

**OB Division**  
**Spring Executive Committee Conference Call**  
**April 29, 2021**  
**Meeting Minutes – Brad Kirkman**

Attendees: Daan van Knippenberg, Ron Piccolo, Becky Bennett, Elizabeth George, Denise Loyd, Keith Leavitt, Uta Bindl, Beth Campbell, Alex Newman, Brad Kirkman, Michael Johnson, Wlad Rivkin, Jessica Methot, Eean Crawford, Celia Moore, Oscar Holmes, Sharon, Hill, Payal Sharma, David Wagner, Shimul Melwani, Bret Bradley, Margaret Luciano, Laura Erskine

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**DATE:** April 29, 2021  
**TIME:** 3:30 – 5:00pm EST  
**ZOOM:** <https://ucf.zoom.us/j/94982554425> , Meeting ID: 949 8255 4425

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**AGENDA**

1. **Welcome** (Daan)

-Daan welcomed everyone to the meeting, went over the agenda

2. **OB Division Update** (Daan)

-Daan: the invitation to vote for the upcoming AOM elections might have gone to many people's spam folders

-Daan: very encouraging to see the turnout at our special sessions outside the annual meeting (e.g., Racial Equality session)

-Daan: program team has shared numbers showing that AOM submissions are way down; membership is also down; is this temporary or more of a trend?; we need to be aware of these issues for virtual conferences; last year, people submitted before knowing the conference would be virtual; this year, they knew it was virtual and many more chose not to submit

-Daan: we need to think about what membership means; science is moving to an open access model; what does membership mean in this context?; is it seen as exclusionary in some ways?; we need to organize more virtual events outside the annual meeting

### 3. **Improving Elections** – and other “selections” in the Division (Denise, Keith, Uta)

-Keith: we want to take a multi-pronged approach; make sure nominations reflect the diversity of the division; we need to take advantage of our networks; remind people that the skillset that is needed for these roles does not have to reflect a strong research record, necessarily; we don't want to see the same people popping up

-Denise: should we move beyond the bios as material people submit?; we used to have people submit statements like what their vision is for the division, key challenges, etc.

-Alex: had to complain to AOM about people campaigning on-line; we need to monitor this situation in our division

-Daan: there are many more nominations from North America; we need to educate non-NAs about why it would be advantageous to serve the division; when should we start making changes?

-Laura: can we add information to the nominations website that specifies what we're looking for?

-Daan: we can invest more in sending better information out about what we're looking for; what are the next steps to make these changes? What do you need from the rest of us to implement this?

-Keith: we can pull together information about our needs; we need to identify those nodes in the social networks to extend our reach

-Uta: we need to decide specifically what our needs are (e.g., what types of diversity?)

-Daan: the more specific you can be, the more helpful that will be for all of us; please follow up with pointed questions and the exec committee can respond

-Uta: let's get feedback from the committee on what types of diversity we need

-Ron: let's get clarity on what each person in each role is expected to do; what is the reality of the election process?; it's currently based on name recognition, research record; so, even if we broadened our searches, the same type of people will win elections based on the criteria most people use

-Keith: we as an exec team are the ones that get to decide who to put on the ballot; we could use more diversity to work with

-Daan: we voted for diversity, but we didn't not have a lot of diversity to work with; people also say no to being nominated, which further narrows the field; we have grown and need to reevaluate structures due to that growth; to Uta, Denise, and Keith, please come up with a clear ask from the exec committee; and we need a process we can use after these reps-at-large step down

-Denise: can we get access to historical data so we can assess past trends and patterns? We can also use our appointed positions to increase diversity

-Brad: I can collect these data, I'll check with AOM (Daan has sent an email to AOM)

#### **4. Progress reports. *Questions and requests for input in red italics***

##### **a. Making Connections Committee (Beth Campbell)**

-Beth: OB research roundtables have been a big flagship program for us; we're going to experiment this year with finding ways for more interaction; our ask is if the exec team could think of folks that could be invited to host a session during AOM

-Becky: virtual roundtables are a great idea; could there be a process by which we could let everyone do one engagement rather than multiple engagements? We'll probably have 6-10 of these sessions, and we do not have a limit

-Beth: in terms of practice job talks, MCC members have expressed willingness to be involved, are we going to do that again?

-Celia: I would like to do that again, but we want to build some community among the attendees; how can we create pre-community among the doc students (e.g., self-selection, assign groups, etc.)? are there any end-of-June conflict?

-David: there is a PDW for doc students around the job market, it's happening outside of AOM; Karen Landay and David Arena are organizing, Beth will contact them

-Beth: when we will know more about the AOM meeting platform, virtual meeting space? Who can I contact for information about this?

-Daan: we have used AOM Zoom for between meeting sessions, so we're assuming that will be the same; Daan will confirm

##### **b. Global Committee (Alex Newman)**

-Daan: thank you for your help with this committee

-Alex: we need to set the timeline for my replacement

-Daan: Brad, Daan, and Alex can confer about process moving forward (Daan is setting up a meeting)

c. Volunteers (Uta Bindl)

-Daan: thank you for the information you sent

d. Communications & Technology (Michael Johnson & Wlad Rivkin)

-Daan: I received a communications strategic plan draft from Mike and Wlad; can you give us an executive summary?

-Mike: provided a PowerPoint slide presentation on the main ideas in the plan; communication is mostly one-way (from Division to members); most is around the annual meeting, not much else; communication has not been used to create connections in the OB Division; we need to abandon a one-size fits all (i.e., only email) approach and diversify our communication tools

-Vlad: outlined how to execute on a new strategic plan; gave specifics on various steps; provided a proposed timeline

-Mike: asked the executive committee for feedback; people provided ideas

e. Program (Becky, Elizabeth, Jessica, Eean, Lance)

-Daan: thank you for providing this information

f. Doctoral Consortium (Celia Moore & Oscar Holmes)

-Celia: does anyone have any ideas about building connections with this group? Oscar and Celia will meet with Beth to discuss

g. Junior Faculty & Mid-Career (Sharon Hill & Payal Sharma)

-Payal: when will scheduling be confirmed for PDWs?

-David: Becky and David will be scheduling these soon; David asked that we email him with any special requests; program is going to be available in early June (ish)

-Jessica: all divisions will find scheduling challenging this year

h. Professional Development Workshops (David Wagner)

-Daan: thank you David for sending this information

i. Awards (Shimul Melwani)

-Daan: can you give us a quick update?

-Shimul: awards were difficult, as getting award committee members has been challenging due to people's schedules (sent 450 emails to solicit members, got 2 responses out of 10, on average, maybe); only two award committees have yet to complete their task (next week should be done)

j. Treasurer (Bret Bradley)

-Bret: right now, we're in really good shape; we can collectively decide on how to spend some of our resources; we put a finance committee together to address this, we have plan for moving forward

-Daan: we have a temporary windfall but does not change the structural problems

5. **Final Thoughts** re: 2021 annual meeting (Daan)

-Daan: thanks to everyone for all that you're doing!

## Making Connections Committee (MCC)

Beth Campbell

### I. MCC 2021 Strategy

- a) Cope with / exploit virtual format
- b) Refine content (as possible) to support strategic objectives (i.e., broader inclusion, reaffirming BLM, extra support and care for doctoral students)
- c) Deliver unique relevant *special topics* PDWs to help members
- d) Design and test a *few off-cycle ways* to promote engagement

### II. AOM Events/PDWs – Asynchronous/Hybrid (video + live content)

- OB Research Incubator (Schloemer, Kluemper & Solomon)
- Welcome-A-Member (Guenter, Grosser, & Matta): pairing of volunteers + new members/attendees
  - *Any sense (or better yet, initial data) for whether we might expect more or less first-time attendees?*

### III. AOM Events/PDWs – Synchronous

- Welcome to the OB Division! Navigating the OB Division in 2021 (Rochford, Gardner, & Guenter) x2 (to be inclusive of different time zones)
- Halfway There (Zipay, Parke, Dimotakis, & Lennard)
- Productivity Process (Welsh, Baer, Campbell, & Chawla)
- Publishing for Impact (Luciano & Winn)

### IV. New + hybrid experimental PDW:

- OB Research Virtual Roundtables: Connecting on Common Ground (Luciano, Smith, Park, Ferguson, Hartnell, & Campbell)

*Abstract. This year, the OB Research Virtual Roundtables intend to leverage the unique virtual AOM format to connect our members on common ground. We will host informal topic-based research discussions led by engaged and accomplished experts in OB. Our purpose is three-fold: (1) highlight thoughtful scholarly contributions to the 2021 Annual Meeting, (2) create a forum where members can enrich and expand their networks of scholars interested in similar topics, and (3) convene and facilitate smaller, informal research discussions where members can listen, learn, ask questions, and offer their insights on emerging trends, opportunities, and challenges on research areas of interest. Each forum will be facilitated by 2-3 experts on the topic. Experts will curate several presentations/papers from the 2021 scholarly program. Then, during the Annual Meeting, they will host a discussion (45-75 mins, duration determined by hosts) using the set of presentations/papers to forge common ground from which to launch a conversation about the state-of-the-science regarding the topic. We will utilize a series of breakout rooms to enable meaningful connections and focused discussions. After the program is published, we will announce the exact topics, expert hosts/discussants, the set of presentations/papers they curate, and when the session will occur. Space will be granted on a first-come, first-serve basis. Pre-registration is essential. Members may register for up to three Virtual Roundtables. Please pre-register early and carefully read subsequent emails, which will contain details about how to join.*

- *Can you please take 60-seconds to nominate people who would be great to ask to serve as Roundtable leaders—especially duos or trios who might like to host a discussion together?*

[click here to drop your great ideas for hosts in this google form.](#) Thank you! -Margaret & Beth

## V. Off-cycle events

- OB Division Reviewer Workshop (Smith & Chawla)
  - *We would like to sync with any other ongoing aspects of the Reviewer initiative—what work is being done there? Alternatively, just tell us who we should keep informed while Troy and Nitya run with it.*
- Practice Job Talks (Summer 2021)
  - *Oscar and Celia – are you planning to do this? Do you want people or organizers?*
  - *Any interest to do the doctoral student Buddy Group Initiative again? Based on feedback, it seems like a smash hit? If there is interest, let us know if you need volunteers to support it again.*
- Special Topics: Lessons From Zoom Trenches (Hartnell, Stoverink, & Campbell)
  - a) Off-cycle event (end of June)
  - b) +Repository of teaching resources
  - c) *Are there any other end of June conflicts? AOM/OB Division events to be aware of?*

## VI. Needs/Requests

- *PDW leaders are worried about tech. Can we get more information soon about what time of tech we will have (i.e., the platform, its capabilities, interface, etc.)? Alternatively, please route us to the appropriate AOM Tech person(s) who can do a mini-tutorial for MCC committee members.*

## Global Committee

Alex Newman

This year the Global Committee will run four internationally-themed PDWs this year. The four PDWs are as follows:

1. Can We Do It, Yes We Can: Strategies for Non-US Scholars to Succeed in the US Jobs Market
2. Publishing in Top International Journals – Why and How?
3. The Art of Writing and Publishing for Non-English Writers
4. Thinking of a Position Outside the US? “Dos and Don’ts” of International Business Schools

Earlier in the year European based scholars ran a professional development workshop targeted at PhD scholars and early career faculty. It was well attended and well received.

The committee will be looking for a new chair this year with the handover occurring at the annual meeting.

## Volunteers

Uta Bindl

There were no changes to the Division’s process for compiling a bank of volunteers in 2021. We followed the same approach as in 2020, which involved sending a survey to members and asking them to indicate their willingness to volunteer in various capacities:

### Ongoing Volunteer Activities

COVID-specific needs once more rendered the Annual Meeting volunteer activities less useful for this conference year. However, our wonderful student volunteers helped organize a series of very successful OB Division Doctoral Student Buddy Events in January 2021, designed to help early doctoral students finding their own ‘buddies’ and mentoring in times of COVID-related physical isolation. Our volunteers are still working with these groups, following up progress within each group.

## Doctoral Consortium

Celia Moore & Oscar Holmes IV

### Applicants

- 105 applicants; currently 89 applicants meet the criteria we established to be admitted with the possibility of 2 more being admitted if their nominators get requested information to us in a timely fashion. For reference, last year we got 86 applicants and admitted 80.
- 7 faculty keynotes for the doctoral consortium; 2 speakers for the “acing the job talk” session, 2 speakers for research and publishing, 2 speakers for teaching and mentoring, and 3 speakers for crafting the right job (2 speakers are co-keynoting). 38 total roundtable hosts.

Crafting the Right Job	Amy Wrzesniewski	Yale University
	GP Petriglieri	INSEAD
	Jennifer Petriglieri	INSEAD
Teaching and Mentoring	Hannes Leroy	RSM
	Morela Hernandez	Darden
Research and Publishing	Mo Wang	University of Florida
	Elizabeth Morrison	NYU
Acing the Job Talk	Anthony Klotz	Texas A&M University
	Angelica Leigh	Duke

### Process

- Since space limitations are not present in the virtual environment, we were able to accept more students. As such, we got a few emails from programs wanting to nominate more than one student and we allowed them to, asking that they give a ranking of their preference for the students from their program in case we can’t admit all of them. Our admission decision rested on two main questions: if the student passed the dissertation proposal and if the student would be on the job market for the 2021-2022 year. They were admitted if they



would be on the job market. Most nominators met the April 9, 2021 deadline we set although a couple professors sent us emails asking for an extension, which we granted.

- A few nominators did not complete the fully survey, thus individual emails had to be sent out to them or the students to secure the information needed to make admission decisions.
- A lot of surveys were blank because nominators clicked through it without entering information because they first wanted to know which questions were asked. It would be helpful if the questions are highlighted in the call to limit the number of empty submissions in the future.
- Although last year's consortium was capped at 80 students, we did not place this cap on this year's number. When we return to an in-person conference, the consortium cap will return be due to the room capacity and catering budget.
- We maintained many of the same features of last year's conference since it was also conducted in a virtual environment. Those features are:
  - Changed the structure from longer "keynote" speakers (45 minutes) to two 20-minute speakers (offering contrasting perspectives).
  - Speakers were chosen to represent different perspectives and skill sets to demonstrate the myriad ways of navigating this career.
  - Round table participants selected to better represent types of schools, geographic/national regions, gender, and racial composition of the Academy. Participants were selected with the idea of each having a "message" or theme in mind that we can use to add structure to table discussions, and also help direct participants choose facilitators to interact with (e.g., challenges and opportunities related to teaching in your second language). Facilitators will also manage general questions, but this will hopefully guide/structure Q&A.

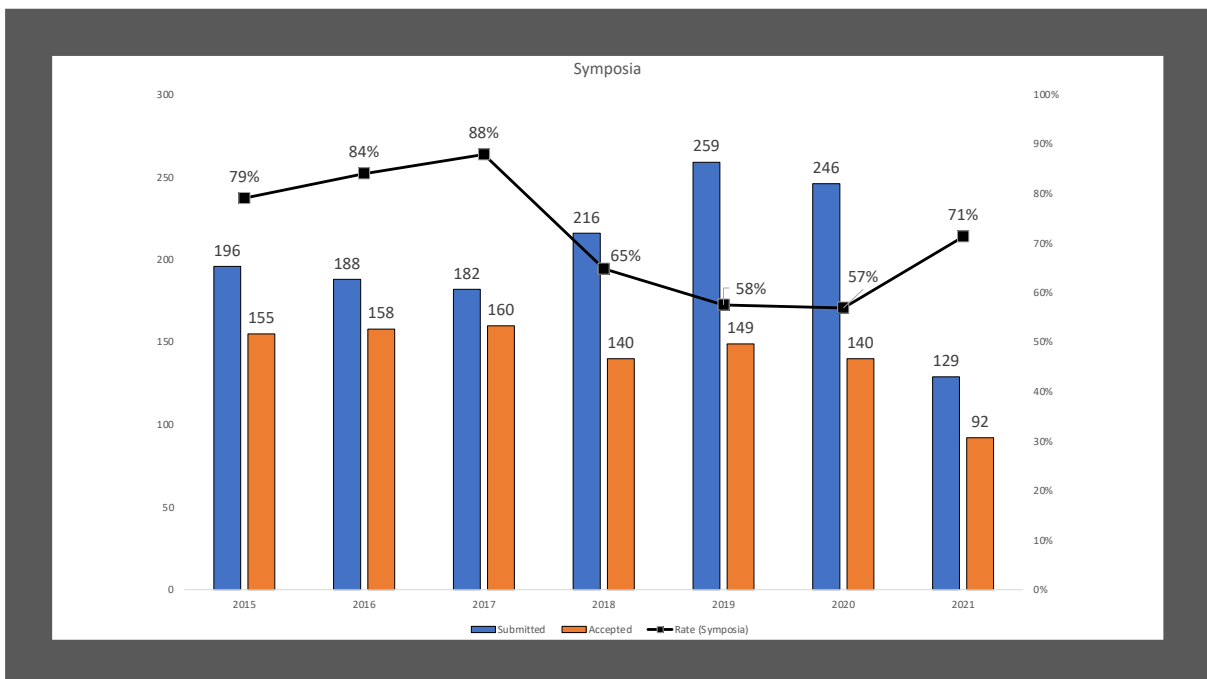
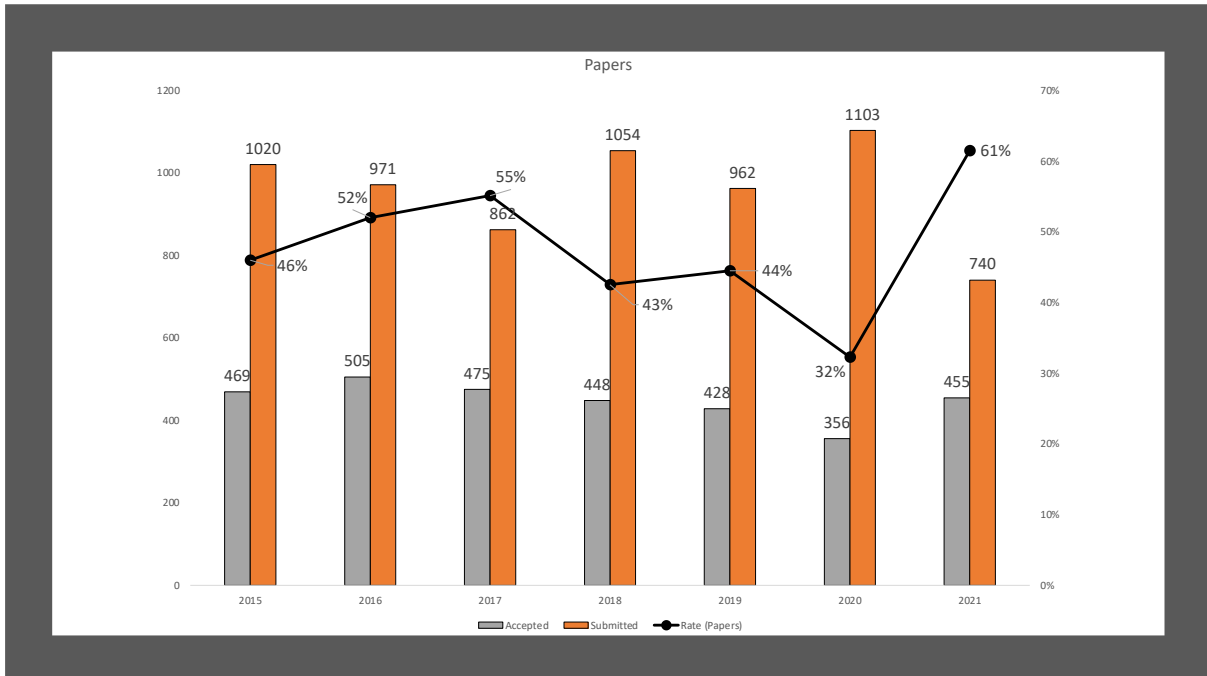
## Issues

- After the Consortium was planned, AOM announced a Consortium day which was outside of the AOM conference dates (August 4). This would wreak havoc on our schedules and we worried about the availability of all the Roundtable hosts and keynotes, so we will move forward with having the Consortium on July 30 and 31 as originally planned.
- Scheduling sessions during time zones that is convenient for all will be a challenge. This year:
  - 44 candidates state they will be on the East Coast
  - 20 in Central
  - 4 in Mountain
  - 5 on the West Coast
  - 16 in the UK/Europe
  - 8 in Asia
  - 4 in Australia
  - 2 in South Africa
  - 1 in Israel
  - 1 in India
- We would like ideas on how to build community/interaction with the consortium attendees prior to the conference.
- *Last year, one of the elements that was noticeably missing from the consortium was more informal socializing. We are open to any ideas about how to build that into what we are doing.*
- *We'd be interested in ideas about how to build community outside the two days of the conference. Are there any interesting ways we might encourage/facilitate the students to connect with each other prior to AOM?*

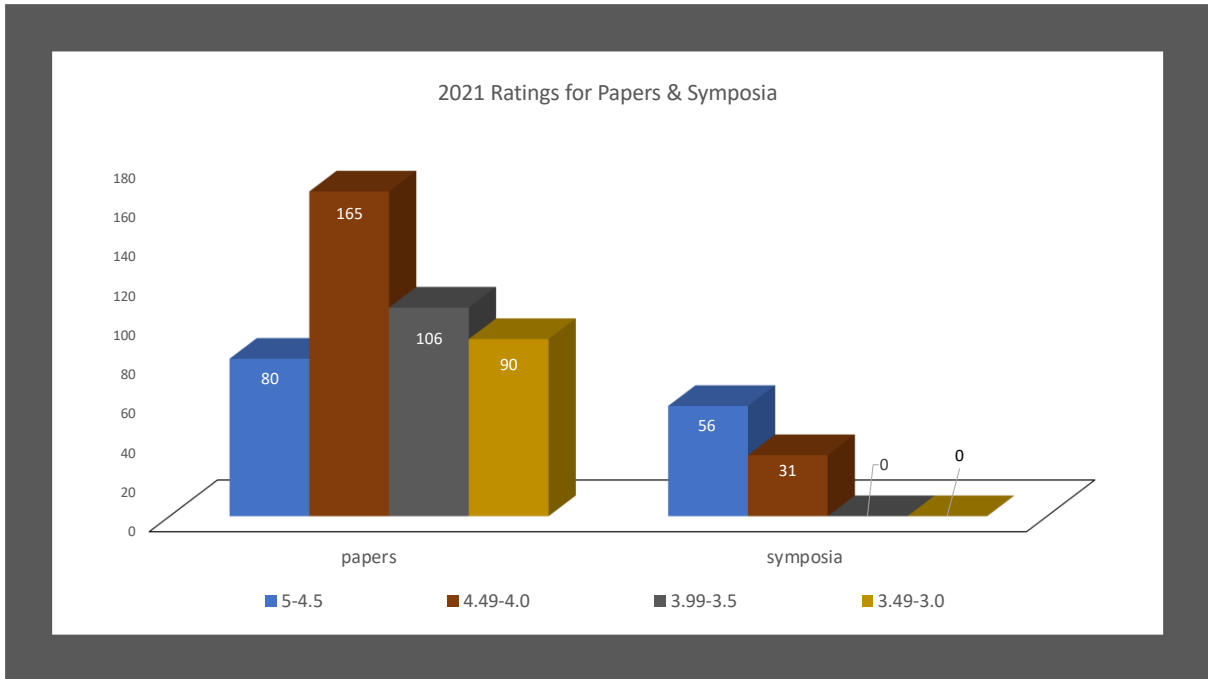
## Program

Becky Bennett, Elizabeth George

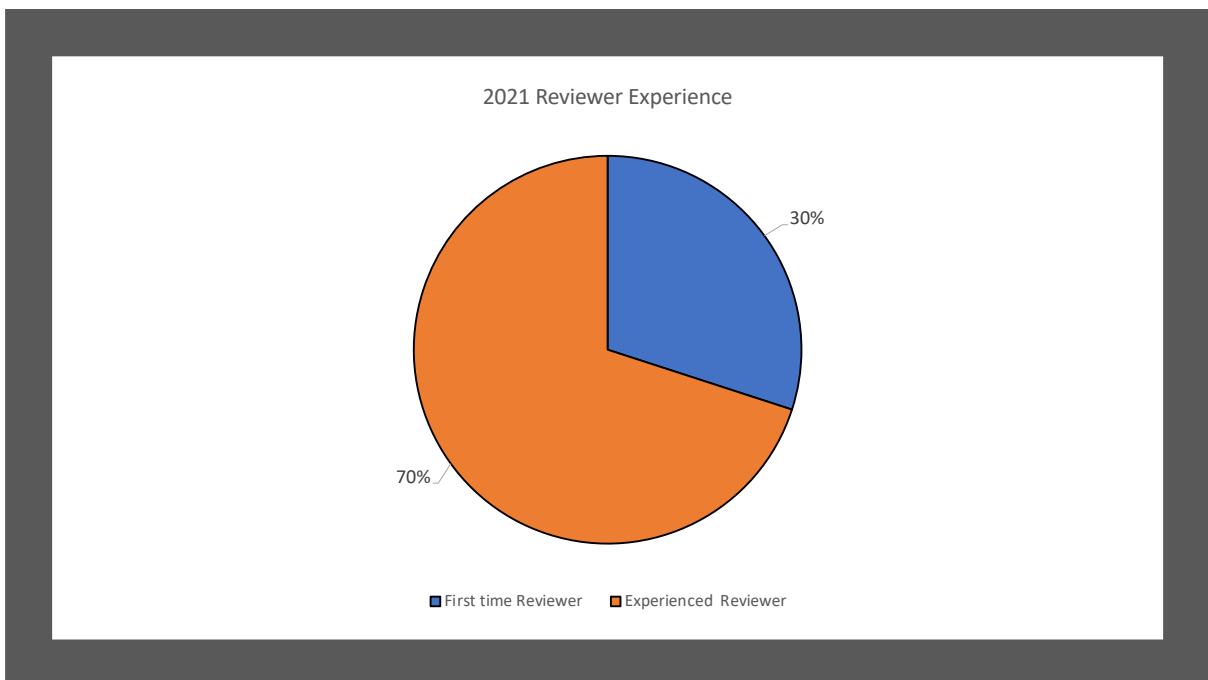
Jessica Methot, Alex Gerbasi, Eean Crawford, Lance Frazier

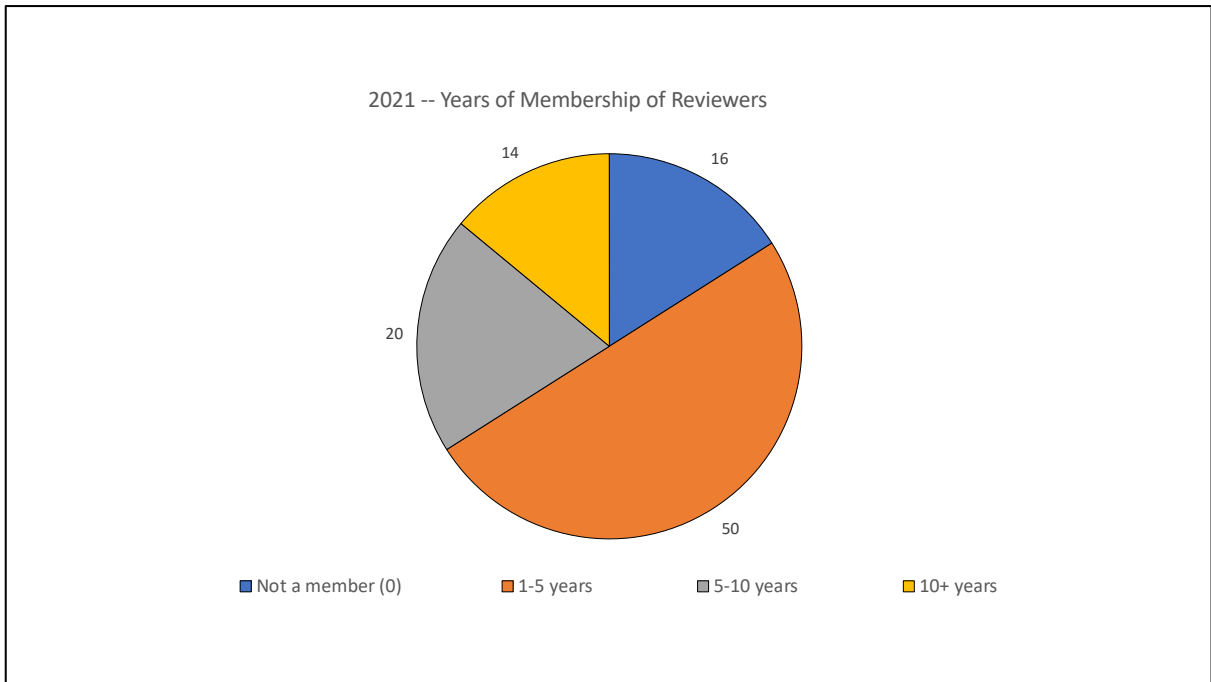


The number of submissions in 2021 was way down from previous years and the percentage of acceptances was up. Average ratings for accepted papers was below previous years as well.

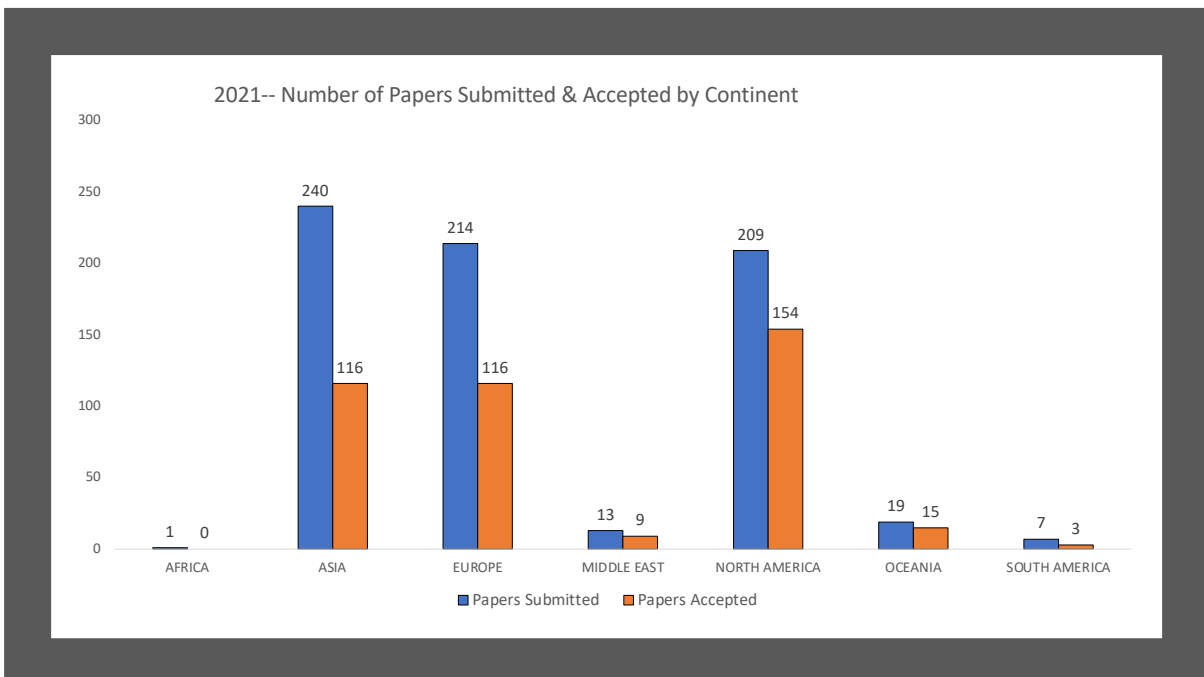


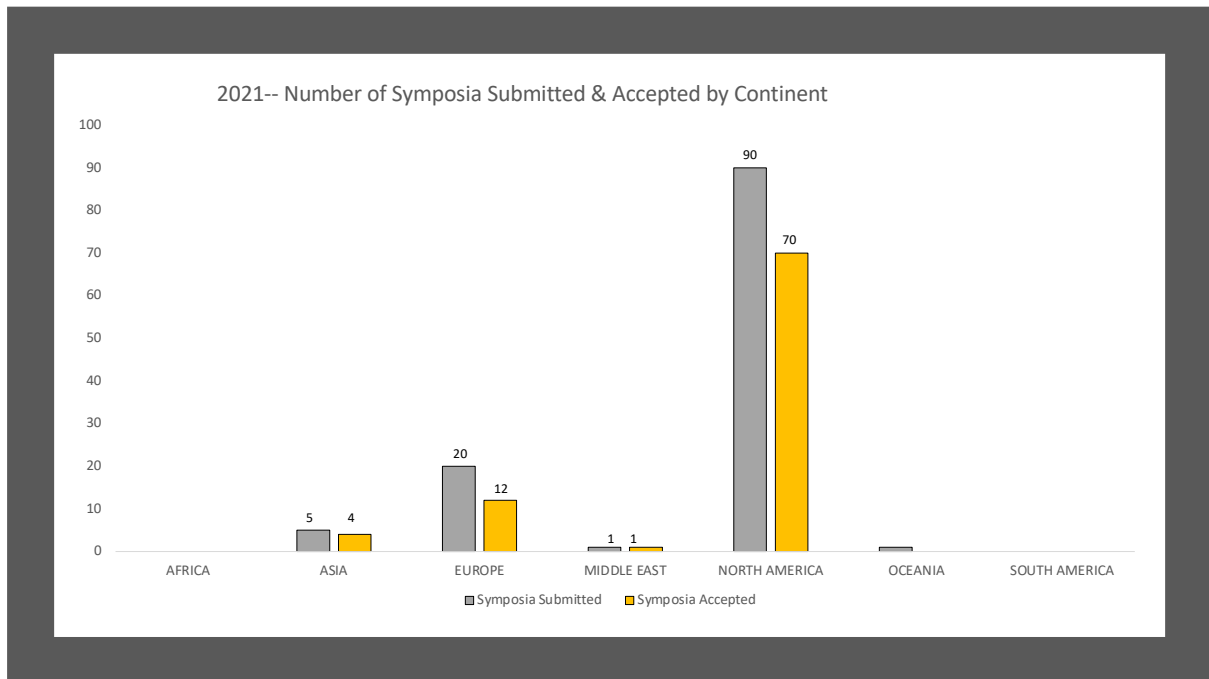
In comparison with last year’s (with one of the highest submission rates in recent history) average rater evaluations of papers and symposium (last year average rating for papers was 4.27 & 4.5 for symposia), this year’s average ratings for papers and symposium were lower. This year, AOM told us the # of papers and symposia we could accept. There were no TAUs nor negotiating with other divisions regarding co-sponsorship. As mentioned earlier, the number of submissions was far less and the number accepted was similar, hence a lower threshold for acceptance of papers & symposia this year.





Experience of reviewers was similar to previous years with 30% of reviewers being new to reviewing. Several reviewers have asked for feedback on their reviews and since we continue to have issues with reviewers, this might be an avenue where senior AOM members (who perhaps aren't reviewing themselves for AOM anymore, see percentages above) might be willing to review the reviews of 'newbie' reviewers and give feedback. The majority of our reviewers have less than 5 years' experience with AOM, which means that most are probably graduate students or new assistant professors with little experience reviewing.





North America, Asia & Europe submitted the vast majority of papers and symposia to the OB division in 2021. North America continued the trend of having the highest acceptance rate for papers and symposia.

### Junior Faculty & Mid-Career Faculty Consortia

Payal Sharma and Sharon Hill

This year, we are focusing on increasing diverse participation in both workshops. We have included Faculty Fellows for both the JFW and MCW who are people of color and non-Americans from universities outside the U.S.

#### **Junior Faculty Workshop (JFW)**

- Given the virtual format for the conference, we plan to maintain the JFW virtual format from AOM 2020, which did not include the small research discussions (where a Faculty Fellow provides feedback on the research paper summaries submitted by 3-4 junior faculty).
- The revised AOM 2020 format consisted of panel discussions and breakout group discussions related to research strategies (e.g., selecting collaborators, balancing research with teaching and service) and general career strategies. This format worked well and allowed for more junior faculty participants in the workshop (over 130 participants for AOM 2020).

We have invited the following faculty fellows:

Faculty	Institution
Aparna Joshi	Penn State University
Kyle Lewis	University of California, Santa Barbara
Michelle Duffy	University of Minnesota
Marie Mitchell	University of Georgia

Michele Williams	University of Iowa
Jochen Menges	University of Zurich
Anthony Nyberg	University of South Carolina
Ning Li	University of Iowa
Riki Takeuchi	University of Texas, Dallas
Andreas Richter	Cambridge University

### **Mid-Career Faculty Workshop (MCW)**

- The MCW will be offered for the first time this year. It is a two-hour workshop consisting of round table discussions facilitated by senior faculty on different topics spanning research productivity, networking with other scholars, and service and engagement.
- The MCW helps to increase the focus on more senior faculty and on teaching faculty who are currently not as represented in conference programming. We recognize that faculty at this career stage have diverse interests beyond a research focus (e.g., moving into administrative roles). Therefore, we have invited Faculty Fellows with a range of career experiences: research-focused, administration, teaching-focus.

We have invited the following faculty fellows:

<b>Faculty</b>	<b>Institution</b>
Alexandra Gerbasi	University of Exeter
Meghna Virick	San Jose State University
Jill Perry-Smith	Emory University
Cristina Gibson	Pepperdine University
Miriam Erez	Technion- Israel Institute of Technology
Tae-Yeol Kim	CEIBS, China
Brad Kirkman	North Carolina State University
Patrick McKay	Temple University
Gilad Chen	University of Maryland, College Park
Yves Guillame	University of Liverpool

## Professional Development Workshops

David Wagner

PDW submissions were down markedly from past years, with 30 submitters this year requesting 62 hours on the program, compared to 45 submissions (and 105 hours) for AOM 2020. We were given full latitude to accept as many sessions as were suitable for the program. The quality of the submissions was high, with many reprises of past workshops. I accepted 27 submissions, assigning them a total of 64 hours, and rejected 3 that were either underdeveloped or were not appropriate for a PDW format. The vast majority of submitters requested synchronous delivery of their workshops (23) and three opted for asynchronous delivery.

Although the selection ratio was high, the accepted submissions are high in quality and represent the following orientations (some cover multiple orientations):

- 23 Research
- 8 Practice
- 6 Teaching
- 6 International
- 5 Diversity
- 5 Bringing the manager back in management

### 2021 PDWs

1. #BlackLivesMatter in the Workplace: How to address issues of race in our teaching
2. Can We Do It, Yes We Can: Strategies for Non-US Scholars to Succeed in the US Jobs Market
3. Getting Your Writing Done: Crafting a Generative Writing Practice
4. Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students (13th Annual)
5. How to Manage Academic Collaborations: Tips and Strategies from Team Scholars (2nd Annual)
6. Impacting Real Managers: How to Publish in HBR, SMR, CMR, & PSJ
7. Improving Leadership Research Around the Globe: A Virtual Mentoring Session
8. Innovations in Teaching (Virtual) Teamwork
9. Making the Most of It: Being Successful in a Post-Doc and Beyond
10. Making Your Research Matter: Broadening the Meaning of Impact
11. Navigating Grief in Organizations
12. OB Research Incubator
13. OB Research Virtual Roundtables: Connecting on Common Ground
14. Organizational Behavior Division Junior Faculty Workshop
15. Organizational Behavior Division Mid-Career Faculty Workshop
16. Organizational Behavior Doctoral Consortium - Day 1
17. Organizational Behavior Doctoral Consortium - Day 2
18. Publishing in Top International Journals – Why and How?
19. Research in the Wild: Best Practices and Recommendations for Conducting High-Quality Field Research
20. Shaping a New Research Agenda on the Future of Work

21. The Annual Behavioral Ethics Pecha Kucha Springboard and Networking Session
22. The Art of Writing and Publishing for Non-English Writers
23. The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty
24. Thinking of a Position Outside the US? “Dos and Don’ts” of International Business Schools
25. Understanding Workspace Aesthetics: A PDW Proposal
26. We Got by with a Little Help: Recent Perspectives on the Academic Job Market
27. Welcome to the OB Division! Navigating the OB Division in 2021

## Awards

Shimul Melwani

### Issues to Raise at Executive Committee Meeting

- I followed Uta and Andrew’s process of compiling fresh committees (except the chair who was selected from the year before, to maintain experience in the process) and it continued to work well. The goal was to ensure that our committees were diverse and international and the hope was to engage more members into these voluntary roles. Most of the committees have finished their selection decisions (see below for an overview of winners – note I’m just about to let winners know so please keep the below list strictly confidential at this point).
- This year, we also added an additional role to the Awards Chair position: work with the outgoing chair on awards committees. This wasn’t too difficult a role and it was a really meaningful experience for me. I set up an additional email address to collect all the nominations and placed them in Google Drives to send out to the committees. These committees are almost done with their work (we have some winners already chosen, others have promised me that they will have their work completed by May 5-7 at the latest).
- This has been a difficult year for awards. Only about 2 out of 10 members I emailed to participate agreed to participate, delaying the process more than I would have hoped. In total I must have sent over 400-450 emails to get the 80 or so volunteers. As a result, it has been difficult to kick committees off as planned. However, all but three of the twelve committees are done.
- For the next step, I will let the winners know (AOM awards by May 1 and special awards by May 15). Due to the issues that Uta raised around the flow of information in all directions, I will work with Uta to set up a process that manages information more efficiently.
- An issue that we did not address last year, but I will continue to keep it here is if there are additional journals to add to the “best paper” list. Some of these journals include PPsych, Annals and ROB. [note that this committee is already working very hard, with 10 papers to rate/rank, in addition to previously having been responsible to read 2 journals for the corresponding year and nominating the top paper from these, so simply adding another journal while not removing another one is perhaps too much to ask for our committee].

*These are the 10 journals: Academy of Management Discoveries, Academy of Management Journal, Academy of Management Perspectives, Academy of Management Review, Administrative Sciences Quarterly, Journal of Applied Psychology, Journal of Management, Journal of Organizational Behavior, Organizational Behavior, and Human Decision Processes, and Organization Science*

Similarly, we have 5 journals to choose from for the OB best practitioner-orientated publication, and I’m adding these here for your review/suggestions, too (are you happy with this selection, going forward?): Business Horizons, California Management Review, Harvard Business Review, Organizational Dynamics, and Sloan Management Review.



- This year, I also plan on letting nominees know that they were considered for the awards as well as possibly send out “thank you’s”

## TREASURER REPORT

Bret Bradley

Below is the division’s financial summary for the last five years. In a Seinfeldian bizarro world turn of the events, COVID has financially benefitted us quite handsomely. Pre COVID we were spending more than we brought in a few years running, noted with 2019 year end of \$12,889. But two years of virtual AOM conferences, and one virtual mid year meeting, have allowed us to avoid our fundamental expenses – catering, hotel, and travel costs. Yet AOM has given us our typical allocation. So, before knowing 2021 sponsorship revenue, and expenses, 2021 year end is projected to be \$162,874. So, we are back to doing fine financially.

However, once we resume normal face to face functioning, we won’t be able to spend more than we bring in long term. Before COVID, our goal was to reduce spending to align with our annual allocation and sponsorships (our two sources of revenue). The Finance Committee (within the executive committee), had developed a plan of how to reduce expenses which was ready to be implemented for this year’s conference. Despite COVID, we received our full 2020 allocation from AOM, and we will have drastically reduced expenses due to no face to face conference. Hence, our immediate financial situation will improve. But, we don’t know how our future allocations might be affected by COVID, and we will still need to eventually trim annual expenses.

**Table 1 - Financial Summary**

OB Division, Academy of Management

Year	Balance Forward	Allocation	Sponsorships	Total Operating Account	Expenses	Year End
<b>2021</b>	87,941	74,933		162,874		162,874
<b>2020</b>	12,889	79,927	13,577	106,393	18,452	87,941
<b>2019</b>	43,932	74,097	28,470	146,499	133,610	12,889
<b>2018</b>	69,924	75,164	19,060	164,148	120,216	43,932
<b>2017</b>	70,652	71,494	24,900	167,539	97,615	69,924
<b>2016</b>	87,750	69,305	17,650	175,189	104,537	70,652