
TO: Sarah Jack, Stockholm School of Economics, Chair, ENT Division

FROM: Ingrid Fulmer, Rutgers University
Chair, Division and Interest Group Relations (DIGR) Committee
BOG Representative at Large

CC: DIGR Committee Members:
Amy Hillman, Arizona State University (BOG President-Elect)
Sabine Hoidn, University of St. Gallen (Past Division Chair, Management, Education
and Development Division)
Keld Laursen, Copenhagen Business School (BOG Representative at Large)
Isabel Metz, Melbourne Business School, University of Melbourne (BOG Representative
at Large)
Amy E. Smith, University of Massachusetts, Boston (Past Division Chair, Public &
Nonprofit Division)

DATE: 29 May 2022

RE: Feedback on Entrepreneurship (ENT) Division's 5 Year Report

Congratulations! On behalf of the Academy of Management Board, I am happy to report that the Entrepreneurship (ENT) Division has been renewed for another five years. The committee found your report to be thorough and well-developed; the committee also appreciated the division's specific goals and initiatives. We know that your leadership team worked hard over the last year to produce the report. We appreciate the time and energy your team invested.

After reviewing your report and the accompanying data, the DIGR committee members identified strengths and concerns going forward, and assessed the efforts underway to lesson any concerns, all of which are summarized below. In addition, we offer recommendations for building on the division's strengths and continuing to provide valuable services to your members. Many of these issues and actions were identified in the report, although some were identified by the DIGR committee. We hope that our feedback will enable you to leverage the division's strengths and advance our shared goal of strengthening and invigorating the Academy of Management.

Please recall that an important element of the review process is for division leaders to share the report and review results in an open letter to their membership, via the website or email.

In addition, if you are interested, we would welcome the opportunity to meet with your leadership team virtually to recognize your accomplishments, answer any questions, and discuss any concerns.

Academy of Management

***Vision:** We inspire and enable a better world through our scholarship and teaching about management and organizations.
Mission: To build a vibrant and supportive community of scholars by markedly expanding opportunities to connect and explore ideas.*

AOM's HQ team would be available to coordinate the logistics of setting up such a meeting (Michael McShane is cc'd on this email).

Thank you again for the effort you invested in the 5-year review. We hope the review has provided an opportunity to reflect on the state of the division, areas of strength, and opportunities to further enhance members' experiences. We value the activities and services the ENT Division provides for the Academy of Management and its members. We look forward to the division's continued development.

2022 Review of Entrepreneurship (ENT) Division

STRENGTHS

The overall sentiment of the Division and Interest Group Relations (DIGR) Committee is that the ENT Division is in a strong position, with stable membership, high respondent satisfaction with ENT governance, leadership and communication, and strong member attachment to the division. Their report presented a comprehensive overview, with a clear summary of progress against goals set in 2016, current areas for improvement, and planned activities for the next 5 years. Specific strengths include:

Strength #1 Engaged Community

- They have tried new ways of engaging division members, and the membership of the division is largely satisfied with the division and its activities, with fewer than 5% of respondents reporting "not satisfied" across all aspects of the annual meeting.
- ENT members have displayed a high rate of engagement with annual meeting activities over the last 5 years, and members report being very satisfied with access to participation on the program, social networking opportunities and PDWs.
- Internationalization is also strong and has increased, with globally inclusive leadership and membership.
- Vibrant membership with nearly half of members who are doctoral students and assistant professors teaching at a university.

Strength #2 Governance, Leadership, and Communication

- Survey respondents stated they were most satisfied with communication from the Division (96.87%), responsiveness to member concerns (97.29%) and quality of the newsletter (97.65%).

Strength #3 Financial

- The division is in a healthy financial state (over \$260K in available funds as of 10/21) and has relatively stable sponsorship of awards; despite a drop during pandemic 2019-20, sponsorships have continued with some activity in 2020 and 2021.

Strength #4 Strategic Focus

- Division has identified two main "strategic orientations" to guide strategic actions over the next five years.



CHALLENGES

A few challenges and concerns were noted by members of the DIGR Committee, most of which were also identified in the ENT report. They are:

Challenge #1 Membership and Engagement Issues in Select Areas

- Steeply declining executive membership.
- Slightly higher decrease in reviewer participation for ENT (31%) than AOM as a whole (26%).
- Higher percentage of student members with low participation in elections.
- Lack of outreach activities to an increasingly international and diverse membership, especially junior researchers.
- Decline of PDW submissions

Challenge #2 Financial

- Although financials are solid overall, there has been a considerable drop in sponsorships during the last 2 years.

Challenge #3 Follow-up Needed on Domain Change Plans

- According to H&G checklist, ENT "reviewed, revised, and unanimously approved in January 2021" possible changes to its domain. However, ENT did not yet submit a domain change proposal to DIGR.

Some of these concerns are mitigated by additional discussion, observations or strategic plans evident in the report, including:

OBSERVATIONS

Observation #1 Coherent strategic agenda

- The EC has identified key areas for improvement in a promising strategic agenda.

Observation #2 Member engagement and Inclusion

- Areas to improve member satisfaction and engagement are recognized, including the need to increase opportunities for mentoring and collaboration at and beyond annual meetings.
- Checklist mentions discussion of new initiatives (e.g., Late-career consortium, mentor match program, and DISCOTech). These programs are innovative and likely contributed their lack of membership decline during the pandemic.
- ENT has already engaged in unique strategies for maintaining members and ensuring diversity and inclusivity (e.g. strategically reaching out to scholars in countries across the globe for awards, panel opportunities etc. and leaflets with volunteer opportunities for members).

Observation #3 Adaptability

- ENT has explicitly embraced the new hybrid format for AOM's annual meeting and is adapting regular planning and programming to fit this new model.

Observation #4 Internal processes and financial

- They recognize that they have transitioned from an emerging to established division and are consciously working to shift their policies and procedures to reflect the needs of a larger



division. This includes plans to appoint a chief operating officer who stays in role for several years, to maintain institutional knowledge to complement the 5 year rotating leadership model.

- Transparent communication from the leadership team and establishment of new structures (e.g. RALs), committees and awards to support the leadership team and improve service to all members.
- Sponsorship and award committees continue to work on an action plan to increase sponsorships.

RECOMMENDATIONS

The DIGR Committee supports the strategic goals suggested by the Division leadership in their report. In an effort to help the ENT Division, we offer these additional recommendations for consideration:

Recommendation #1 Planning: Establish Priorities, a Timeline and Metrics

- The divisional leaders have identified some very worthwhile initiatives. We recommend the Division prioritize the list, develop a timeline for implementation, allocate responsibility and create metrics for tracking the progress on each initiative.

Recommendation #2 Division Initiatives

- We encourage their plan to develop links with practice, including by reaching out to non-tenure-track Professors of Practice and Clinical Professors who increasingly have publishing requirements. For ENT, making these connections with clinical faculty for publications could result in published cases and pedagogical research related to teaching entrepreneurship, for example. The hybrid conference format works well for this, as many professors of practice and clinical faculty do not usually have research budgets for travel.

Recommendation #3 Internal Processes and Financial

- Establish a committee to devise and implement engagement activities with members outside of the annual conference and to attract new members (e.g., virtual information sessions; podcasts; teaching and research panels).
- Continue to strengthen and streamline policies and practices. This could involve a depiction and description of the different committees and their tasks and of the Division's governance structure and officer roles (elected, appointed).
- Follow-up with DIGR (via AOM HQ) on Domain Change Plans that were "reviewed, revised, and unanimously approved in January 2021."

Recommendation #4 Member Engagement

- Increasing mentoring opportunities – both peer and junior/senior opportunities. This will be particularly important as the division has been successful in attracting new members and doctoral students.
- Consider ways to add opportunities to access teaching resources for members.
- Giving thoughtful attention to ways to encourage volunteering by members to help sustain the current level of activities and services into the future.



- Increase member participation/engagement in presenting at (teaching-focused) PDWs (e.g. especially practitioners), serving as chair or discussant, or volunteering in some capacity (especially with regard to student members).
- Increase networking and engagement opportunities with (new and/or international) members - also outside the annual conference (e.g. mentoring (for junior faculty/PhD students), collaboration opportunities with peers within the division but also AOM-wide, social networking at the annual meeting, online resources); emphasize the facilitating role of the leadership team.
- Continue to make use of the opportunities of AOM's digitalization (new hybrid conference model) - this could be especially beneficial to your international and young membership.

Recommendation #4 Communications

- Continue to work on transparent and coordinated communications grounded in a strategy utilizing the different communication channels the Division already has.
- Communicate career/leadership opportunities (e.g. opportunities to influence ENT, become an officer/join the leadership team), provide more award opportunities, information on how to get involved, ensure the usefulness of the website and online resources provided.

