

2014-2018
Five-Year Review of the
Careers Division
to the
Academy of Management
Division and Interest Group Review Committee

This report reviews the activities of the Careers Division of the Academy of Management for the years 2014 through 2018 and formulates a set of goals for the next five years. This report has been prepared in accordance with the policies and guidelines provided by the Academy's DIGR Committee.

The report was produced February 2014 by our Five-Year Review Committee:

Scott Seibert (Rutgers University)	Division Chair and Chair, Review Committee
Bert Schreurs (Vrije Universiteit Brussel)	Immediate Past Chair
Jamie Ladge (Northeastern University)	Division Chair Elect
Gina Dokko (UC Davis)	Division Program Chair
Jos Akkermans (Vrije Universiteit Amsterdam)	Division PDW Chair
Ryan Klinger (Old Dominion University)	Division Secretary
Denise Jepsen (Macquarie University)	Division Treasurer

Special thanks go to the previous Chairs of the Careers Division, Bert Schreurs, Corinne Post, Tania Casado, Kimberly Eddleston, and Peter Heslin, whose vision, leadership, and hard work brought about the positive results reported here.

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Section 1: Review of the Careers Division

A) Summary

This section provides a summary of the strengths, weaknesses, and future opportunities faced by the Careers Division based on an examination of the AOM\Division metrics, the survey of division membership, and discussions among the Five-Year Review committee. Details supporting these observations are provided in the pages that follow.

a. Strengths

Division Size & Culture

- Small, friendly, accessible
- Focused on topics important to membership
- Growth in new members, especially student members
- Good member retention (despite newness and growth)
- Equal number of US and non-US members
- International: large-scale 5-C project has focused on international careers issues
- High level of overall satisfaction with the division

Member Participation

- Consistent rate of AOM attendance, slightly higher than AOM rate
- Participation in elections consistent with overall AOM rates

PDWs

- Level number of PDW submissions
- Good range of issues including methods & teaching

Leadership

- Open and transparent election and award processes
- Inclusiveness: Leadership reflects diversity of membership

b. Weaknesses

Division Size

- The division is one of the smaller divisions, restricting the number of PDW hours despite the value of certain PDWs regardless of division size (e.g., Doctoral Consortium, method workshop, teaching workshop, plenary)

Member Participation

- Reviewer rates consistently lower than overall AOM rates

PDWs

- Limited number of PDW hours due to size of division
- Tendency to institutionalize some PDWs due to popularity
- Some need to encourage greater variety of participation

Scholarly Prestige

- Careers may continue to be seen as a lower prestige division due to fewer “high prestige” members, perhaps in part a function of fewer members in general

c. Future Opportunities

Membership

- Continue efforts to recruit new members, especially among non-members who submit to the Careers Division
- Continue to provide Doctoral Consortium focused on Student members
- Continue to strive to be a warm, inclusive, constructive, egalitarian division

Desire for more Substantive and Sustained Interaction Opportunities

- Continue to hold Careers in the Rough at AOM and the mid-year Virtual Careers in the Rough
- A structured networking event, formalized beyond normal socializing
- Formation of communities of interest, online and in person at AOM
- Mentoring of junior members by more senior members
- Desire for more opportunities to form collaborative research relationships

Greater Focus on Theory \ Research Development

- Consider new forums where theory development can be facilitated
 - e.g., AOM Plenary, regional conferences, online sessions

PDWs

- Recommendation: Monitor to balance popularity with variety and opportunity for many to contribute
- Continue workshops with journal editors

Provide value, on-going Support, and Resources outside of AOM

- Develop online teaching resource library using connect@aom
- Specialized Regional Conference

International Membership

- Establish international Ambassadors on a regional basis
- Specialized Regional Careers Conference

Scholarly Prestige

- Continue work to publicize Careers articles published in premier outlets or receiving high citation rates, perhaps using connect@aom as a platform

- Publicize applied articles in popular press
- Align awards to better emphasize publications and achievement of careers scholars, perhaps through Best Published Paper and/or early-to-mid Career Achievement Awards

B) Standard metrics

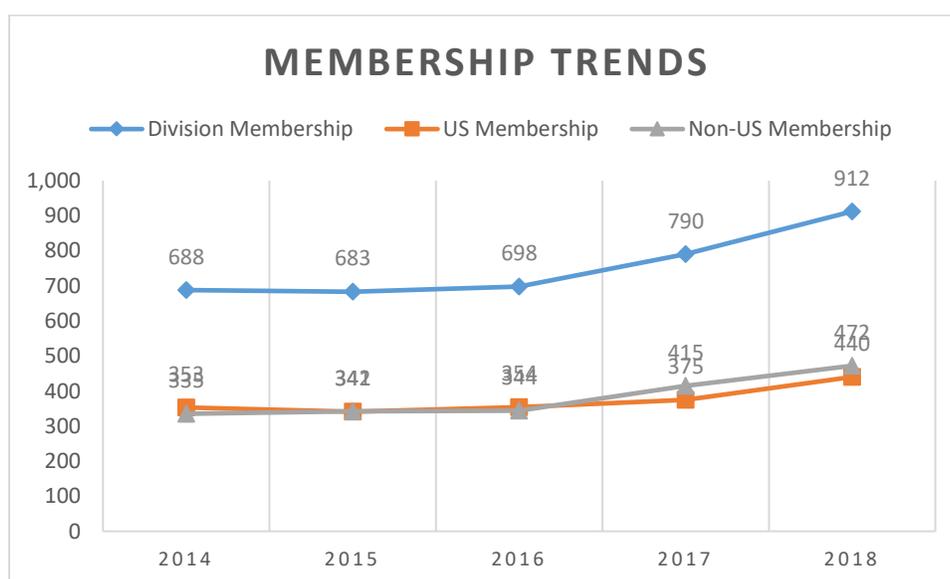
a. Membership Trends

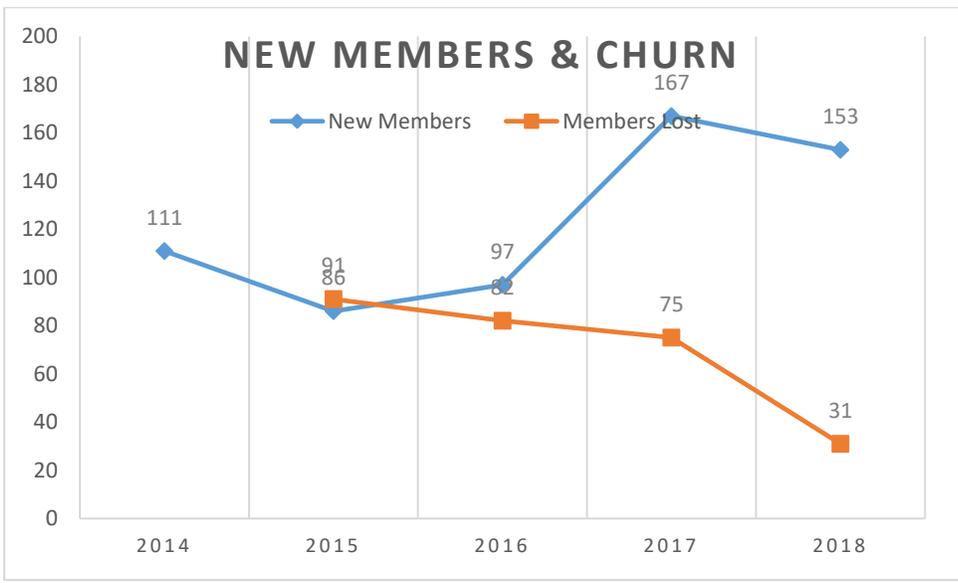
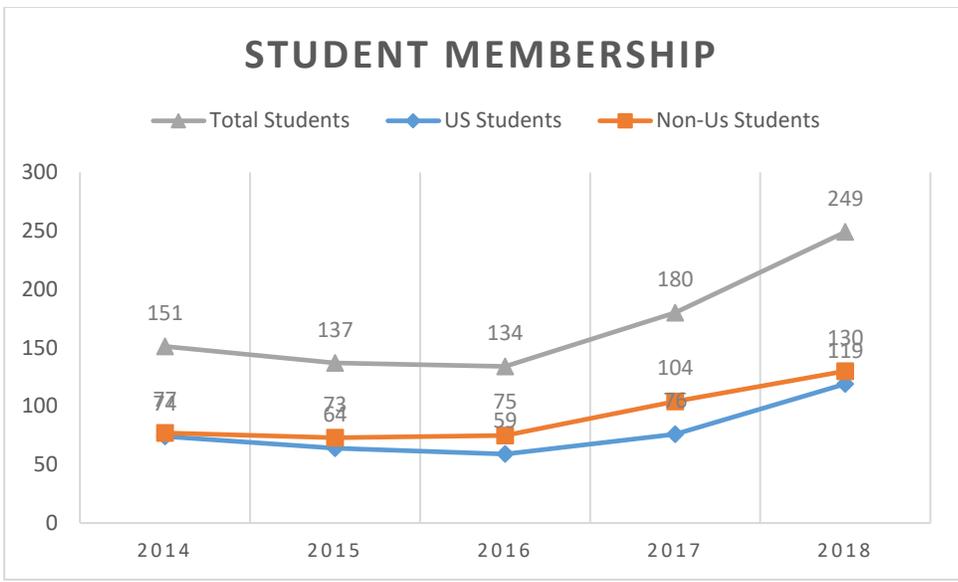
The Careers Division has shown considerable growth in membership, especially in the last two years. The overall 5-year growth was 33% (average annual growth of 7.3%) against growth in overall AOM membership of 3.6% over the same 5 years.

Student membership growth has been particularly strong, with a 5-year growth rate of 65%. Growth among US (61%) and non-US (69%) students has been comparable, with somewhat more student members coming from non-US locations.

Reasons for this growth are surely related to activities of the Membership Committee put in place to fulfill goals set during the last Division Review period. These include participation in welcome activities at AOM as well as solicitations to Careers Division paper and symposium submitters who are not members of the division and solicitations targeted to past members of the Division asking them to return. Finally, some credit may be due to the growing interest in and publishing profile for careers-related research.

By subtracting the number of new members from the total change in membership, we can calculate the number of members lost from the Careers Division. This may be an important metric to assess whether a) existing members continue to feel well-served by the division even as the focus turns to recruiting new members and b) new members to the Careers Division find membership in the division to be of value and remain. This metric shows that even as the size of the division goes up, the number of members leaving has gone down.



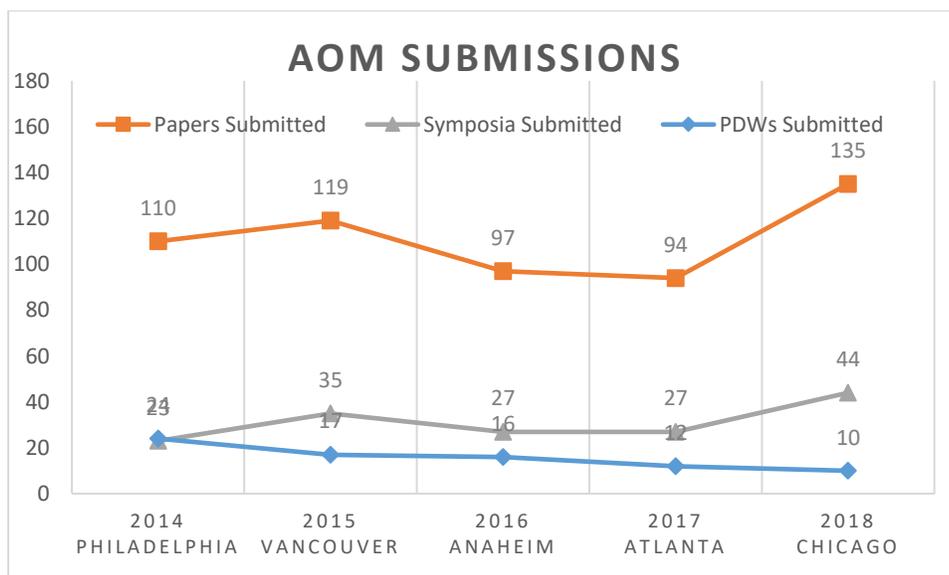


b. Trends in AOM Meeting Events & Division Participation

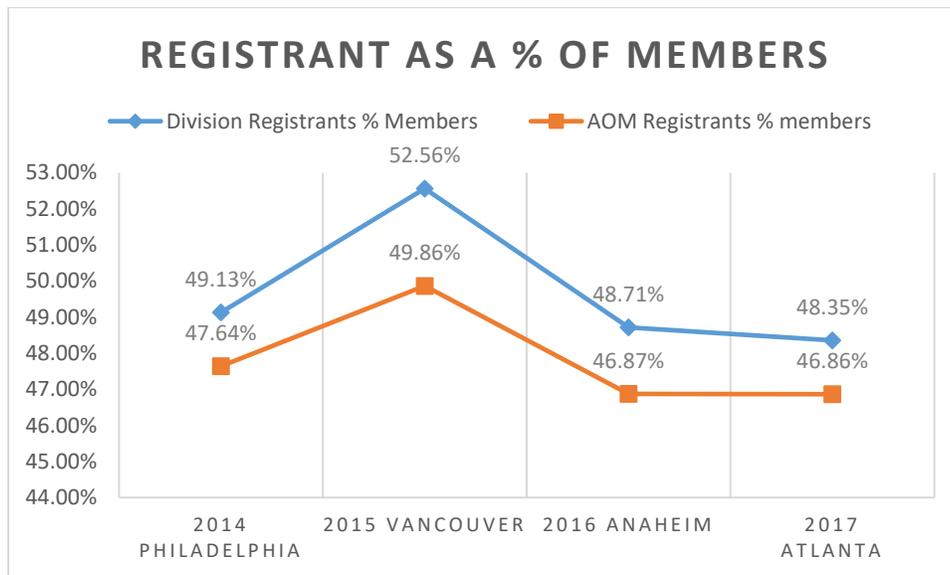
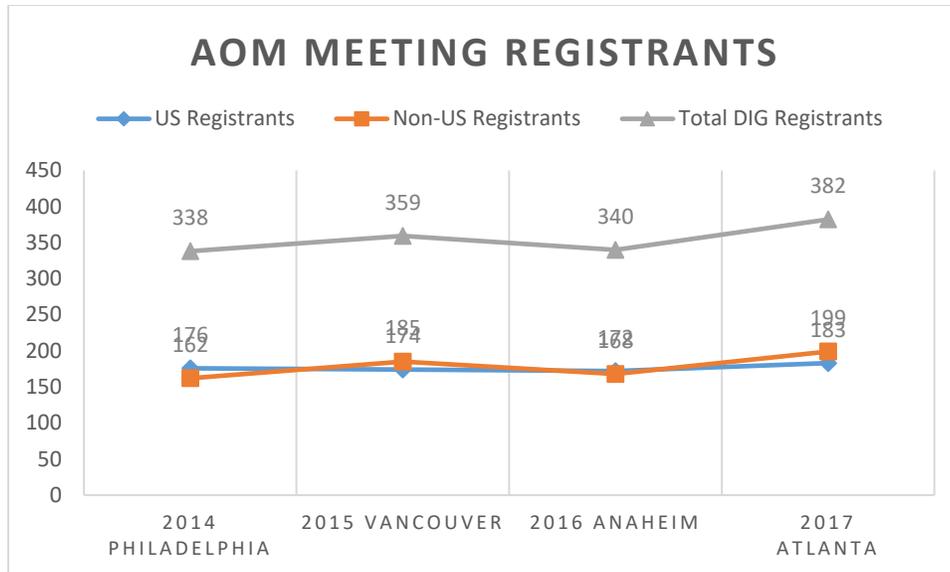
The number papers and symposia submitted to the Careers Division has moved up and down within a range + \ - 10% around the average during the first 4 years of the review period, with a strong uptick in 2018. The number of symposia submitted showed more stability over the period, again with a strong uptick in 2018. A steady number of submissions while overall membership grows could be an issue to consider. Perhaps new members or student members need greater support to reach the point where they are able to make submissions. On the other hand, the increase in submissions in 2018 may reflect a lag between membership growth in 2017 and submissions in 2018. Finally, the variability in submissions may simply be a function of the attractiveness of the location to AOM members.

It is difficult to assess the proportion of division members who make submissions to the Division because papers have multiple authors, symposia have multiple papers, and authors can be on multiple submissions. Acceptance rates are determined by AOM rules and therefore don't tell us much about member engagement.

The number of PDWs has shown a gradual decline over the five year period. All of the reasons for this trend are unclear, but there are some possibilities. First, the Division has exerted more effort to evaluate the quality and popularity of PDWs, especially those that have been offered more than once. Second, some effort has been made to focus PDWs on topics related to careers research or the interests of Careers Division members specifically, rather than on the career issues of academics in general (e.g., how to find an academic job; retirement issues for academics). This is to counter the impression some might have that the Careers Division is an AOM service division, like AOM Placement. Third, more planning has gone into the type and range of PDWs to assure they serve the needs of the Careers Division membership. For example, the Division regularly sponsored a Doctoral Consortium, various methods-oriented PDWs and occasionally a Careers Teaching PDW. Despite these positive developments, the Division needs to be aware of the trend toward fewer PDW submission to assure that all members feel free to propose PDWs and that fresh ideas and perspectives are introduced during this increasingly important part of the AOM conference.

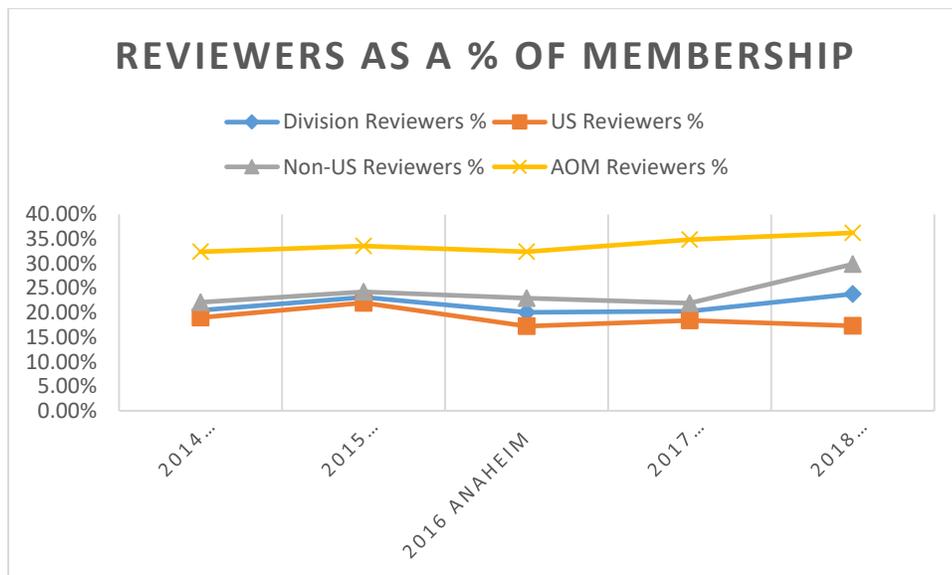
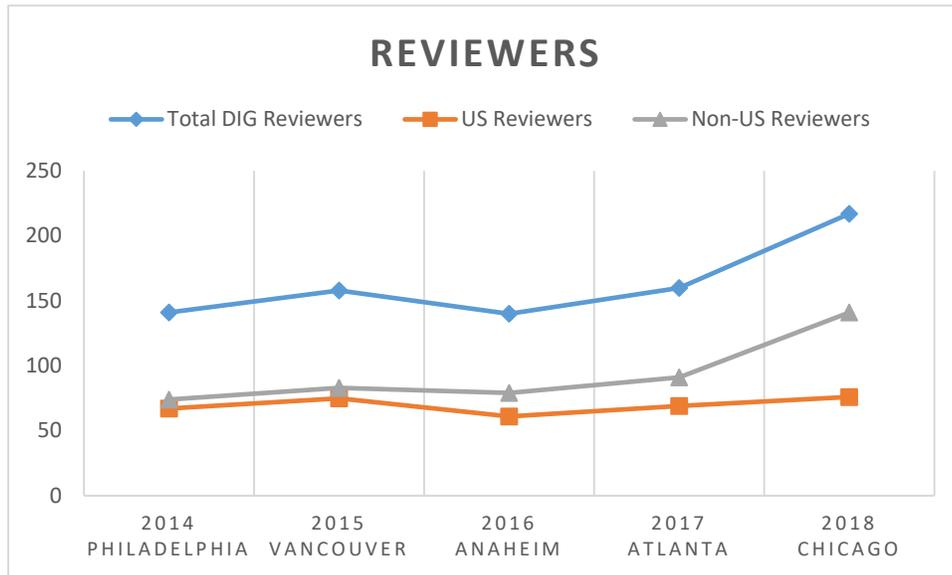


Attendance at AOM is another important form of member engagement with the Division. For the four years with data available, the metrics show a positive trend, especially among non-US Division members. Notably, the Careers Division is almost equally divided between US and non-US members as is attendance at the AOM conference. The Careers Division shows a small but consistently higher (~2%) rate of AOM attendance than the overall Academy.

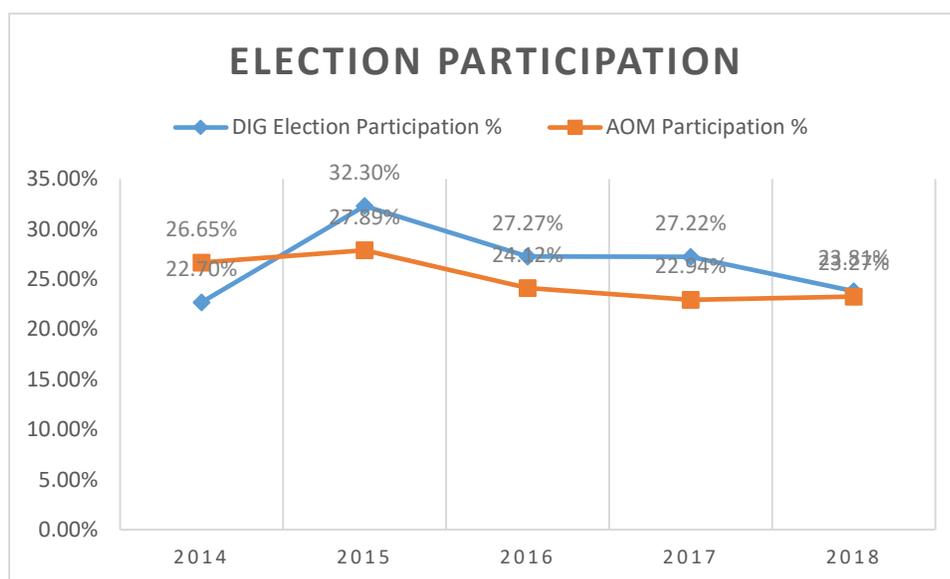


AOM reviewer numbers have also shown an upward trend consistent with the division's increasing membership. Overall percentages fluctuate between 20% and 24%, higher in years that have higher conference attendance and lower in years that don't. Apparently, Division members are more likely to volunteer to review when they intend to attend the meetings. However, as a percentage of membership, Careers Division reviewing rates are consistently lower than overall AOM rates by 10 to 14 percentage points. Further, US based reviewers are contributing at rates consistently lower than non-US members. Reasons for this consistent difference are not clear. One possibility is that the Careers Division often functions as a second home for members of other Divisions and, while AOM members are happy to contribute papers and symposia to multiple divisions, they may economize on their time by reviewing for only one division. The Division takes steps to recognize

reviewers by publically awarding Best Reviewers certificates at the business meeting each year. Encouraging greater participation in reviewing may be a good area for future efforts, since reviewing is good practice for members new to the field and a first step toward greater involvement in the division.



Another metric related to participation as well as Division governance is member voting in Division elections. Election participation rates are similar to overall AOM rates, ranging from a low of 23% to a high of 32% over the five years of the review period. This is a relatively low rate and may simply mean many members don't have strong opinions regarding who is in a leadership position in the Division. The fact that the election participation rates remain fairly constant even as new members join the division suggests that the new members are at least no less engaged in the division than longer tenured members.



C) 2018 Careers Division Member Survey Results

a. Quantitative Survey Results

Of the 912 members of the Careers Division, 198 responded to the survey, for a 21% response rate. Assuming this is a representative sample of the division (or at least those members most interested in the division), we can gain some insight into who our members are demographically and what the basis is for their participation in the division. See Appendix for full survey results.

Q1 indicates that respondents to the Careers Division survey are skewed toward newer members, with 43% of the respondents being members for 3 years or less. This is consistent with division metrics that indicate 46% of members joined in the last 3 years. As described in the previous section, this is no doubt a product of efforts to recruit new members in the last few years. Apart from this, the membership distribution appears to be bimodal, with 22% members for 4 to 7 years and 18% members for more than 15 years. This could present a challenge since the needs and interests of the senior members may be quite different from the new members. On the other hand, this may represent an opportunity to link the senior members with new members through existing programs such as Careers in the Rough and potential new programs build around mentoring.

Seventy-six percent of our respondents are working academics while 19% are students. According to our metrics, 27% of Division membership are students, implying considerably lower survey participation rates among students. Anecdotally, students sometimes feel they lack a frame of reference that will allow them to respond meaningfully to such a survey.

Division metrics indicated roughly equal US and non-US membership. Q3 survey results provide more fine-grained results for the non-US members. The largest non-US population is Europe (21%)

followed by Australia & Oceania (9%), and Asia (6%). Relative to the AOM's overall regional distribution, the Careers Division has relatively more Australians and relatively fewer Asians in our membership. Increasing our recruitment of Asian members is a significant area of opportunity for our divisions.

While 33% of members feel the Careers Division is their primary home within AOM, slightly more (37%) feel almost as much attachment to another division (Q5). This is not surprising, and may be a strength, since the Division and the topic area of careers defines itself as a bridge between other divisions. The primary reasons for belonging to the Careers Division reported by respondents is to gain information about research and to develop and maintain social connections (Q7).

Slightly over half of respondents (51%) attend the AOM meetings every year while 28% attend only when on the program (Q8). Q9 showed that a lack of funding is the most frequently checked reason for not attending (70% of the 120 who responded) and 39% indicated a lack of time (multiple reasons could be indicated). The desire for scholarships to support attendance, especially for students, was expressed several times in the open ended responses. While helping fund students and other to attend might be considered, this may be beyond the current financial resources of the division.

The overall level of satisfaction of members with the Careers Division (Q16) is 4.5, where 4 is "very satisfied" and 5 is "extremely satisfied." Nevertheless, the level of satisfaction members feel regarding various aspects of the Career Division's activities and culture can lead us to consider areas for improvement. In general, members are very satisfied (above 3.5 where 4 = Very Satisfied) with the Careers Division program at AOM (Q11). The lowest levels of satisfaction were with Discussion Paper Sessions (3.6) and the Plenaries (3.6), although even here the scores fell between satisfied and very satisfied. Some thought should be given to the best use of the Plenary sessions. One idea is to use this time as a "research incubator" or workshop. Satisfaction levels also range between satisfied and very satisfied for the culture of the division, including fair and open elections, the selection process for awards, activities focused on the domain of the division, and a welcome and inclusive culture (all above 3.7 where 4 = very satisfied). The areas with lowest satisfaction, and therefore in need of greatest attention, are the desire among the membership for more opportunities to network, form communities of interest, collaborate with each other and with more senior members in the field (satisfaction levels hovering around 3). Members would also like more opportunities for mentoring (3.0). Q15 responses were consistent with this observation, with considerable interest being shown in expanded mentoring for doctoral students and junior faculty. Although the Careers Division does provide services focused on students (Doctoral Consortium) and the development of research papers (Careers in the Rough; Virtual Careers in the Rough), increased opportunities for networking, building communities of interest, establishing research collaborations, and mentoring from senior colleagues are the areas with the greatest opportunity for improvement. These activities might take place across multiple platforms on an ongoing rather than episodic basis, including the annual AOM conference, specialized community conferences, virtual interactions, and through the connect@AOM platform.

Q15 asked members to rate their interest in Division services or programs that they would like to see improved or expanded. Two of the ideas receiving the most interest have already been mentioned in this report: scholarship or research funding (3.6 on a 5-point scale) and mentoring for doctoral students and junior faculty (3.3). The second highest interest, and one not previously mentioned, is greater access to teaching resources. The Careers Division has an opportunity to use its online presence to build a community of teaching practice based on the sharing of teaching resources such as syllabi, cases, applied articles, exercises, film clips and more through PDWs at AOM and the connect@AOM platform.

b. Open-ended Survey Comments

Six open-ended questions were included in the Careers Division survey. While the responses were for the most part consistent with the quantitative results, they add detail and nuance.

When asked “What do you like best about membership in the CAR division”, respondents emphasized the small, accessible, sociable and supportive nature of the division. Other terms include warmth, welcoming, and inclusiveness. The division helps members develop a sense of identity and sense of an intellectual community.

Areas for improvement included more opportunities or structured interactions between junior and senior scholars to promote greater collaboration and mentoring relationships. These could be developed in face-to-face or through virtual \ online sessions. An online, searchable index of people by expertise would facilitate collaboration and mentoring (if this is possible on connect@aom). An AOM online journal devoted to careers was suggested. An interesting idea suggested that the Careers Division could do more to promote theory development discussions.

Both the “areas for improvement” and “issues” questions highlighted some opportunities and some areas of sensitivity and tension. Again, programs to develop more collaboration, mentoring and communities of research interest were suggested, especially opportunities to develop student \ junior faculty research skills and ability to publish in top journals. One suggestion was made to either award the Division’s Hughes award less often due to its lofty standards (major contributions beyond the field of Careers) or shift the focus of the award more toward “outstanding contributions to Careers research.”

Some tension was expressed on both sides of a US and non-US divide, ironically with both sides feeling somewhat ostracized by the other. The Division is diverse both demographically and intellectually. We embody a number of polarities (e.g., quantitative \ qualitative; macro \ micro; US \ non-US; senior scholars \ junior scholars; journals publishing \ book publishing; broad management journals \ specialized careers journal outlets) and to the extent that these polarities line up, we have the potential for fault lines to develop. The Division should continue to emphasize open and transparent processes (e.g., elections, awards, volunteering opportunities) to assure that this threat to the warm and inclusive culture of the division does not grow.

“Things to do tomorrow” ideas revolved around more communication and transparency about division decisions, leadership roles, and leadership members. “Practices we could glean from other divisions” included more debates around theory, increased focus on methods, online and discussion board methods discussions, development of teaching and research resources online, research workshops with journal editors, making one social event a more formal networking event, and establishing international ambassadors. Ways to add value not mentioned in previous questions included developing a more formal role for past chairs, providing information on highly cited Careers articles, facilitating impact of career articles in the press and in podcasts targeted to practitioners, and actively promoting career-oriented papers in AOM journals.

Overall, the open-ended responses emphasized a strong desire for more mentoring, opportunities for collaboration, opportunities to meet senior scholars in person and through the use of online platforms. Interest in PDWs focused on new theory development, emerging topic areas (e.g., analytics) as well as basic and advanced research methods in careers was called for. Support for teaching activities was also prominently mentioned. Active promotion of Careers research to the broader AOM community, and in particular the AOM Journals, and the practitioner community was also suggested. The number of good ideas generated through the open-ended questions is so numerous that we may need to assign them to existing committees or develop new committees to work on bundles of ideas.

Section 2: Progress on Goals Set in Previous 5-year Review

This section examines the progress made toward the accomplishment of goals and objectives set in the previous 5-year review. Division Metrics, division survey results, and the views of the committee were used to assess goal accomplishment. Overall, a great deal has been accomplished by the Division over the last five years. Where goals were judged important but not fully accomplished or initiatives not implemented, they were re-examined for inclusion in the new set of goals for the Division.

2013 Goal	Initiative to meet goals	Outcome
Composition and Culture		
<p>Membership: Increase the size of the division, especially the number of student members and new members</p>	<p>The Division Chair sent a customized email targeting 2017 and 2018 CAR AOM Program contributors who were <u>not</u> current CAR members, encouraging them to have them considering joining our division.</p> <p>PDWs targeting doctoral students have been organized every year since 2014.</p> <p>Recently we added an expert panel of highly accomplished scholars to make the CAR Doctoral Consortium even more compelling and to increase attendance.</p> <p>Since 2014, the new champion for <i>Careers in the Rough</i> has been Lauren Keating. Since 2016, Igor Bartolec has joined Lauren as co-organizer of the PDW. The CitR mentors have included many stellar scholars in the careers arena, such as Ed Schein, Denise Rousseau, Tim Hall, and Scott Seibert. This session should provide a powerful draw card to young careers scholars.</p> <p>Since 2018, Lauren and Igor also host a Virtual Careers in the Rough PDW for junior scholars that are not able to join the conference. This additional mentoring opportunity can be another way to attract young scholars to the CAR division.</p> <p>Division Chair Elect or his/her designee represent the Division at the AoM New Doctoral Consortium each year, or if unable to attend, will take responsibility for ensuring that someone else does so on behalf of the division.</p> <p>A member of the Careers Volunteers will attend the AoM's Hospitality Suite for First Times Attendees to greet and explain the domain of the Careers Division. This will be coordinated by the RaL in charge of volunteers.</p> <p>A focus group on membership issues with CAR practitioner, student, emeritus and academic members was conducted by Rick Cotton in December 2016, which was the basis for further actions. For example, we used the CAR Connect site to encourage PDW submissions based on recommendations from the focus group.</p>	<p>Strong Membership Growth</p> <ul style="list-style-type: none"> • Overall membership growth of 33% over 5 years; • Number of Student members has grown by 65% over 5 years • Students as a percentage of total membership has grown from 22% to 27%

	<p>We compiled a list of CAR members who lead PhD programs or who regularly advise PhD students. This list can be updated and used in the future to hopefully increase PhD student membership and participation in our division.</p> <p>We have been working closely with AOM and have positioned CAR as the first division to participate in the 'Member Get a Member' initiative for Fall 2018 which incentivizes members to 'sign up' new AOM members likely through reduced membership and/or meeting registration fees.</p>	
Maintain "Sustainable Growth," keeping the benefits of the "small division" culture	<p>Growth for growths sake was not a priority for the last 5-year review due to concerns with dilution of the small community culture of the division.</p> <p>We anticipate that the abovementioned new member recruitment initiatives, as well as delivering as well as we can on all the initiatives outlined below, will enable the sustainable development of our Division.</p>	<p>Member Satisfaction with culture remains high despite recent growth</p> <ul style="list-style-type: none"> • Sense of community is rated is rated well (3.6 out of 5) • Social networking opportunities are rated high (4 out of 5) • 76% agree that the small size of the division is a strength in 2018
Perceptions of elitism	<p>Our executive committee will strive to lead by example. There will be greater emphasis on encouraging more diversity in elected officials. This will be achieved by encouraging more members to nominate each other or themselves for the vacant positions. There will also be more ongoing communication during the election process.</p> <p>Further initiatives to prevent perceptions of elitism or cliquishness in the divisional leadership include that executive committee members no longer give each other personalized awards/gifts at the Business Meeting, and that the Past Division Chair explains the nomination/election process in some detail at the Business Meeting.</p>	<p>Division rated as transparent and accessible</p> <ul style="list-style-type: none"> • Elections seen as fair and open (4.1) • Award process fair (3.8) • Opportunity to become leaders (3.5) <p>Some issues</p> <ul style="list-style-type: none"> • One or two open-ended comments discussed feeling of exclusion by status or nationality
Promote International / demographic / other forms of Inclusion	<p>In the previous report, concerns were expressed about lack of inclusion of US members in leadership roles. During the election process, efforts were made (including use of personal networks) to encourage a more internationally diverse group of nominees, while paying attention to the need for appropriate representation from colleagues in the US. In 2018-2019, three out of five members of the leadership team of CAR were from the US, and two were from Western Europe. This is a relatively good representation of the divisional membership, although inclusion of leadership members from Asia and Australia would be a point of attention for the near future.</p>	<p>Inclusion Mostly Positive</p> <ul style="list-style-type: none"> • Welcome and Inclusion rated high (3.71) • Satisfaction with efforts to reach out to international members moderate (3.5) • 64% satisfied with opportunities to become more involved in the division (4.5% not satisfied) • Balanced US \ Non-US membership • Division Officers reflect membership nationality (based on place of employment): US (7), Neth(4), UK (3), Other (5)

		<p>Tensions Remain</p> <ul style="list-style-type: none"> Some open-ended comments concerning inclusion of members in specific regions (e.g., Asian)
Outreach – Ambassador program	<p>The goal was to start an ambassador program for the CAR division, similar to how HR has ambassadors for their division. This goal has not been actively pursued yet because other matters – such as the division profile and member engagement – were prioritized in prior years. However, it will be on the agenda for the near future (see also the chapter on future goals and activities).</p> <p>We developed a tool/survey to recruit volunteers and database consisting of people willing to serve as volunteer.</p>	<p>Inclusion \ Engagement Steady</p> <ul style="list-style-type: none"> US/non-US attend AOM in proportion to membership US AOM reviewers as a percentage of US members is steady (~28%) and non-US reviewers (~34%) Regional Ambassador program was not accomplished Will include Ambassador program in 2019 goals
Improving prestige and quality	<p>The primary reason members report for belonging to the Division is to “gain and share information relevant to research.” To advance the study of careers, we will introduce the Careers Division Knowledge Development Committee (KDC). This committee will aim to identify and articulate key theoretical, research, methodological, and logistical issues, and opportunities for advancing careers theory and research. The outputs of this committee, via our Connect platform, CAR division website, and annual meetings, would be educational and developmental for members on the one hand, and ideally advance the field of career studies on the other.</p> <p>We wanted to raise the division’s profile by highlighting in our member communication that we produce high-quality research and by improving the quality of the scholarly submissions. To this end, we identified past award-winning papers (from 2011-2017) and the outlet in which they were published. This information will be made public on the division’s website. In addition, leading career scholars will be invited to write a testimonial on how their divisional membership has helped them to move forward their careers forward. These initiatives started in 2018 and are still ongoing.</p>	<p>Perceptions of Prestige remain problematic</p> <ul style="list-style-type: none"> 35% of survey respondents believe they could interact with more prestigious scholars in other division This could reflect the perceived prestige of career scholars involved in the division, or the opportunity to interact with career scholars within the division Much of this perception was based on focus groups; open ended question on prestige will be included in the future Knowledge communities not developed: see new goals Initial data collection completed, will be posted on webpage

2013 Goal	Initiative to meet goals	Outcome
Engagement & Participation		
Reviewers	<p>Annual appeal from the Program Chair in an email to all Division members, as well as two calls on the Connect platform. While we have discovered many members are not on our listserv, in this communication they will be notified about it and encouraged to join.</p> <ul style="list-style-type: none"> + appeal in newsletter + automatic reminder to sign up as reviewer upon paper submission + best reviewer award 	<p>Reviewer Participation remain low</p> <ul style="list-style-type: none"> • Metrics show reviewer rates remain consistently below AOM norms (22% vs 34% for AOM), especially among US reviewers • 25% of survey respondents report they've never served as a reviewer • Note: 22% of respondents have never presented at a scholarly session, suggesting they <u>may be too new to review, creating a cap on higher types of participation.</u>
Participation	<p>To increase the proportion of members who serve as a Chair for a scholarly session (see Appendix 1), the 2013-14 CAR Division Chair (Peter Heslin) has asked the 2013-14 CAR Program Chair (Tania Casado) to review our Paper Session Chairs over the last three years and consider inviting Division members (a) other than those have served as a Paper Session Chairs over the last three years, and (b) who provided excellent reviews, to serve in the high profile and coveted paper session chair roles. Especially if this initiative should become an annual norm, it should help improve our proportion of participation in such high profile meeting service roles over the next five years. This initiative is likely to decrease perceptions of 'elitism' and 'cliques' and lay a path for more diversity in leadership roles/positions.</p>	<p>Chair / Discussant Role</p> <ul style="list-style-type: none"> • Chairs / Discussants chosen from those who volunteer; may still be a tendency to choose higher-profile people • 59% of survey respondents have never served as a chair or discussant at a session s of 2018 survey • This is not seen as the best means to promote participation at this point
Contribution	<p>To build our members' understanding, willingness, and opportunities to contribute to our Division, we will:</p> <ul style="list-style-type: none"> • Supplement our call for nominations for our executive committee and leadership positions with more details about what each position involves and provide brief testimonials from past incumbents about their experience serving the Division in an elected role. • Mention the items addressed in the previous point at our business meeting each year. • Strive to increase the extent to which there are open calls (via our Connect platform), rather than private calls to known colleagues, to contribute to new initiatives such as our planned: <ul style="list-style-type: none"> → Ambassador program → Fundraising/sponsorship committee → Knowledge development committee (KDC) 	<p>Division Roles</p> <ul style="list-style-type: none"> • 60% of survey respondents have never volunteered in any capacity for the division (or alternatively, 40% have!) • 34% are Very or Extremely Satisfied with ability to become leaders in the division. 33% report this question does not apply to them, suggesting they don't want such opportunities at this time

2013 Goal	Initiative to meet goals	Outcome
Services Provided		
Engaging doctoral students and junior faculty	<p>Encourage a doctoral student or junior faculty to champion our Careers in the Rough PDWs.</p> <p>Initial outcome: This has been done, as noted in the New Member Recruitment areas above.</p> <p>Encouragement for these groups to contribute to developing our ambassador program, knowledge development committee, and/or serving as a Division ambassador.</p> <p>The diversity of the CAR leadership – including RALs – has increased in recent years. In terms of seniority, our RALs are a good mix of junior scholars and senior scholars, ensuring that young members see that they have a chance of contributing and at the same time see the expertise in the division. Regular doctoral and junior faculty consortiums. We will call for an expression of interest from our Reps at Large to take responsibility for organizing a PhD or Junior Faculty Consortium (alternating between years) and for inviting another Rep at Large to do so the following year.</p>	<ul style="list-style-type: none"> • Two junior scholars have organized the annual Careers in the Rough PDW since 2014. • The same junior scholars have initiated a Virtual Careers in the Rough session since 2018 • The division has continued to host a Doctoral Consortium at the annual conference each year, featuring many prominent careers scholars as mentors • The ambassador program has not yet been realized, see 2019 goals
Website	<p>Host the Teaching Careers Community on CAR Division website</p> <p>Initial outcome: This has been done: cf. www.cardiv.org/</p> <p>Explore the viability of:</p> <ul style="list-style-type: none"> • Offering a space on the website for people looking for collaborations for PDW or symposium proposals • Starting a blog • Use www.wechat.com • Publishing a directory of members' expertise areas • A twitter feed to tweet interested members when new information has been added to our site. 	<p>Potential Not Fulfilled</p> <ul style="list-style-type: none"> • Teaching community not realized, possibly due to technological limitations • See new 2019 Goals
Award criteria transparency	<p>Post our Division's award criteria, together with how the Award Committees are chosen and operate, on our website. Remind Division members of these criteria – and provide a link to them on our website – during our annual call for papers.</p> <p>The division's award criteria and procedures are explicitly detailed during the annual business meeting.</p>	<p>Awards pros and cons</p> <ul style="list-style-type: none"> • Members report high level of satisfaction with award process (3.8 out of 5) • Officers feel awards need updating (see 2019 goals)

Education concerning Division activities and services	The comments on our member survey such as “Learn how to increase the size of the PDW” and “Put me on your listserv, if you have one” suggest that not all members realize that the size of our PDW program is related to our Division membership and that we have a Connect platform. Thus, in an email to our entire membership we will strive to explain these basic rudiments of how our Division works, including the fully open process of being elected onto our Executive committee and leadership roles, as well as how the size of our program is directly proportional to the number of submissions we receive.	<ul style="list-style-type: none"> • The annual business meeting during the conference includes elaborate information for participants about the division and the PDW and scholarly program • The division was the first to move from a listserv to the Connect platform, which allows more interaction with our members and provides more opportunities for sharing information about the division and the procedures for PDW, etc.
Contact beyond the annual meeting	We will have a call for expressions of interest in forming a working party to explore the possibility of having a second Careers Division meeting/symposium held beyond the US at a different time of the year (as suggested by several respondents to our five-year review member survey).	<ul style="list-style-type: none"> • We have created an additional contact moment with the Virtual Careers in the Rough PDW since 2018 • The newly created Connect platform allows for more interaction outside of the annual meeting, although it should be noted that traffic on the platform is relatively quiet • There are ongoing preparations for a CAR conference in Vienna, Austria in 2020, which would be an additional opportunity for contact beyond the annual meeting. See 2019 goals.
Communication	The above calls, educational initiative, and report on this five-year review will substantially increase our immediate communication to our members. Going forward, our revitalized website will be the prime vehicle for increasing communication with our membership.	<p>More Communication Desired</p> <ul style="list-style-type: none"> • 52% of survey respondents are Very or Extremely Satisfied with level of communication • Open ended responses suggest some desire for more • The division website is a point of attention for the near future, see also 2019 goals. In the meantime, the Connect platform allowed additional communication opportunities. Also, the division newsletter is still being published twice per year, and has received several upgrades over the past 4 years

2013 Goal	Initiative to meet goals	Outcome
Divisional Leadership		
Leadership Recruitment & Training	<p>Division Chair to encourage anyone interested to speak with him/her or any member of our executive committee. Reminders of who is on our Executive Committee will be provided:</p> <ul style="list-style-type: none"> • Via email to our Connect platform one week before the annual meeting • At our Business Meeting <p>Continue annual updates of tips for role completion and ongoing peer mentoring. Specifically, PDW and Program Chairs will keep notes on “lessons learned” within a week of completing key points in the program (i.e., assigning papers for review, accepting and rejecting manuscripts, identifying best paper nominations to send to the Chair-Elect etc.) and share this in a file on our Division’s Webbox. This will foster learning from year to year.</p> <p>In recent years, the division leadership has started to build up a collection of each year’s experiences from the PDW and program chairs, who each share this with their successor. On top of this, there is close contact between them, ensuring high quality knowledge transfer and an efficient role transition.</p>	<ul style="list-style-type: none"> • In the initial and reminder nomination messages members are encouraged to visit the “about us” page of our website at • All officers briefly introduce themselves and present their achievements at the annual Business Meeting. • Ambassadors will encourage nominations for leadership positions (see 2019 goals) <p>All officers are requested to produce an “officer report” shortly after the annual meeting. In the report a summary is provided of last year’s activities and accomplishments, and suggestions for improvement are documented. All reports are stored in an online library (Connect@AOM) accessible to current leadership.</p>
Fundraising	<p>We will have a Division-wide call for expressions of interest in forming a fundraising committee to provide additional funds for initiatives like offering financial support for students with hardship to attend our meeting and/or sponsoring our socials.</p> <p>Hold a mid-Jan virtual meeting of our Divisional Leaders using Google+ Hangout (this is a live video conference platform that is used by other AoM Divisions. It sends prompts and enables notes to be left there. Participants become large on the screen when they talk. It’s free and limited to 10 participants at a time). This meeting will be to discuss emerging challenges and opportunities regarding topics such as our:</p> <ul style="list-style-type: none"> • Doctoral Consortium at the forthcoming meeting • Membership • Progress on regional (Driver) award • Sponsorship initiatives • Follow-up on items addressed at our August Executive committee meeting • Progress in implementing this five-year review • Any other items that may have “fallen off the radar” that ought to be discussed and addressed. New issues or potential initiatives. 	<p>Fundraising Improved:</p> <ul style="list-style-type: none"> • The division has developed clear sponsorship levels and recognition levels • Developed fundraising strategy including contact lists, contact language, and follow up • Total amounts raised have increased consistently over the 5-year period <p>But Could be Stronger:</p> <ul style="list-style-type: none"> • Most funds come from Division Officer Institutions • Many publishers already tied to other divisions • Few outside institutions support the division <p>Executive Committee Communication Improved</p> <ul style="list-style-type: none"> • Online mid-year meeting institutionalized

		<ul style="list-style-type: none"> • EC Dinner at AOM has been in place for 2 years
Gauging Member Preferences	<p>Survey Careers Division members regarding “What topics or issues would you like to see addressed in our next PDW program?” and share the results with our members to consider in developing their PDW proposals.</p> <p>Also, we can work with the results of last year’s focus groups, but given the limited number PDW hours, we don’t want to raise expectations that can’t be fulfilled.</p>	

Section 3: FUTURE GOALS AND ACTIONS

Taking into consideration the helpful feedback and insights from our members and our understanding of what works well in other AOM Divisions and that of our own institutions, we have put forth the following initiatives to further strengthen the Careers Division.

Goal 1: Learning and Professional Development Opportunities to Improve Productive Interaction among junior and senior scholars			
Area	Initiative	Who?	By When?
Mentoring Opportunities	Establish a mentoring program between senior and junior careers scholars. We will put in place a new committee led by one of our Reps at Large who will determine how we will recruit both mentors and protégés, determine how matches are made, determine the nature of mentoring (i.e. episodic, on-call or on-going) and develop Kick-off and supporting materials. The committee will also give guidance on expectations about frequency, mode, and content of interaction but it will be up to mentoring pairs to decide on level of involvement and management of the relationships.	New CAR Mentoring Committee	August 2020
Junior Faculty and Doctoral Student Workshops	“Careers in the rough” is our paper development workshop, where we match junior scholars and doctoral students with senior faculty for focused help for working papers. We will continue with our tradition to offer our “careers in the rough” workshop at the annual conference. In addition, we offered a virtual, mid-year “careers in the rough” workshop in 2018, which we plan to continue. Initial outcome: These programs continue to be successful with the support of Division EC members who help develop and support these efforts. The format of the workshop changed last year, based on participant feedback, and will continue to evolve as needed.	Reps at Large	Ongoing
Engaging doctoral students and junior faculty in Leading Division Efforts	Encourage a doctoral student or junior faculty to champion our Careers in the Rough PDWs and to volunteer for our division. Initial outcome: This is being done in association with Member Recruitment efforts.	Division Chair	Ongoing

Goal 2: Improve Opportunities for Research Collaboration among Members			
Area	Initiative	Who?	By When?
Research Incubators	Our plan is to establish a series of research and theory development opportunities in which our members can discuss current and new advances in career theory. We will enlist several senior scholars in the field to assist in the development of ideas for the research incubators and participation a Division sponsored PDW, Plenary session, or Virtual meeting.	Division Chair Elect	August 2020
Searchable Career Scholar Index – by topic on webpage	Develop a repository of careers scholars and their associated research by topic area accessible by our connect@aom website.	Webmaster	August 2022
Use connect@aom community to facilitate establishment of knowledge communities	Explore the viability of: <ul style="list-style-type: none"> • Offering a space on the website or the community function of connect@aom for people looking for collaborations for PDW or symposium proposals • Starting a blog • Publishing a directory of members' expertise areas • A twitter feed to tweet interested members when new information has been added to our site. 	Webmaster	August 2020
Goal 3: Provide Value to the Membership beyond AOM Conference			
Area	Initiative	Who?	By When?
Mid-year Specialized international Conference	We will hold our first mid-year international conference at VU in Vienna. This conference is meant to better serve our membership by providing a venue for Careers researchers to meet between annual conferences. Also, since our second largest membership group is European, this mid-cycle conference offers a more accessible location for many of our members, especially students who lack travel budgets.	Division Chair	February 2020
Re-activate the teaching community	Host the Teaching Careers Community on CAR Division website. Post teaching resources (syllabi, lectures, cases, video clips, articles, etc.) and encourage the development of an active teaching community on connect@aom.	Webmaster and Holly Ferraro	August 2019
International Inclusion – Ambassador program	We will appoint regional ambassadors in Europe, UK, Australia, and China to act as a regional contact persona and to promote the Division by personally encouraging submissions, membership, reviewing, and volunteering to serve our Division. They may also facilitate future regional conferences. At the annual meeting, ambassadors will be identified by ribbons worn below their nametag. To increase participation, we will ask for an open expression of interest by members in developing and running the Careers Division Ambassador Program. RaL members and members that run for RaL or Officer positions and don't win will also be considered for Ambassador roles.	Division Chair	March 2024

Goal 4: Raise the Scholarly Prestige of the Division			
Area	Initiative	Who?	By When?
Featured Published Papers on our web page	Add a section on connect@aom that features recent published papers on careers by our members.	Webmaster	August 2019
Award review	<p>Review and revise our awards to better meet our strategic goals. We are currently giving awards based on historical reasons that may no longer be valid. We want to consider the role that awards play in advancing our Division goals, and revise the awards given to support those goals.</p> <p>For example, a Best Published Paper award and a Career Achievement award will be considered by the award committee.</p>	Award Review Committee and Division Leadership	August 2019
Improve the quality of Reviewers and Reviews	<p>We strive to improve the quality of reviewers as well as the learning opportunity reviewing represents for our members who reviewers for the annual conference. Specific activities include:</p> <ul style="list-style-type: none"> • Encourage more senior level scholars to review for the Careers Division rather than other divisions to which they align. • Provide best practices guidelines for reviewers on our website and as an attachment they can download when they begin a review. • Additionally, we will plan to have a PDW or a session as part of the Doctoral Student PDW or our mid-year specialized regional conference. 	Program Chair	December 2020
Goal 5: Continued Efforts to Recruit, Engage and Sustain Members			
Area	Initiative	Who?	By When?
Engage volunteers and Reps at Large	<p>Our membership has been generous with offers to volunteer help for meetings and other activities. Our Reps at Large are also a resource that the Division could lean on more heavily for execution of the strategic plan and development of new initiatives. We'd like to more consistently engage our volunteers and Reps at Large with opportunities to contribute, which we expect will lead to broader engagement of our whole membership, as well as identifying future leadership of the Division.</p> <ul style="list-style-type: none"> • We will propose a structure of responsibilities for our Reps at Large, including a standing role for managing volunteers 	Division Leadership	August 2019
Continued efforts to Recruit New Members	<p>Invite non-members who appeared on our 2019 meeting program or on our listserv to join our Division.</p> <p>Initial outcome: Our Membership Committee is committed to ongoing efforts to ensure member recruitment.</p>	CAR Membership Committee	Ongoing