Social Issues in Management (SIM) Division

Three-Year Review

2025

Submitted to Division & Interest Group Review Committee

and Board of Governors, Academy of Management

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Executive Summary: State of the Social Issues in Management (SIM) Division

The Social Issues in Management (SIM) Division studies the social issues, institutions, interactions, and impacts of management. The common logic of SIM scholarship is our shared interest in understanding responsible behavior by organizations and the people and groups working in and around them. Such investigation leads us to ask fundamental questions about the ethical systems, roles, functioning, and legitimacy of business institutions. SIM members also bridge their scholarship to applied social practices, developing understanding and methods to promote social change and sustainable development. Appendix A provides measures relevant to the state of the division. Appendix B provides an assessment of division goals set in 2020.

In the past five years, the number of papers, symposia, and PDW submissions to SIM has reflected the overall trend for AOM. Submissions increased in 2020 for both SIM and AOM, but then declined considerably in 2021, and have since steadily increased through 2024. Obviously, the pandemic and virtual meeting fatigue played a major role in this trend.

SIM's membership also reflects the general trends for AOM over the previous five years. SIM's membership grew by ~1.4%. Much of this growth can be attributed to a roughly 6% increase in international membership from 2020 to 2024. SIM also was able to attract a growing number of PhD students, who are the future of the division. In fact, the number of PhD student members grew by ~11% in the last five years.

The Review Team (RT) attributes SIM's steady progress to the division's strong sense of community. SIM members often describe the division as a family, noting that members are welcoming and kind. SIM members also describe the division as feeling smaller and more personal than other divisions of AOM, allowing members to connect with like-minded individuals who care about social issues. Finally, the division's focus on important topics and shared values is appealing to members, leading members to feel proud to be associated with a division that provides a space for engagement with scholars who share similar concerns.

Overall, the RT is pleased with the state of the SIM division, but we offer several recommendations in the following report related to improving the division's governance and committee structure, which we believe will enhance member engagement and strengthen and continue to build the SIM community.

Observations for Improvement

Approximately 11% (215) of SIM's members (1979) responded to the survey, which is a relatively low response rate. A few respondents commented that the survey was too long and that some questions were repetitive, which may have caused some members to abandon the survey. In addition, the percentage of Academic members responding to the survey was ~10% higher than the percentage of Academic members in SIM's total population while the percentage of Student members responding to the survey was ~10% lower than the percentage of Student members in our total population. Thus, the RT cautiously interpreted the data, keeping in mind that the results might not be entirely representative of SIM's membership.

Nonetheless, the member survey surfaced several key observations. First, many SIM members regularly contribute to key Annual Meeting activities: ~71% of respondents have served as a reviewer: ~65% have attended the SIM Business Meeting or participated in other SIM social events, nearly 70% visited SIM's website more than once in the past five years, and >70% are at least satisfied with SIM's newsletter. Relatedly, >80% of respondents believe SIM's presence on social media is important and ~80% are at least satisfied with SIM's level of communication. Nonetheless, ~86% of respondents have never served on a SIM division committee, representing a bench of "highly engaged" members potentially willing to contribute to a SIM committee.

Second, open-ended feedback indicated that there is a lack of satisfaction among members regarding opportunities to participate in SIM outside of the Annual Meeting. Several members also indicated wanting to be more involved in SIM and its governance. Several statements made by members explicitly mentioned a desire for active participation and a voice in SIM's direction. Toward this end, members offered several ideas for improving SIM, including enhancing research and scholarship, strengthening community and engagement, enhancing communication and outreach, addressing real-world impact and relevance, and improving organizational structure and processes (see Appendix C for more details about these key observations). Nonetheless, >80% of respondents reported that they are at least satisfied with their SIM membership.

The Annual Health and Governance Checklist indicates that SIM is a healthy division, and it is in a strong position financially with a current cash balance of ~$87,000. However, considering the key observations from the survey, the RT concluded that there are a few key activities, policies and processes that can be improved to better serve SIM's members (see Appendix D). Nonetheless, the current SIM Executive Committee (EC) is already stretched thin by arranging the Annual Meeting and other activities. Thus, as currently constituted, the RT does not believe that the EC can adequately address all the ideas members suggested for improvement, leading the RT to suggest that SIM should **improve its governance and committee structure**. An improved structure will help the SIM division **to better engage a wider swath of its membership year-round**, providing opportunities for more members to participate in the direction of the division, which in turn will **enhance and build upon the strong sense of community** that SIM members voiced in the open-ended feedback.

Underpinning the RT's suggestions to improve SIM's structure is the concept of mediating institutions, which holds that human beings develop their moral character in small communities in which there is person-to-person interaction and where people experience consequences for their actions, thus requiring one to act in a way that is necessary to be a member of the community. The relation between feelings of belonging and the size of community is backed by studies from anthropology and neurobiology, which show that human beings are the most "at-home" in organizations of 4-6, 30, 150 and 500 people. Above each of these limits, the connection among people dissipates with 500 serving as a ceiling for where people feel that they are in a relationship with others with whom they care for. We also rely on social network theory, which finds value in the strength of weak ties. The RT decided to draw on the concepts of mediating institutions and social networks in restructuring SIM's governance and committee structure to increase SIM's value to members through enhanced engagement and strengthened sense of community. To achieve these ends, the RT suggests enriching the structure of existing committees so that the chair of each committee is assisted by three to five committee members. The RT also suggests creating new committees aimed at addressing the specific concerns and requests voiced in the member survey. Finally, the network between committees should be emphasized.

Strategic Goals and Activities

To determine how best to address the concerns and suggestions offered in the SIM member survey, the RT first mapped out SIM's current governance and committee structure (see Appendix E) and then developed an improved structure (see Appendix F) geared towards improving member engagement and enhancing and building the SIM community. The RT determined a need to re-energize SIM's communications management as well as the three standing committees (Curriculum, Research and Membership) and that three new standing committees should be launched to address emerging concerns (Program Development, Impact & Outreach, and Global Scholar). While specific suggestions are discussed below for each committee, the RT believes that each standing committee should be responsible for

selecting the tasks that it will tackle and for determining the appropriate KPIs for measuring progress. Nonetheless, the RT suggests that the EC should review the decisions of the committees and have the right to veto initiatives or KPIs that it believes are not consistent with SIM's efforts to improve member engagement and to enhance and build the SIM community.

Re-energize Existing Roles & Committees

Communications: The RT suggests that SIM should amend its constitution to adjust the title of the elected "Webmaster" position to "Communications Chair." The RT also suggests that the Secretary/Editor function should work together with the Communications chair, and this chair should also recruit three to four members to take charge of specific communication channels and provide opportunities for member engagement, especially for doctoral students and junior faculty. One team member should be dedicated to enhancing the functionality and design of SIM's website within the constraints of AOM's policies, one should be tasked with launching and managing a new Slack channel for SIM, and one should co-operate with the Research Committee to launch and manage a podcast series. Finally, the RT suggests that the Communications Chair, in consultation with the Secretary/Editor and EC, should develop a communication strategy that highlights SIM's vision and mission.

Curriculum: The RT suggests that SIM should expand the work done by the Curriculum Committee by altering its structure to consist of a chair and three to five team members with the potential to create task forces to execute some of the following tasks. First, the RT suggests that the Curriculum Committee should develop a recurring curriculum-focused PDW at the Annual Meeting. The RT also proposes that the committee should explore ways to gather and disseminate best curriculum and teaching practices outside of the Annual Meeting through webinars and SIM's website. The RT also recommends that the committee should connect SIM's curriculum development work with UN PRME and the annual AOM TLC. Finally, the RT suggests that the committee should study the creation and implementation of awards focused on curriculum and pedagogy, which might include early career, distinguished scholar, and teaching impact awards (co-operating with the Impact & Outreach Committee).

Research: The RT also suggests that the Research Committee should be re-energized by altering its structure to consist of a chair and three to five members who could create task forces to perform some of the following tasks. First, the RT advises that the Research Committee should continue to organize the Manuscript Development Workshop (MDW) at the Annual Meetings to incorporate small-group discussions focused on developing research topics. The RT also suggests that the committee should explore several new ideas, including a "First Cut" research initiative to provide constructive feedback on work in progress, a webinar and/or podcast series to equip SIM members with strategies for manuscript writing, research methods, and the peer review process, and the establishment of small groups organized by emerging research themes to foster collaborative, ground-breaking research.

Membership: The RT suggests that the Membership Committee should be re-energized by altering its structure to consist of a chair and three to five members with the potential to create task forces to execute some of the following tasks. First, the RT suggests that the Membership Committee should continue to organize the SIM speed networking event at the Annual Meeting. The RT also proposes that the committee should help to plan and increase the number of community-building social events at the conference, both offsite as well as recreational. The RT also recommends that the committee examine opportunities for expanding its virtual offerings throughout the year to deepen ties within the community, such as webinars that address career advice for different stages of a scholar's career. Finally, the RT suggests that the committee should explore the possibility of coordinating meetings

between SIM senior scholars and junior faculty and/or doctoral students throughout the year.

Launch New Committees

Program Development: The RT suggests the establishment of a standing Program Development Committee consisting of three to five members who will assist the Program Chair and Program Chair-Elect with organizing and developing SIM's Annual Meeting program. The RT proposes that the committee's responsibilities should include coordinating and inputting information into AOM's Program Developer system, providing input on program enhancements to better meet current and future needs of members, reporting on program development to the EC, and advising the EC on operations, programming, and division policy. The RT believes that this new committee will not only help the Program Chair streamline program development but also help improve engagement by making the meeting program more attuned to member needs.

Impact & Outreach Committee: The RT suggests establishing a standing Impact & Outreach Committee, which should consist of a chair and three to five members with the potential to create task forces to execute some of the following tasks. First, the RT advises that the committee should work with the elected members of the EC to define what "societal impact and outreach" constitutes for the SIM division. The RT also suggests that the committee should help amplify the impact of SIM research by disseminating insights to practitioners (such as firms, NGOs, and activists) and policymakers, which may entail encouraging practitioners and policymakers to attend the Annual Meeting and participate in SIM PDWs and symposia. Finally, the RT advises that the committee should continue to work with the coordinators of the ONE-SIM Outreach Award to honor high-impact research and also to evaluate what SIM members are doing in the classroom and the community that has societal impact, with an eye towards developing new teaching- and service-related impact and outreach awards (co-operating with the curriculum and global scholar committees).

Global Scholar Committee: The RT also suggests that the SIM Division Chair should appoint a Global RAL and establish a new standing Global Scholar Committee chaired by the Global RAL with three to five additional members. The purpose of this new committee would be to enhance engagement in underrepresented regions, particularly Asia, Eastern Europe, Latin America, the Middle East & North Africa, and Sub-Saharan Africa, and to gain a deeper understanding of regional needs to determine how SIM can effectively tailor programming and resources to address their specific requirements in research, teaching, and career development (co-operating with the membership, curriculum and research committees). The RT suggests the Global RAL and the Global Scholar Committee should evaluate the needs of different regions and develop PDWs for the Annual Meeting that align with those needs. The RT also proposes that the committee should create webinars outside of the Annual Meeting focused on specific regions. Finally, the RT suggests that the committee should explore opportunities for collaboration with the Asian Academy of Management, the African Academy of Management, and other regional groups.

Timeline

The RT proposes the following timeline for implementing the suggested changes and initiating new committees:

- End of Q1 2025: All committee chairs finalized for existing and new committees.
- Prior to Annual Meeting 2025 in Copenhagen: Committee members recruited.
- After Annual Meeting: Committee members finalized by respective committee chairs.
- End of Q3 2025: Committees determine which suggested activities to work on first and will develop KPIs for these activities.
- Prior to Annual Meeting 2026: Committees will provide the EC with a summary

of work completed to date and progress towards KPIs.

KPIs

The initial KPIs to be met include recruiting the new committee chairs and committee members according to the above timeline. Also as noted above, the RT suggests that each committee should be responsible for developing appropriate committee-level KPIs to measure its progress on the initiatives and activities that it decides to tackle. Nonetheless, the RT also suggests that the EC should establish global KPIs based upon the committee-level KPIs to assess whether the initiatives that committees enact are helping SIM better engage our membership and build our community. For example, given that survey respondents voiced an interest in contributing to SIM outside of the standard Annual Meeting activities (e.g., reviewing, attending the business meeting), the EC may want to track the percentage of members who have served on a committee over the next three years to determine whether the share of members who have participated in SIM's governance has increased. In addition, given the desire to enhance the sense of community, the EC may want to track how well SIM's formal and informal events are attended, both at and outside of the Annual Meeting.

Innovations and Best Practices

Initiatives at the Annual Meeting: At last year's Annual Meeting in Chicago, the finalists for SIM's Paper Awards plus SIM's Dissertation and Book Awards presented their work in a series of sessions before SIM's business meeting, showcasing high-quality research. SIM is also restoring the plenary session as a welcome session with attention to key emerging issues in the SIM domain. Initiatives like these promote engagement and community development at the Annual Meeting.

Global scholarship development and engagement: SIM membership in underrepresented regions is still rather limited. Building on best practices and lessons learned from other divisions, SIM will launch a global scholarship engagement program to connect scholars from underrepresented regions with more experienced colleagues in their regions as well as scholars who have successfully mentored scholars from underrepresented regions. This engagement will be led by the Global Scholar RAL, who will recruit three to five members to form the Global Scholar Committee. This committee may further develop subcommittees organized along regional lines (e.g., Latin America, Sub-Saharan Africa, etc.).

Webinars/Podcasts between annual meetings: Engagement beyond the Annual Meeting has emerged as an important issue for members. Thus, SIM will launch several important initiatives, such as the "First Cut" research webinars discussed above. Webinars and podcasts will also feature expert discussions on cutting-edge research methodologies, theoretical advancements, and best practices in interdisciplinary scholarship. In addition, professional development sessions will be included to support job market preparation, faculty recruitment, and career advancement, providing additional value to members, helping them to stay engaged throughout the year.

Impact and outreach activities and interdisciplinary collaborations: SIM is establishing a new Impact & Outreach Committee, which will make recommendations on awards for outreach and impact-related activities and also help amplify the impact of SIM research by disseminating insights to practitioners and policymakers. To advance the strategic goal of broadening and deepening engagement with global communities, SIM will deepen its collaborations with other divisions to help its members engage with new and emerging issues (such as ethical considerations related to emerging technologies), which will help integrate expertise across AOM divisions and industry sectors.

Appendix A: Division Statistics

SOCIAL ISSUES IN MANAGEMENT
*data taken from records as of July 1st of each year (*data shown for the 2020 column is from a July 31 report due to a server issue not making the June 30 report available*)*

MEMBERSHIP

	2020	2021	2022	2023	2024	5-year % change	Annual Avg % Change
DIG Count	1,952	1,885	2,036	2,069	1,979	1.38%	
% change	-4.83%	-3.43%	8.01%	1.62%	-4.35%		0.34%
AOM Count	18,739	18,336	19,635	20,185	19,813	5.73%	
% change	-8.2%	-2.2%	7.1%	2.8%	-1.8%		1.40%

MEMBERSHIP by US/INTERNATIONAL

	2020	2021	2022	2023	2024	5-year % change	Annual Avg % Change
DIG US	914	882	908	908	879	-3.83%	
% change	-4.4%	-3.5%	2.9%	0.0%	-3.2%		-0.97%
AOM US	9,036	8,539	8,716	8,778	8,585	-4.99%	
% change	-8.3%	-5.5%	2.1%	0.7%	-2.2%		-1.27%
DIG International	1,038	1,003	1,128	1,161	1,100	5.97%	
% change	-5.2%	-3.4%	12.5%	2.9%	-5.3%		1.46%
AOM International	9,703	9,797	10,919	11,407	11,228	15.72%	
% change	-8.2%	1.0%	11.5%	4.5%	-1.6%		3.72%

MEMBERSHIP by MEMBER TYPE

	2020	2021	2022	2023	2024	5-year % change	Annual Avg % Change
DIG Academic	1,404	1,312	1,393	1,429	1,369	-2.49%	
% change	-6.5%	-6.6%	6.2%	2.6%	-4.2%		-0.63%
AOM Academic	12,785	12,085	12,855	13,281	13,046	2.04%	
% change	-7.5%	-5.5%	6.4%	3.3%	-1.8%		0.51%
DIG Emeritus	44	49	52	63	61	38.64%	
% change	2.3%	11.4%	6.1%	21.2%	-3.2%		8.51%
AOM Emeritus	423	415	439	464	463	9.46%	
% change	2.2%	-1.9%	5.8%	5.7%	-0.2%		2.28%
DIG Executive	58	45	56	57	54	-6.90%	
% change	-4.9%	-22.4%	24.4%	1.8%	-5.3%		-1.77%
AOM Executive	901	710	794	797	741	-17.76%	
% change	-12.4%	-21.2%	11.8%	0.4%	-7.0%		-4.77%
DIG Student	446	479	535	520	495	10.99%	
% change	0.0%	7.4%	11.7%	-2.8%	-4.8%		2.64%
AOM Student	4,630	5,126	5,547	5,643	5,563	20.15%	
% change	-10.1%	10.7%	8.2%	1.7%	-1.4%		4.70%

NEW MEMBERS

	2020	2021	2022	2023	2024	5-year % change	Annual Avg % Change
DIG New members	112	141	146	119	184	64.29%	13.21%
AOM New members	2,208	2,155	2,267	2,309	2,198	-0.45%	-0.11%

SOCIAL ISSUES IN MANAGEMENT

data taken at the conclusion of the annual meeting

SCHOLARLY SUBMISSIONS

	2020	2021	2022 Seattle	2023 Boston	2024 Chicago	5-year % change
DIG Papers	457	290	359	419	401	-12.3%
% change	*11.5%*	*-36.5%*	*23.8%*	*16.7%*	*-4.3%*	
DIG Accepted Papers	186	187	234	211	201	8.1%
% change	*-10.6%*	*0.5%*	*25.1%*	*-9.8%*	*-4.7%*	
DIG Symposia	63	42	55	89	68	7.9%
% change	*-3.1%*	*-33.3%*	*31.0%*	*61.8%*	*-23.6%*	
DIG Accepted Symposia	35	32	42	63	48	37.1%
% change	*2.9%*	*-8.6%*	*31.3%*	*50.0%*	*-23.8%*	
DIG TOTAL ACCEPTED	221	219	276	274	249	12.7%
AOM Papers	7,936	5,213	6,398	7,513	7,877	-0.7%
% change	*5.5%*	*-34.3%*	*22.7%*	*17.4%*	*4.8%*	
AOM Accepted Papers	3,361	3,306	4,114	3,772	3,938	17.2%
% change	*-8.6%*	*-1.6%*	*24.4%*	*-8.3%*	*4.4%*	
AOM Symposia	1,436	810	1,199	1,455	1,558	8.5%
% change	*5.0%*	*-43.6%*	*48.0%*	*21.4%*	*7.1%*	
AOM Accepted Symposia	787	585	884	1,006	1,058	34.4%
% change	*-8.7%*	*-25.7%*	*51.1%*	*13.8%*	*5.2%*	
AOM TOTAL ACCEPTED	4,148	3,891	4,998	4,778	4,996	20.4%

*2010-2012 accepted papers are calculated by the total number of accepted division papers, division roundtable papers, cross-division

*Accepted symposia are calculated by the total number of accepted symposia and showcase symposia

ACCEPTANCE RATE

	2020	2021	2022 Seattle	2023 Boston	2024 Chicago
DIG Papers	*41%*	*64%*	*65%*	*50%*	*50%*
AOM Papers	*42%*	*63%*	*64%*	*50%*	*50%*
DIG Symposia	*56%*	*76%*	*76%*	*71%*	*71%*
AOM Symposia	*55%*	*72%*	*74%*	*69%*	*68%*

PDW

	2020	2021	2022 Seattle	2023 Boston	2024 Chicago
DIG PDW Submitted	32	15	11	15	22
% change	*52.4%*	*-53.1%*	*-26.7%*	*36.4%*	*46.7%*
DIG PDW Accepted	18	12	11	12	18
% change	*20.0%*	*-33.3%*	*-8.3%*	*9.1%*	*50.0%*
AOM PDW Submitted	634	365	467	541	620
% change	*6.7%*	*-42.4%*	*27.9%*	*15.8%*	*14.6%*
AOM PDW Accepted	420	315	401	424	470
% change	*1.0%*	*-25.0%*	*27.3%*	*5.7%*	*10.8%*

*PDW submissions/acceptances are counted where the division is the lead sponsor of the PDW

Appendix B: Revisiting the 2020 Action Plan

The 2020 action plan was developed immediately before the COVID epidemic. Given the attention required to adjust to the online and then hybrid Annual Meeting format, the actions suggested in 2020 were pushed to the back burner. Over time, some of the ideas presented in 2020 are now less relevant.

1. Review of the domain statement: This was not undertaken, but it is something that the Executive Committee (EC) will consider in the future.
2. Review of the bylaws: This was not undertaken but it is something that the EC will do in the coming three years to ensure that the structure proposed in this review is reflected in the text of the bylaws. The suggestion from 2020 regarding the Nominating Committee process (i.e., nominations taken at SIM Business Meeting, online elections) will be included in the bylaw review.
3. Strengthen SIM's relationship with Society for Business Ethics: SIM successfully established a direct relationship between the SIM Division Chair and SBE President, leading to a contract for the joint speaker event and increased regular collaborations between SIM and SBE. SIM's EC continues to look to enrich this relationship.
4. Improve diversity of SIM's membership: SIM's membership continues to be mainly in North America, Europe and Oceania, but the number of members from Asia has increased. To continue diversifying SIM's membership and better serve the needs of global members from underrepresented regions, the RT suggests the establishment of a Global Scholar Committee led by an appointed Global Representative-at-Large (RAL).
5. Invigorating membership engagement: The 2020 RT identified the need to set up a Mid-Career Workshop. This idea was explored, but the pandemic made developing a formal consortium impractical. Thus, SIM developed more informal ways to engage this group. The structural opportunities for mid-career members to participate in SIM's leadership as discussed in this plan will help to invigorate their engagement.

Appendix C: Key Observations from Survey

Key activities SIMians participated in over the last five years:

Activity	Percent	# of Respondents
Served as a reviewer	70.95%	127
Participated in other activities (social events, business meetings, etc.)	64.80%	116
Volunteered in some capacity (awards committee, social outing coordinator, etc.)	20.67%	37
Total Responsdents		**179**

Activity by Membership Type	Academic (post-PHD)	Emeritus	PhD Student
Served as a reviewer	100	4	12
Participated in other activities (social events, business meetings, etc.)	84	3	18
Volunteered in some capacity (awards committee, social outing coordinator, etc.)	28	4	2

Activity by Region	Africa	Asia	Australia & South Pacific	Europe	North America	South America
Served as a reviewer	3	4	4	31	67	3
Participated in other activities (social events, business meetings, etc.)	3	6	2	32	58	2
Volunteered in some capacity (awards committee, social outing coordinator, etc.)	0	2	0	12	17	1

Activity by Career Stage	Doctoral Student/Post-Doc	Assistant Prof/Lecturer	Senior Lecturer	Associate Prof	Full Prof	Emeritus
Served as a reviewer	12	21	4	26	47	1
Participated in other activities (social events, business meetings, etc.)	18	20	3	14	46	1
Volunteered in some capacity (awards committee, social outing coordinator, etc.)	2	8	1	5	15	1

Activity by Age	18-29	30-39	40-49	50-59	60-69	70-79	80+
Served as a reviewer	3	22	30	34	14	9	1
Participated in other activities (social events, business meetings, etc.)	3	24	24	31	13	8	0
Volunteered in some capacity (awards committee, social outing coordinator, etc.)	1	6	9	8	4	3	1

Activity by Gender	Female	Male	Gender Non-Comforming
Served as a reviewer	50	59	1
Participated in other activities (social events, business meetings, etc.)	47	54	0
Volunteered in some capacity (awards committee, social outing coordinator, etc.)	13	17	0

Many SIMians are satisfied with their membership in SIM:
- 45.03% (68) are satisfied
- 27.15% (41) are very satisfied
- 11.92% (18) are extremely satisfied

Key themes that emerged from the open-ended questions about what members like best about SIM include:
- **Community and Collegiality:** Many respondents emphasized the strong sense of community, describing SIM as a "family" and noting that SIM members are welcoming and kind.
  The positive and supportive culture of the division is a recurring theme.
- **The People:** Members appreciate the opportunity to connect with like-minded individuals who care about social issues. The enjoy meeting new scholars and seeing familiar faces.
- **Shared Values and Mission:** The division's focus on important topics and shared values is appealing to members. Many are proud to be associate with scholars in the division.
- **Networking and Learning:** Members value the opportunities for discussion, learning, and networking at the Annual Meeting. The division provides a space to engage with scholars who
  share similar concerns but have different perspectives.
- **Research and Scholarship:** The quality of the scholarship and access to new ideas and research is also appreciated. Members also value the research feedback they receive.
- **Personalized Experience:** Some members feel that SIM is smaller and more personal than other divisions of AOM. The division's ability to offer customized and personalized attention is
  also a positive aspect for some members.
- **Practical Support:** The division has been noted for practical support it has offered to members, such as travel grants.

But, in the last 5 years:
- 85.64% (161) of SIMians have never served on a SIM division committee

However, among members who have never served on a SIM committee, there are many "highly engaged" SIMians (see characteristics below):
- 42.71% (82) have voted in a SIM division officer election 3+ times
- 41.58% (79) have visited the SIM division's website 3+ times.

These "highly engaged" SIMians see many opportunities for engaging with the division and other members, including:
- **Amplifying Influence and Impact:** This theme combines the ideas of expanding reach, improving reputation, and translating research into action. The core opportunity is for SIM to
  become a more prominent voice and driver of change in the business world and society by connecting with a wider audience and making its research relevant.
- **Advancing Collaborative Leadership:** This theme encompasses both interdisciplinary work and stakeholder engagement. SIM can lead by connecting with other divisions and external
  stakeholders to address complex issues and promot collaboration. The focus here is on leveraging SIM's position to work across boundaries and bring diverse groups together.
- **Showcasing Expertise and Develop Members:** This theme combines the idea of promoting influential research with developing members, especially junior scholars. SIM can build its
  reputation by highlighting its research and supporting its members.
- **Addressing Critical Issues:** SIM can focus on studying and addressing significant challenges facing businesses, governments, and societies, including issues like inclusion, sustainability,
  and economic models.

Conclusion: "Highly engaged" SIMians represent a bench of potentially willing contributors to SIM, who have not formally done so yet.

Characteristics of "highly engaged" SIMians:

	Academic (post-PHD)	Emeritus	PhD Student			
Membership Type	27	1	0			

	Africa	Asia	Australia & South Pacific	Europe	North America	South America
Region	0	1	2	7	17	1

	Doctoral Student/Post-Doc	Assistant Prof/Lecturer	Senior Lecturer	Associate Prof	Full Prof	Emeritus
Career Stage	0	6	0	3	19	0

	18-29	30-39	40-49	50-59	60-69	70-79	80+
Age	0	2	8	8	7	3	0

	Female	Male	Gender Non-Comforming			
Gender	12	16	0			

Observation 3: Lack of satisfaction about being able to participate in SIM outside of Annual Meeting when compared to ability to do so in other divisions.

Among members, about 1/3 are not satisfied or somewhat satisfied regarding opportunities to network/collaborate with SIM peers outside of the Annual Meeting:
- 11.05% (20) are not satisfied
- 20.99% (38) are somewhat satisfied

In addition, many members have no opinion:
- 21.55% (39) have no opinion

Less than 50% of SIMians feel that the resources and opportunities offered by SIM to members seem about equal to what other divisions/interest groups offer:
- 9.64% (16) agree strongly that SIM's offerings are about equal
- 36.14% (60) agree that SIM's offerings are about equal

Members suggested that SIM should consider adopting some of the following practices from other divisions/interest groups:
- **Enhance Online Presence and Communications:** Several members suggest that SIM should improves its online presence and communication with members. This includes having an active presence on platforms like LinkedIn, and establishing regular structured communications such as a newsletter. The MED division's practice of hosting webinars throughout the year could also be beneficial.
- **Stronger Community Building and Engagement:** SIM could benefit from adopting practices that foster a stronger sense of community and engagement both at and outside of the Annual Meeting. This could include off-program event like the OMT meet-up, as well as regional and cross-regional online sessions. The ENT division's social events at the Annual Meeting were also mentioned as a positive example.
- **More Robust Governance and Volunteer Opportunities:** The ONE division is noted for having a large number of governance teams that offer opportunities for new members to get involved. SIM should consider creating more structured opportunity for member involvement, including off-site volunteer opportunities and a **stronger, more cohesive committee structure.**
- **Increased Recognition and Awards:** The ONE division is cited as having a larger number of awards. SIM could consider expanding its award program to provide greater recognition and a sense of appreciation for members. This could also include reviewer awards.
- **Mentorship and Professional Development:** Other divisions, such as those focused on DEI and Careers, offer mentorship, support in publishing, scholarships, and writing workshops. SIM could benefit from implementing more structured mentoring programs that focus on career development and skills such as reviewing articles or writing policy papers.
- **Leveraging Technology for "Off-Season" Engagement:** Some divisions effictively utilize technology to offer PDWs, symposia, and other events outside of the Annual Meeting. SIM could leverage technology to offer more opportunities for engagement outside of the Annual Meeting, and consider virtual and hybrid meetings.
- **Focus on Fun and Participation**: The OMT division has a culture of fun and strong participation. SIM could explore how to create a similar atmosphere that encourages greater involvement.
- **Joint Sessions and Collaboration:** The success of ONE and SIM dual-sponsored sessions suggests that SIM should continue to pursue and expand collaborations with other divisions.

Taken together, there is not an overwhelming degree of satisfaction about being able to participate in SIM outside of the Annual Meeting in comparison to the ability to do so in other divisions.

Observation 4: There is an appetite among SIMians for more opportunities to form communities outside the Annual Meeting.

Among SIMians, less than 50% are satisfied, very satisfied, or extremely satisfied with the encouragement they receive from SIM leadership to form network communities:
- 17.13% (31) are saisfied
- 17.68% (32) are very satisfied
- 9.94% (18) are extremely satisfied

In addition, almost 40% of members either have no opinion or are not satisfied:
- 28.18% (51) have no opinion
- 11.60% (21) are not satisfied

Thus, a large number of SIMians feel a lack of encouragement from SIM leaders to form network communities.

Also, while roughly 55% of SIMians are satisfied with existing opportunities to become more involved in SIM, about 13% are not satisfied:
- 10.84% (18) are dissatisfied
- 1.81% (3) are strongly dissatisfied

However, many SIMians were positively disposed to the ideas for improving or expanding services to members, including:
- offering internet-based collaboration tools (~58% are interested, very interested, or extremely interested)
- forming communities of practices based on common interests (~70% are interested, very interested, or extremely interested)
- participating in online events outside of the Annual Meeting (~75% are interested, very interested, or extremely interested)

Taken together, these results indicate that are SIMians who would relish the opportunity to participate in and form communities outside the Annual Meeting.

Several SIMians indicated wanting to be (more) involved in the division and its governance. Several statements made by members explicitly mention a desire for active participation and a voice in the division's direction:

- **Active Involvement:** Some members indicate that their continued membership is dependent on their ability to be actively involved in the division. This suggests a desire to do more than passively receive information, but rather to contribute to the division's activites and initiatives.

- **Influence and Direction:** Members express a desire to "have a voice in where the division goes and what issues are addressed". This indicates a wish to participate in shaping the division's strategic priorities and the topics it focuses on.

- **Motivation for Engagement:** Members are motivated to be more involved in the division in order to connect with researchers and practitioners who can promote the impact of their work, to strengthen the SIM community, and to have opportunities for feedback and mentorship.

- **Past Leadership:** One member mentions past involvement in the "SIM leadership track," which suggests a prior interest in the division's governance. While this individual is not restricted for serving again, it still implies and interest in having a role in the governance of the division.

- **Community and Connection:** Some members seek involvement to connect with like-minded individuals and feel a sense of belonging within the SIM community. This suggests that members want to be a part of a more engaged and actives network.

In fact, several SIMians offered ideas of their own for improving the division, which can be classified as follows:

- **Enhancing Research and Scholarship**

 * Methods Training & Development: Provide greater methods training to help SIM schoalrs keep up with the state of the art. Offer examples of well-done research and teach the skills necessary to produce such research.

 * Promote Cutting-Edge Research: Ensure SIM research is truly cutting edge and addresses the real-world problems faced by businesses and the world. Encourage risk-taking and challenging, systems-based scholarly research.

 * Support Publication: Help members with publishing, and get SIM journals on A-journal lists or get rid of such lists. Attempt to support publication and socia media on key issues.

 * Showcase influential Research: Get SIM research recognized as influential in management research. Showcase and reclaim "top" SIM scholars and their research.

 * Foster Interdisciplinary Work: Encourage multidisciplinary research and promote the integration of interdisciplinary issues to contribute to social and ecological challenges.

- **Strengthening Community and Engagement**

 * Community Building Activities: Organize more community-building activities beyond the Annual Meeting, and create more opportunities for small communities within SIM.

 * Mentoring Programs: Establish mentoring opportunities for doctoral students and junior faculty, pairing them with senior scholars. Focus on mentoring in both research and teaching.

 * Engage Senior Faculty: Find ways to engage with senior faculty members, recognizing that their needs may differ from junior scholars. Use senior faculty more effectively.

 * Inclusivity: Be more inclusive in terms of research, membership, and advancement to leadership roles. Be more inclusive and accepting, Actively support minoritized and systematically excluded demographic groups. Increase attention to being more inclusive.

 * Networking Opportunities: Offer more networking opportunities, particularly for new members. Create connections for newcomers and help members find others with share interests. Facilitate connections with other groups and foster collaborations across divisions.

 * Member Involvement: Formalize opportunities for members to contribute to the division, such as serving on committees. Encourage members to volunteer and make it clear which committees do what.

 * Address Regional Needs: Increase activities and participation in non-representative regions and countries. Find ways to connect more remote regions, and improve accessibility for members who face high costs.

 * Dialogue and Open Communication: Encourage more open dialogue among members on the issues the field faces. Create space for dialogue.

- **Enhancing Communication and Outreach**

 * Digital Presence: Develop a stronger digital presence, led by members, and use tools like podcasts. Utilize social media platforms. Improve communication members year-round.

 * Consistent Communication: Have regular structured communications with members, for example, via a newsletter. Consolidate and communicate calls for papers and other opportunities. Reduce the number of channels of information.

 * Promote SIM's Value: Promote the value of SIM within AOM. Better articulate the division's expertise and showcase the expertise of SIM's members.

 * External Stakeholder Engagement: Bridge academics with external stakeholder groups. Connect with practitioners.

- **Addressing Real-World Impact and Relevance**

 * Focus on Practical Relevance: Emphasize practical relevance and the translation of research for practice. Connect with practitioners and encourage practice-oriented research. Create a practice-oriented journal.

 * Focus on Grand Challenges: Focus on the role of business schools in the face of an existential crisis for humanity. Address climate change and sustainability. Study grand challenges and address issues such as inclusion, stewardship of the earth, and treatement of employees. Promote the importance of focus of group among doctoral candidates.

 * Advocacy: Increase advocacy within AACSB for required ethics, CSR, and sustainability courses. Engage in lobbying and advocacy. Be more visible advocates for social issues.

- **Improving Organizational Structure and Processes**

 * Clear Leadership and Governance: Establish a clear leadership recruitment and roll-over system with performance guidelines. Organize the governance system to retain institutional memory of key processes.

 * Streamlined Operations: Improve the division's structure and focus. Better organize and apply resources to attract members' interest.

 * Financial Resources: Provide travel funds for doctoral candidates and address the costs of the Annual Meeting.

But the SIM Governance team feels overwhelmed.

It is already stretched thin arranging the basics necessary for the Annual Meeting plus a few webinars.

SIMians see how overworked the team is, making it difficult to recruit potential contributors to the governance of SIM.

Overall Conclusion: SIM needs a better structure, similar to other divisions within AOM.

An improved governance and committee structure will help SIM better address the needs of SIMians.

An improved structure will also spread the division's work out, encouraging and allowing more SIMians to take part.

Appendix D: Revised Annual Health and Governance Checklist

Governance and Organizing Activities

Criteria	Yes	Yes, but needs improvement	No	Is the activity or process aligned with AOM policies?
1. The DIG's Executive Committee, and subcommittee structure, enable and support the DIG's goals.		X		Yes
2. The roles of officers and committees are codified and support transitions in leadership and committee membership. The roles are reviewed annually and updated or revised as needed.		X		Yes
3. The DIG has established a climate of trust and respect among the officers and subcommittees	X			Yes
4. The DIG's bylaws are up to date and periodically reviewed and revised if necessary.		X		Yes
5. The DIG has reviewed membership data as well as conference submission and program-related data to understand if the program's activities and scholarly content align with the DIG's goals. Does the data support growth in the DIG domain?	X			Yes
6. The DIG is collaborating with other DIGs on program initiatives.	X			Yes
7. The DIG is considering external collaborations to serve members. For instance, OMT collaborates with EGOS; other DIGs have solicited sponsorship (within AOM policies).	X			Yes

Policies & Processes

Criteria	Yes	Yes, but needs improvement	No	Is the activity or process aligned with AOM policies?
1. The DIG provides opportunities for volunteer and leadership opportunities, including underrepresented groups.		X		Yes
2. The DIG has a fair and open process for nominations and elections.	X			Yes

3. The DIG has established well publicized recognition programs (for scholarly contributions, service, teaching, etc.) and the criteria for awards are transparent.	X			Yes
4. The DIG maintains a robust communication plan using Connect@AOM and an up-to-date website.	X			Yes
5. The DIG follows the AOM's financial policies and operates in the black.	X			Yes
6. The DIG is conforming to all official AOM policies as detailed in the DIG Chair's guidebook.	X			Yes
7. The DIG has developed strategic goals for the short term (2-3 years), including innovations to serve the membership	X			Yes
8. Have you conducted a survey of your members in the last year? If so, please provide a link to the survey. If you have not conducted a survey, are you planning to collect data or survey your members and if so, when?	X			Yes
9. The DIG's activities to date align with the DIG's strategic goals and timeline.	X			Yes
10. The DIG has developed a process for tracking progress and refreshing or revising the strategic agenda.	X			Yes
11. The DIG has developed a process to ensure ownership and management of the strategic agenda as the leadership team (and volunteers) transition roles.	X			Yes
12. The DIG has developed a plan for communicating the strategic agenda (including progress and updates) to its membership and the plan includes Connect@AOM as one tool.	X			Yes
13. Items 1-12 align with, and support, the DIG's strategic goals.	X			n/a

Appendix E: Current Governance and Committee Structure
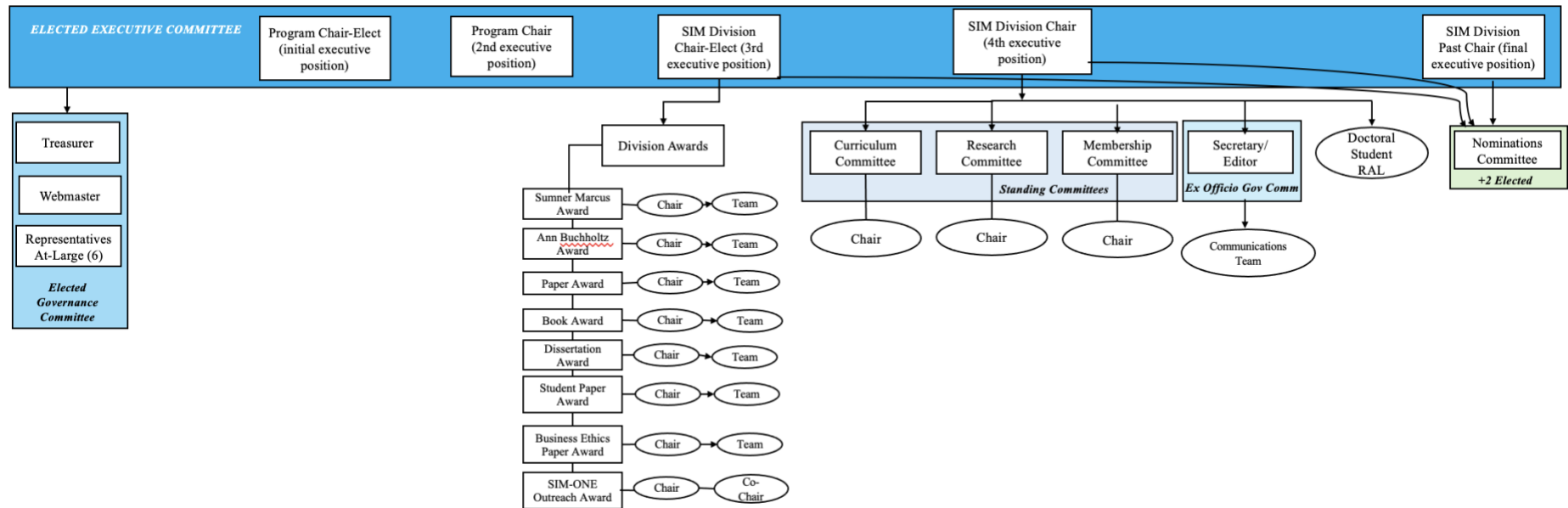
Appendix F: Suggested Governance and Committee Structure