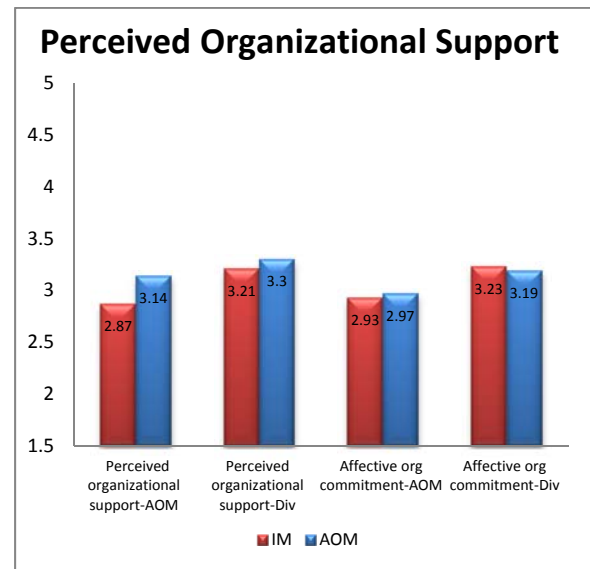
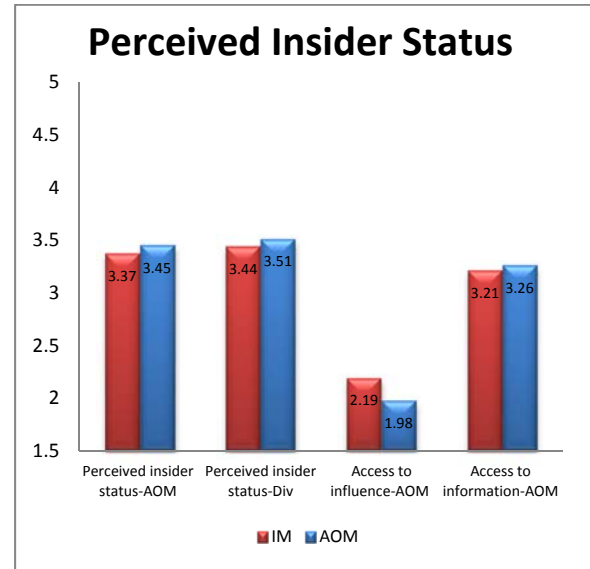
Jaideep Anand, *Program Chair*

Aya S. Chacar, *PDW Chair*

Jennifer Spencer, *Past Chair*



IM members' scores on all constructs are not significantly different from all AOM members' mean scores.



Management Consulting (MC) Division (N = 18)

The MC division aims to advance knowledge and understanding of management consulting, and to aid in the development of consultants from the perspectives of research, practice and teaching.

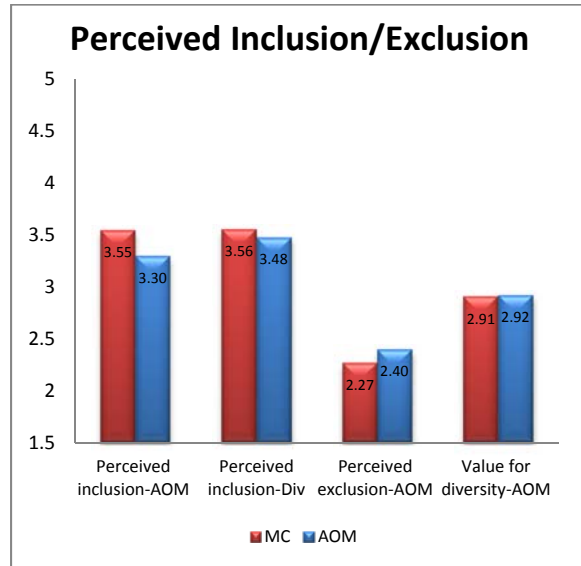
Divisional Officers

Kathleen A. Edwards, *Chair*

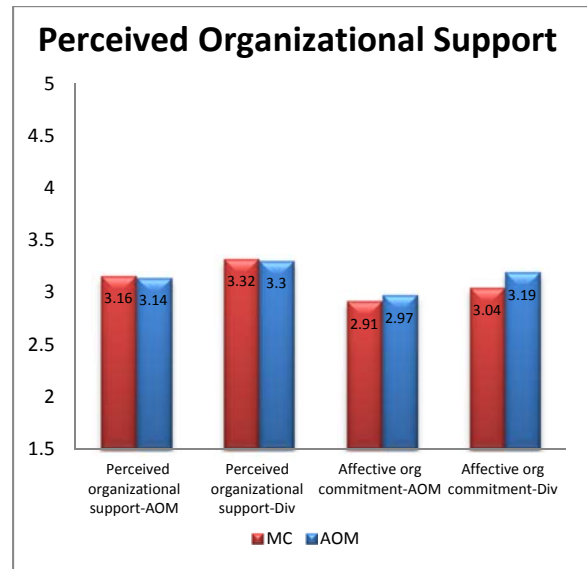
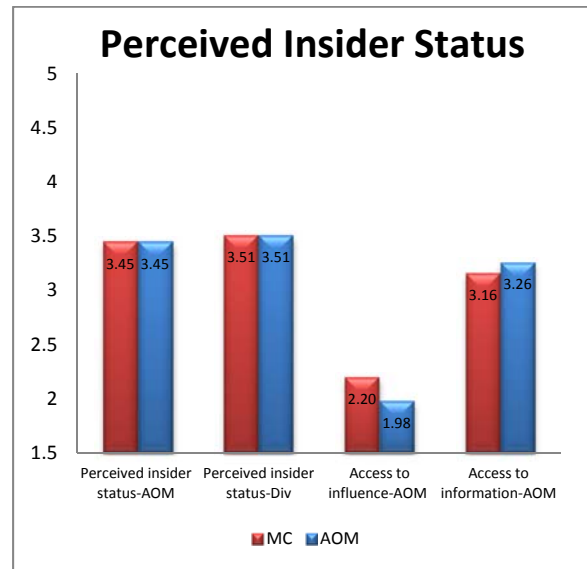
Soeren Henning Jensen, *Program Chair*

Rosa Nelly Trevinyo-Rodriguez, *PDW Chair*

Joanne Preston, *Past Chair*



MC members' scores on all constructs are not significantly different from all AOM members' mean scores.



Management History (MH) Division (N = 10)

The MH Division is concerned with the chronological tracing of the development of contemporary managerial concepts, techniques, behaviors, and practices with the intent of demonstrating (in) effectiveness within a given context, setting, or organization; reviews of how the discipline might learn from and avoid making the mistakes of the past;

Divisional Officers

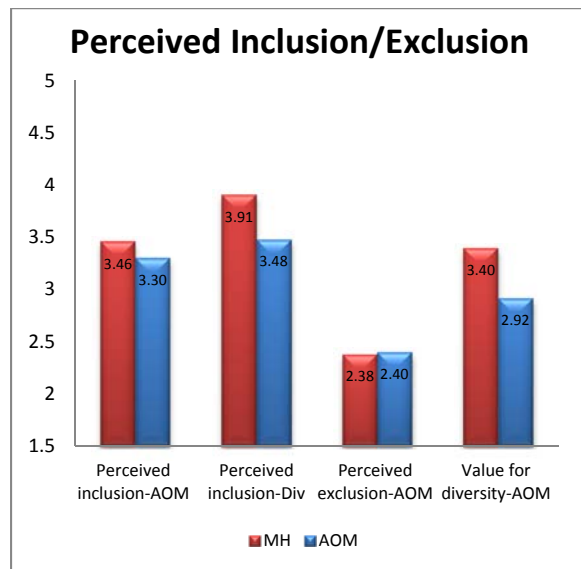
Roland E. Kidwell, *Chair*

Stephanie Case Henagan, *Chair-Elect*

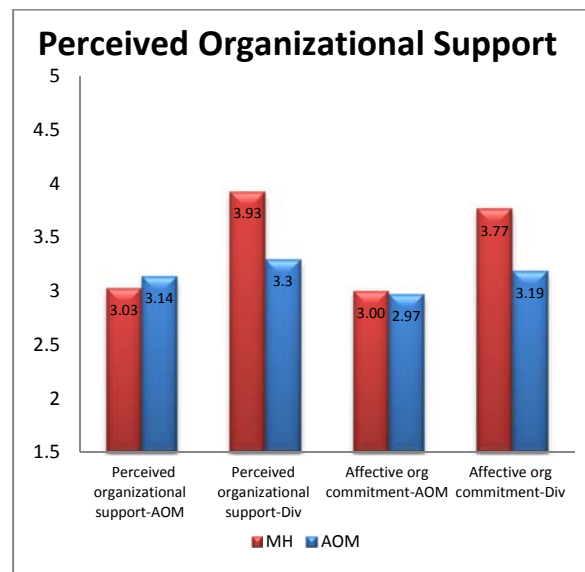
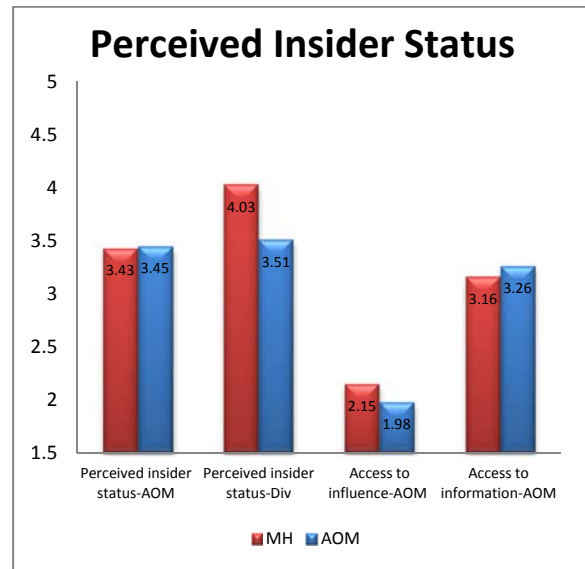
Bradley Gerald Bowden, *Program Chair*

Stephanie Pane, *PDW Chair*

Milorad Novicevic, *Past Chair*



MH members' scores on all constructs are not significantly different from all AOM members' mean scores with the exception of perceived organizational support from their division.



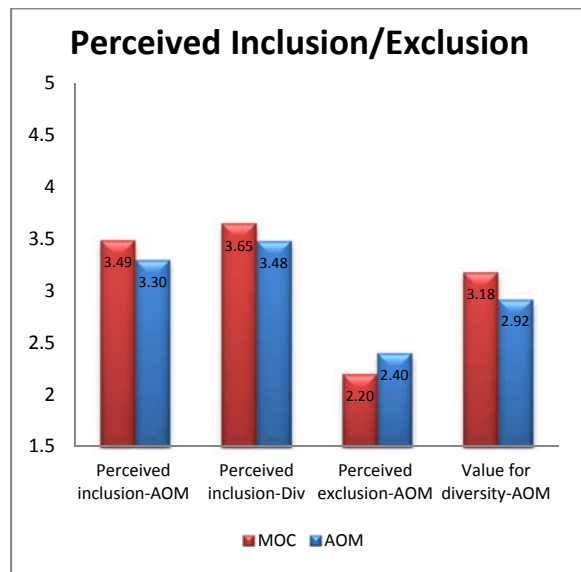
MH members report higher perceived organizational support from their division as compared to the average for all AOM members.

Managerial and Organizational Cognition (MOC) Division (N = 15)

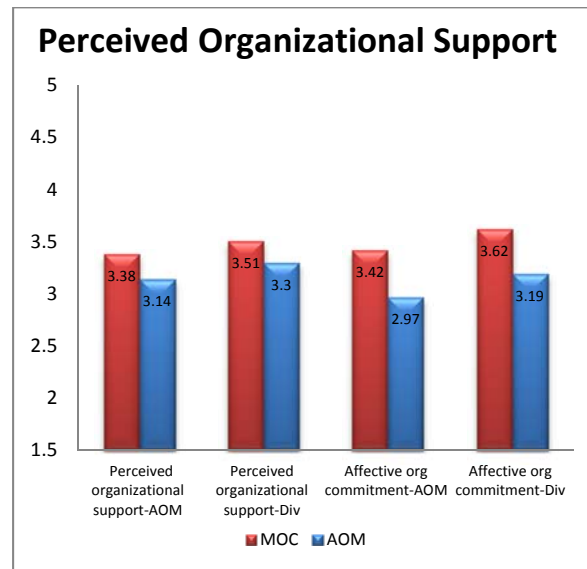
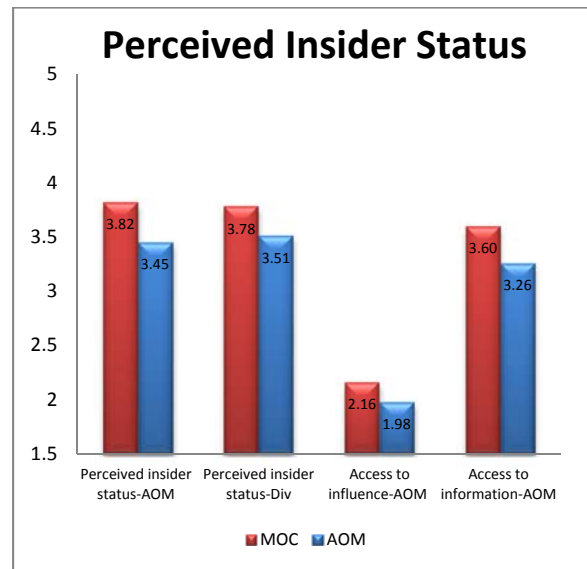
The MOC Division is devoted to understanding individual, relational, and collective cognition in organizational contexts. It provides innovative developmental support for a wide range of theoretical and methodological approaches to studying managerial and organizational cognition.

Divisional Officers

Elizabeth George, *Chair*
 Kevin W. Rockmann, *Chair*
 David Sluss, *Program Chair*
 Spencer Harrison, *PDW Chair*
 Kyle Lewis, *Past Chair*



MOC members' scores on all constructs are not significantly different from all AOM members' mean scores, with the exception of Access to Information from AOM.



MOC members report having more access to information from AOM compared to the AOM member average.

Organizational Behavior (OB) Division (N = 136)

OB is devoted to understanding individuals and groups within an organizational context. The field focuses on attributes, processes, behaviors, and outcomes within and between individual, interpersonal, group, and organizational levels of analysis.

Divisional Officers

Jackie Coyle-Shapiro, *Chair*

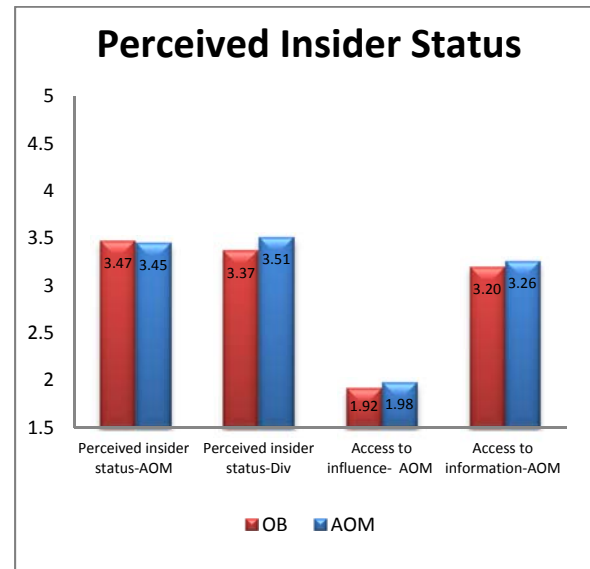
Mary Uhl-Bien, *Chair-Elect*

Kimberly D. Elsbach, *Program Chair*

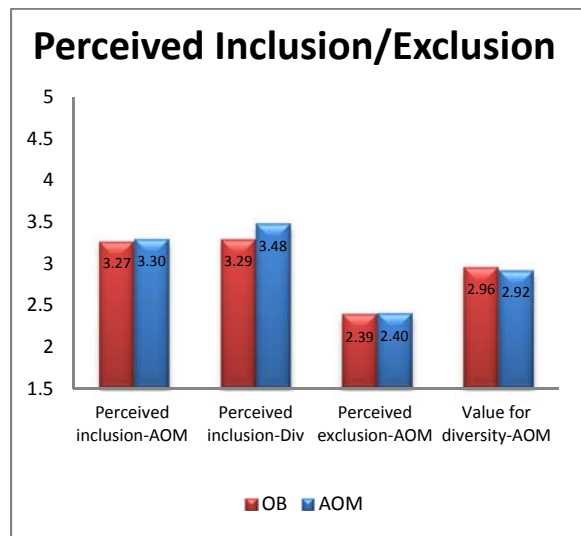
Jeffrey R. Edwards, *Program Chair-Elect*

Nancy Rothbard, *PDW Chair*

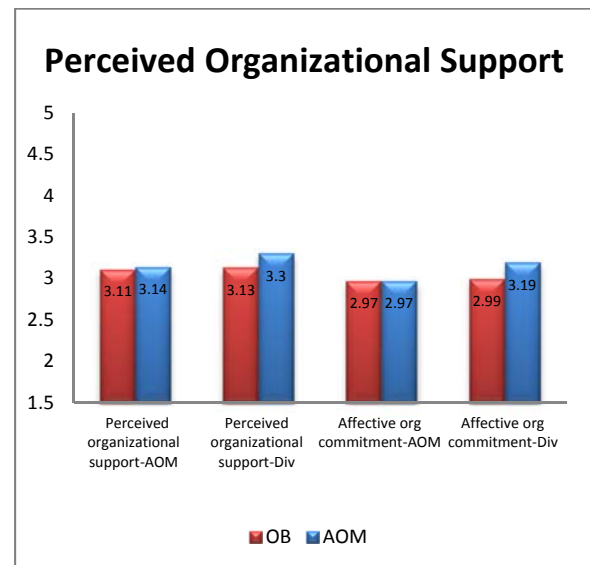
Paul Tesluk, *Past Chair*



OB members report lower perceived organizational support from their division and lower organizational commitment to their division, compared with all AOM members.



OB members report lower perceived inclusion in their division than the AOM member average.



Organizational Communication and Information Systems (OCIS) Division (N = 11)

OCIS focused on the study of behavioral, economic, and social aspects of communication and information systems within and among organizations or institutions.

Divisional Officers

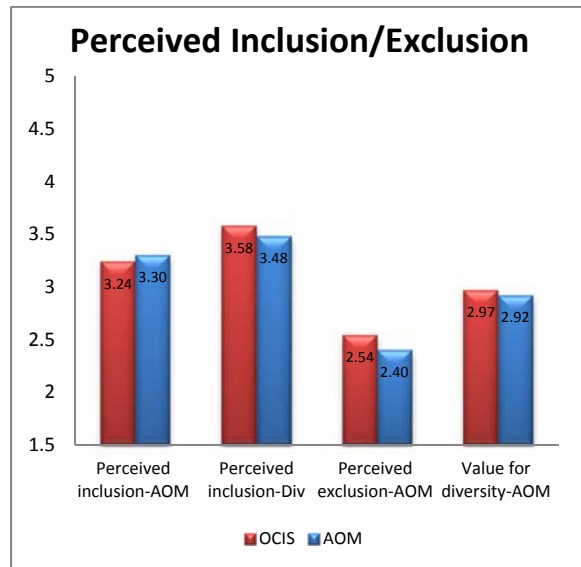
Youngjin Yoo, *Chair*

Paul Leonardi, *Chair-Elect*

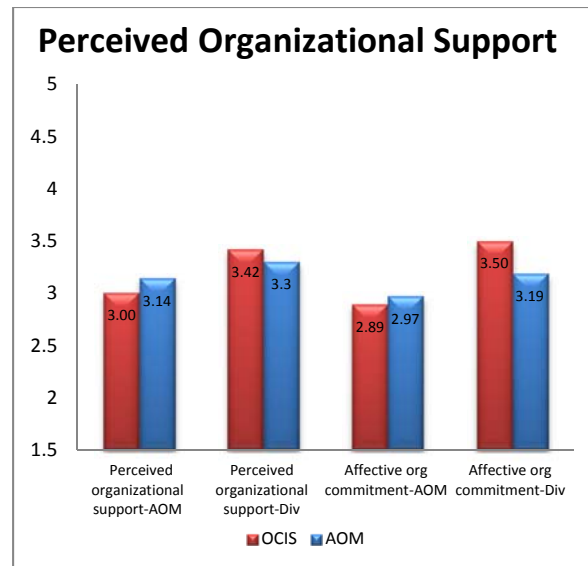
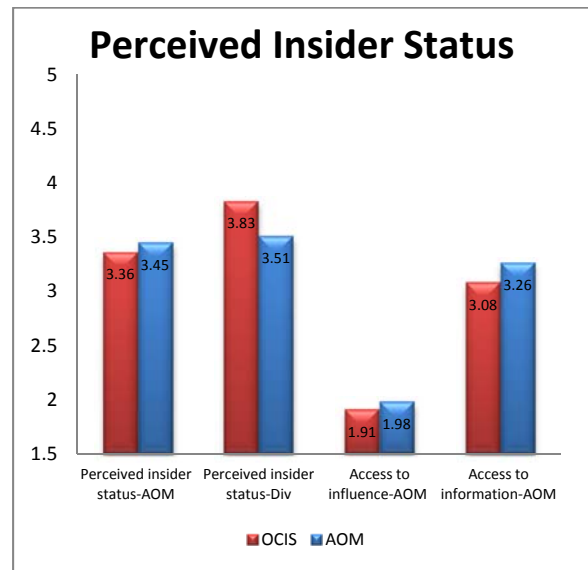
Mary Beth Watson-Manheim, *Program Chair*

Emmanuelle Vaast, *Program Chair-Elect*

Kevin Crowston, *Past Chair*



OCIS members' scores on all constructs are not significantly different from all AOM members' mean scores.



Organizational Development and Change (ODC) Division (N = 30)

The ODC division is devoted to empirical research, theory development, and practical application concerning all forms of organization change. The content domain focuses on the processes and outcomes of organization change and development at the individual, group, organizational, and institutional levels using multiple methods and perspectives.

Divisional Officers

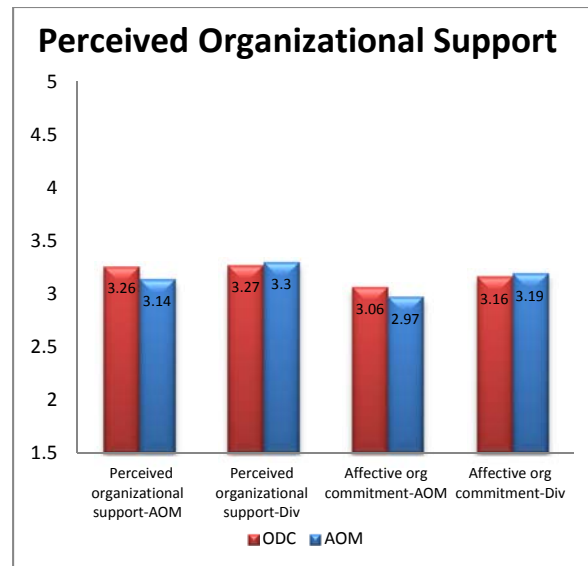
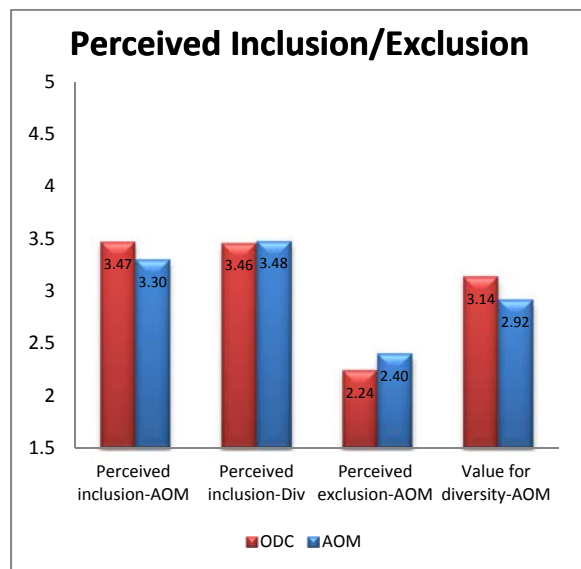
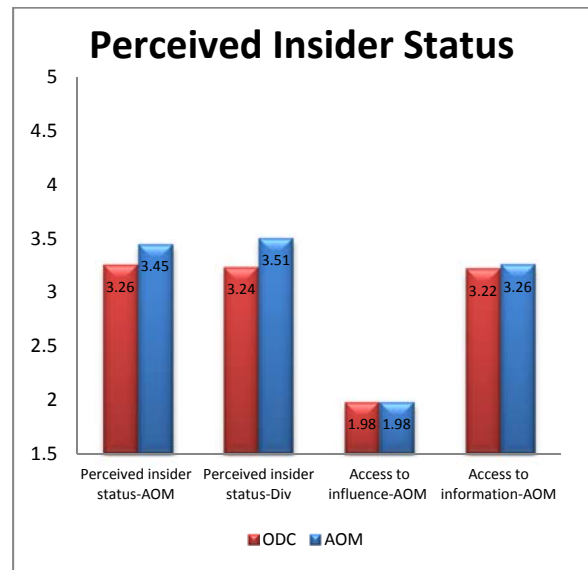
Sonja Sackmann, *Chair*

David Grant, *Chair-Elect*

Julie Wolfram Cox, *Program Chair*

John Matthew Amis, *PDW Chair*

Jeffery D. Ford, *Past Chair*



ODC members' scores on all constructs are not significantly different from all AOM members' mean scores.

Operations Management (OM) Division (N = 10)

Operations Management focuses on the management of the transformation processes that create products or services. Major topics include operations strategy, product and service development, supply chain management, project management, and quality management, as well as international, human resources, environmental, and IT issues facing operations.

Divisional Officers

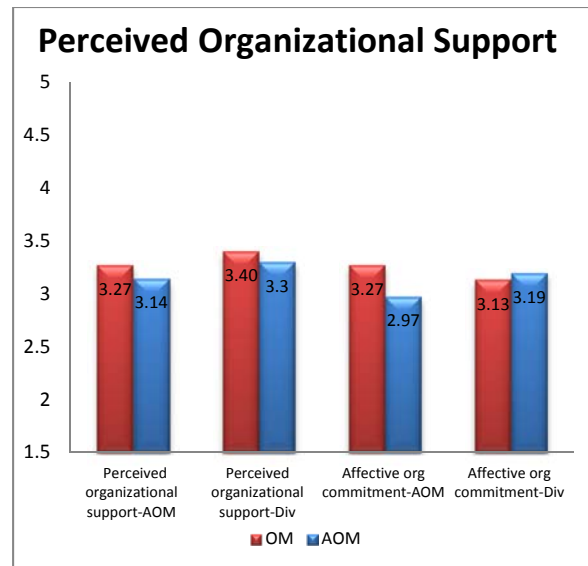
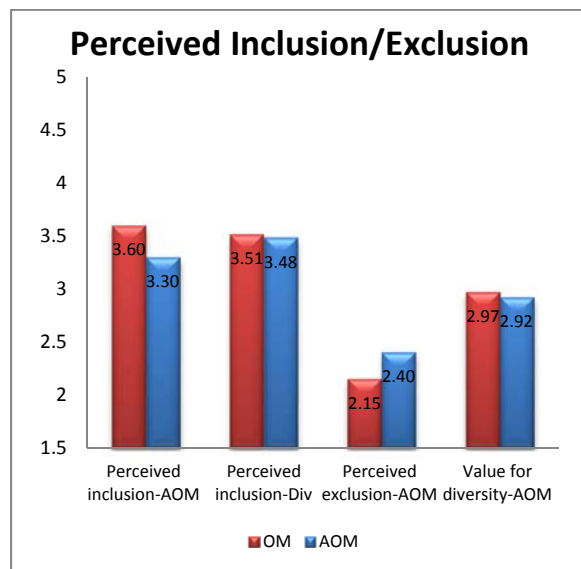
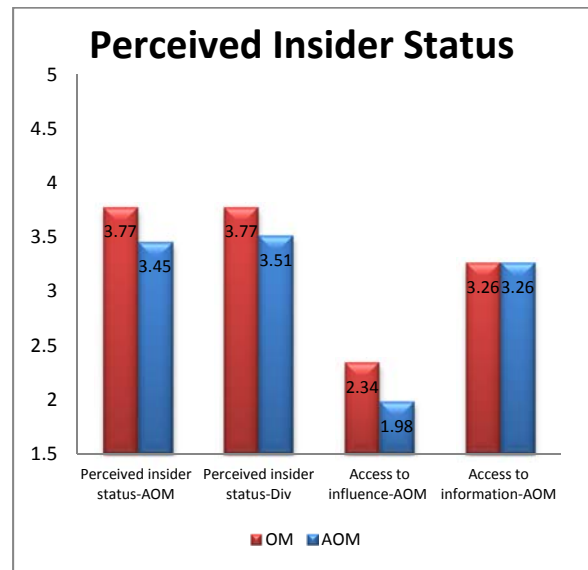
Stephan Vachon, *Chair*

Dayna Simpson, *Chair-Elect*

John Gray, *Program Chair*

Manpreet Hora, *PDW Chair*

Kevin Linderman, *Past Chair*



OM members' scores on all constructs are not significantly different from all AOM members' mean scores.

Organization and Management Theory (OMT) Division (N = 64)

OMT involves building and testing theory about organizations, their members and their management, organization-environment relations, and organizing processes. The division celebrates theoretical activity, methodological pluralism and linkages between theory and practice

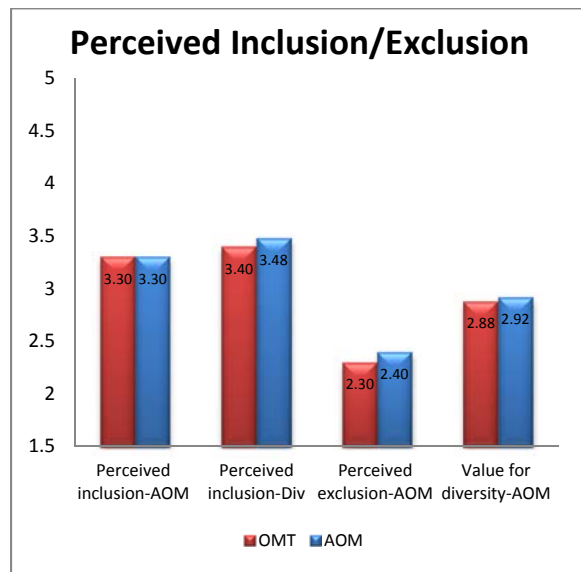
Divisional Officers

Candace Jones, *Chair*

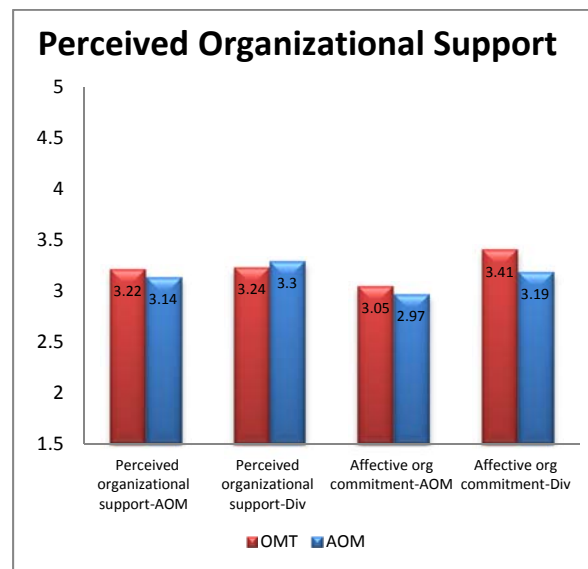
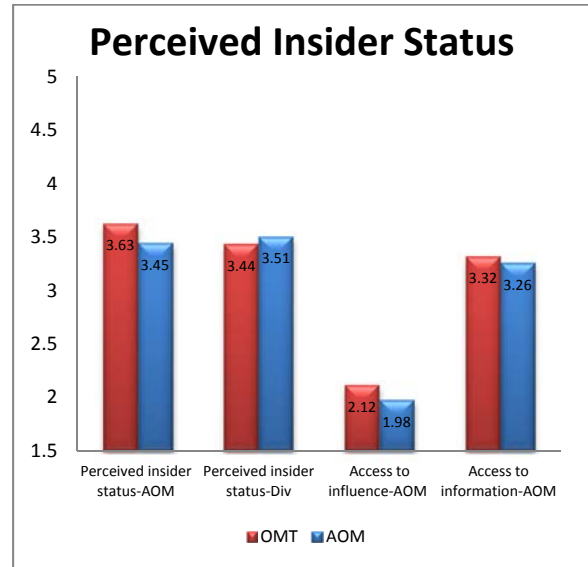
Ann Langley, *Program Chair*

Marc-David Seidel, *Program Chair-Elect*

Michael Lounsbury, *Past Chair*



OMT members' scores on all constructs are not significantly different from all AOM members' mean scores.

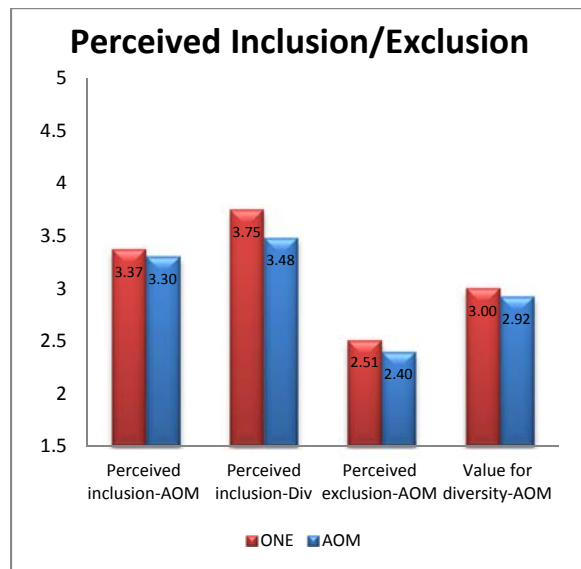


Organizations and the Natural Environment (ONE) Division (N = 16)

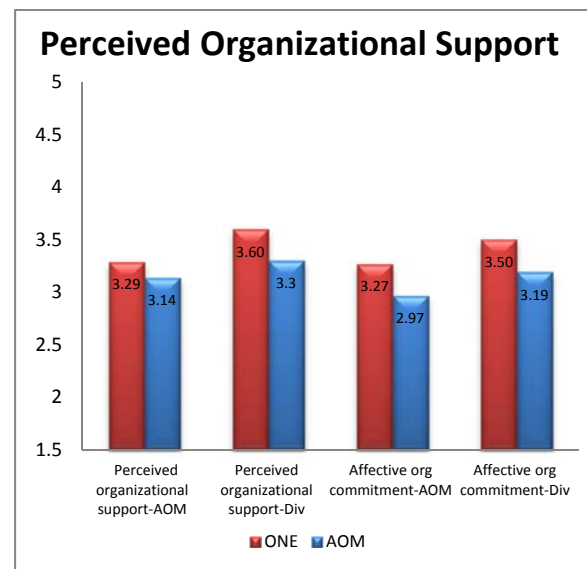
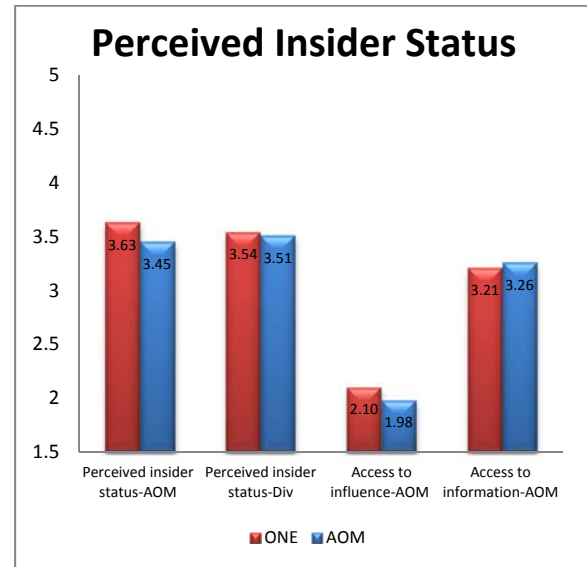
ONE involves research, theories and practices regarding relationships of organizations and the natural environment. As the natural environment is integral in all individual, organizational and societal activity, the interest group encourages holistic, integrative, and interdisciplinary analysis.

Divisional Officers

Juan-Alberto Aragon-Correa, *Chair*
 Jonathan P. Doh, *Chair-Elect*
 P. Devereaux Jennings, *Program Chair*
 Glen Dowell, *Program Chair-Elect*
 Frances E. Bowen, *Past Chair*



ONE members' scores on all constructs are not significantly different from all AOM members' mean scores.

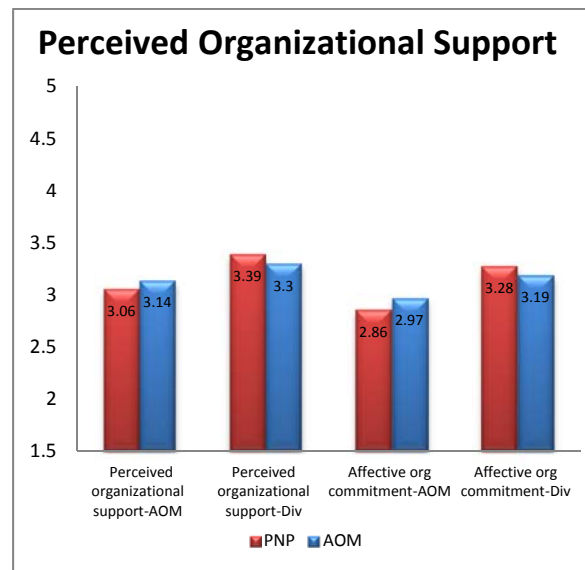
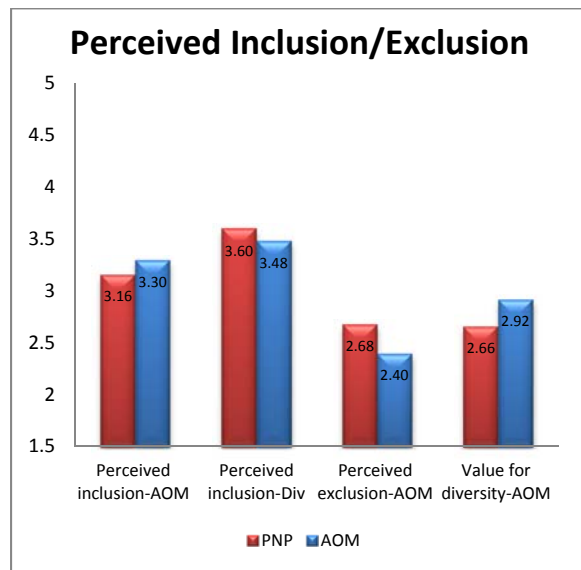
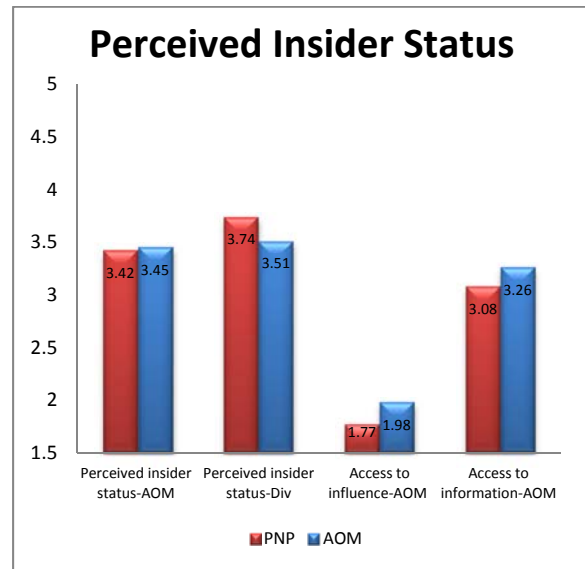


Public and Nonprofit (PNP) Division (N = 18)

PNP is concerned with state and civil society, which include public and nonprofit organizations such as government agencies, the military, social services, cultural and educational institutions, and membership and professional associations.

Divisional Officers

Emanuele Vendramini, *Chair*
 Leisha DeHart-Davis, *Chair-Elect*
 Robert Christensen, *Program Chair*
 Deneen Hatmaker, *PDW Chair*
 George Alexander Boyne, *Past Chair*



PNP members' scores on all constructs are not significantly different from all AOM members' mean scores, with the exception of perceived organizational support from their division.

PNP members feel greater organizational support from their division, compared with all AOM members across divisions.

Social Issues in Management (SIM) Division (N = 20)

SIM encompasses the exploration and analysis of various environments' and stakeholders' influence upon the organization and the organization's effect upon these groups.

Divisional Officers

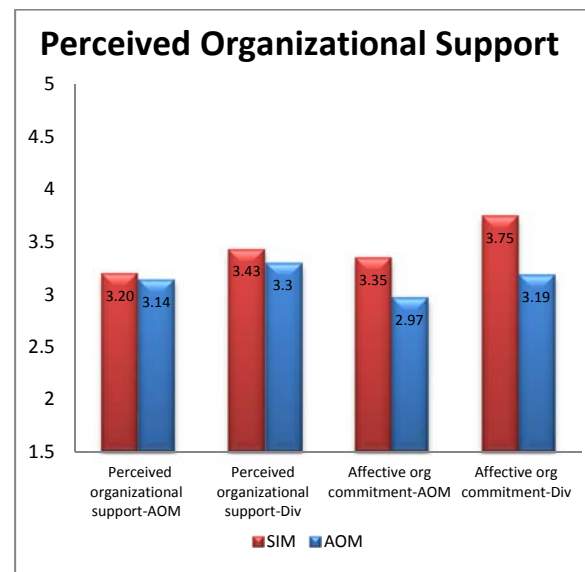
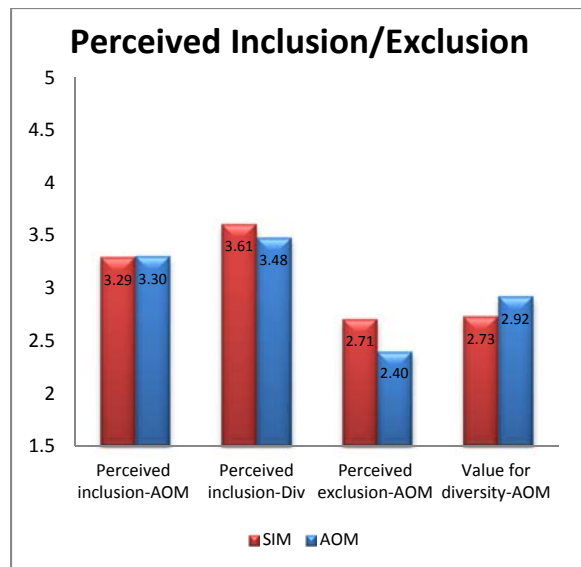
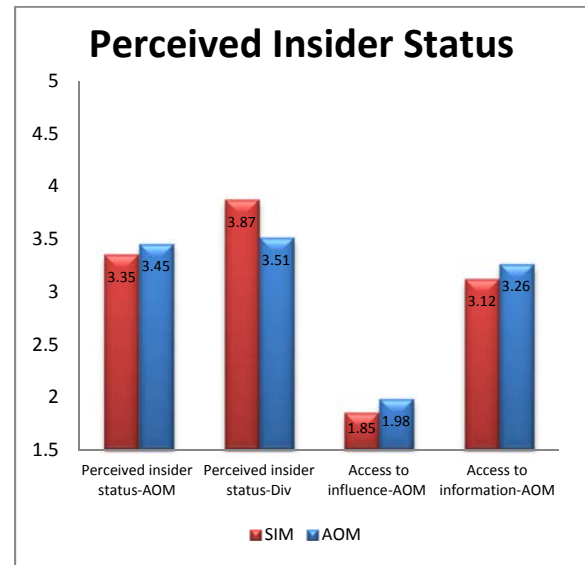
Michael L. Barnett, *Chair*

Harry J. Van Buren, III, *Chair-Elect*

Jamie R Hendry, *Program Chair*

Douglas A. Schuler, *Program Chair-Elect*

Jennifer Griffin, *Past Chair*



SIM members' scores on all constructs are not significantly different from all AOM members' mean scores, with the exception of affective organizational commitment to their division.

SIM members report higher organizational commitment to their division, compared with all AOM members across divisions.

Technology and Innovation Management (TIM) Division (N = 21)

TIM encourages interdisciplinary scholarship and dialogue on the management of innovation and technological change from a variety of perspectives, including strategic, managerial, behavioral, and operational issues.

Divisional Officers

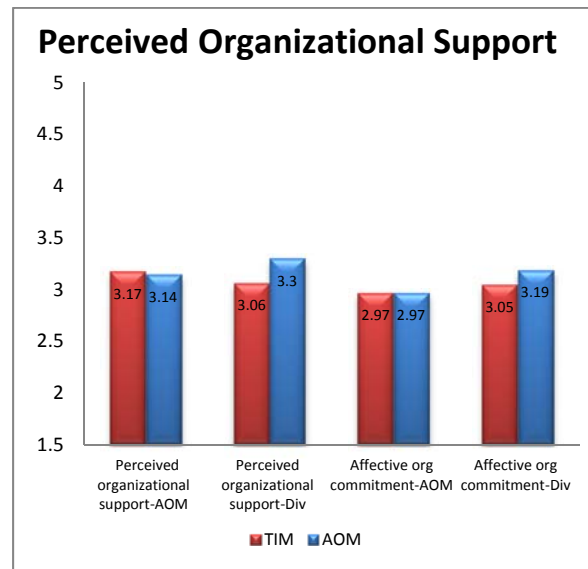
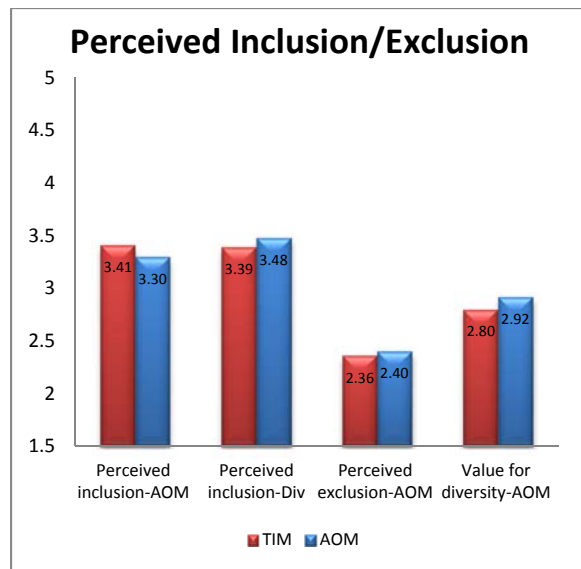
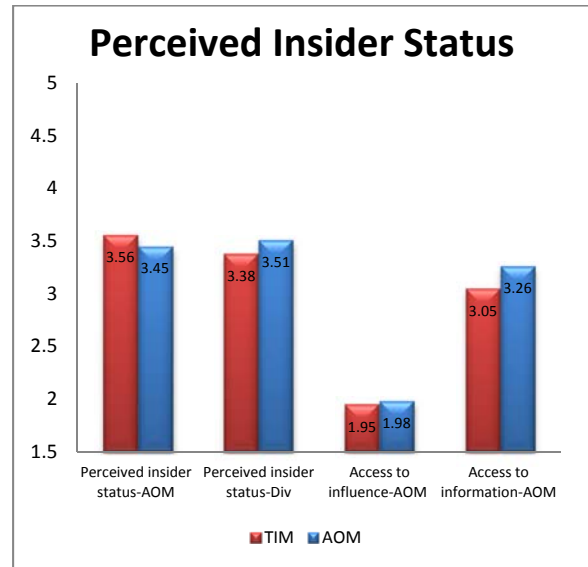
Dianne H. B. Welsh, *Chair*

Mary Tripasas, *Chair-Elect*

Keld Laursen, *Program Chair*

Aija Elina Leiponen, *Program Chair-Elect*

Riitta Katila, *Past Chair*



TIM members' scores on all constructs are not significantly different from all AOM members' mean scores.

Conclusion

Based on the interpretable findings, it appears that there are divisions which are doing very well on the diversity and inclusion dimensions, most likely based on innovative programming and initiatives, as well as some divisions which may benefit from the adoption of other divisions' best practices. The Diversity and Inclusion Theme Committee's Best Practices subgroup will work toward gathering information about these best practices in 2015-16, to disseminate this information throughout AOM.