

**FIVE-YEAR (2017-2021) DIVISION REVIEW AND STRATEGIC PLANNING REPORT
ENTREPRENEURSHIP DIVISION
ACADEMY OF MANAGEMENT (AOM)**

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1. Introduction

This document is the result of collective work from the Entrepreneurship (ENT) Division review committee with contributions from current and past officers of the Division. It reports the findings of our 2017-2021 review, including an assessment of the Division's metrics, a survey of current members, and an examination of the ENT Division's health and governance related activities. This report also strategizes for the future development of the Division. At the time of the writing of this report, we are in the middle of the global COVID-19 pandemic. The pandemic and the move to the online conference in 2020 and 2021 placed pressure on AOM and its various divisions. While our Division has fared well and our membership survey held very positive results, we do see some negative impact. The data should be viewed with this in mind. Uncertainty and lack of funding brought about through this pandemic has seen memberships fall slightly and it is important that the Division monitors the situation as the AOM conference moves to hybrid or in person formats in the future. The move to a hybrid format in 2022 presents a new business model for the future, a model which the ENT Division leadership feels may prove more inclusive for the disadvantaged and marginalized communities we are trying to reach. This format will also be relevant where future travel and sustainability issues are faced.

2. Membership

Table 1 summarizes the five year changes in various aspects of membership statistics and offers a comparison between ENT Division membership statistics and AOM membership statistics. The figures offered in this section have been drawn from Table 1 and the excel spreadsheet circulated by the AOM for the purpose of reporting.

2.1 Total Membership: The ENT Division is the 4th largest Division of the Academy of Management. Since the Division's start-up it has shown continued growth. Over the five-year review period, membership of the Division continued to increase to 3724 members in 2019, but then declined in 2020 and 2021 due to pressures placed on members by the pandemic. The net result is a slight decrease in membership over the five year review period from 3549 members in 2017 to 3508 in 2021. With the pandemic came the move to the online conference for 2020 and 2021. Throughout 2020 and 2021 the ENT Division remained stable, showing good continuity with little evidence of disruptions and maintained its pre-pandemic strong position. In recognition of the difficulties the pandemic brought its community, the Division purposefully reached out and worked with its membership to offer additional activities to support them (see especially Sections 6.3 and 6.4). These activities also enabled the Division to continue to build an inclusive and engaged international community.

2.2 Entrepreneurship Division International Profile: The Division purposefully continued to build its international membership. By the end of the review period (2021), international membership stood at 1947 members, making up approximately 55.56% of the Division's total membership and showing continued growth from 49.94% in 2016. Thus, of all the international

members of AOM, 19.87% of them are members of ENT Division. In addition, over the past five years, a time in which the Academy has seen a slight decrease in international members, the ENT Division has enjoyed a strong increase (+8.77%).

The Division's leadership reflects its international presence. During this review period, the leadership team came from the United Kingdom (Jack), Dominican Republic and Tunisia (Justo), Germany (Guenther), the US (Neubaum, DeTienne and Klein) and Canada (Franco). The Division's leadership team has had a strong gender balance throughout the review period with five members of the leadership team being women (Guenther, DeTienne, Jack, Franco and Justo). Of its Executive Committee (officers), seven are from outside North America and seven are women. While The Division has made good progress in the representation of women in its leadership and Executive Committee, it continues to look to extend this to representation from across the world.

The Division's Mid-winter Meetings have been held in the home country of the Chair but with the option for Executive Committee colleagues to link in from their home county through video-conferencing. However, due to the difficulties brought about by the pandemic the 2021 meeting was held entirely online.

The international visibility of the Division is also evident in the engagement with dissertation awards. In 2021, four of six submissions for the Heizer Award and eight of sixteen submissions for the NFIB Award came from members who defended their thesis in a non-North American university. In addition, over the past 10 years, 60 and 44% of the Heizer and NFIB winners were from non-North American universities.

Something the Division has also pushed for is increasing the international profile of reviewers for both these awards. In 2021, two of six reviewers for the NFIB dissertation award were from US institutions compared to five of six in 2016. In 2021, two of six reviewers for the Heizer dissertation award were from US institutions compared to six of six in 2016.

Table 1: Five-Year (2017-2021) Summary Table of Membership

Measure	5-year % Change	Number 2021
Total ENT members	-1.16	3508
Total AOM members	-9.23	18336
Difference	8.07	
ENT US members	-11.26	1561

AOM US members	-16.65	8539
Difference	5.39	
ENT International members	8.77	1947
AOM International members	-1.72	9797
Difference	10.49	
ENT Academic members	-5.72	2373 (67.64%)
AOM Academic members	-11.26	12085
Difference	5.54	
ENT Emeritus members	2.70	38
AOM Emeritus members	0.97	415
Difference	2.63	
ENT Executive members	-28.99	98
AOM Executive members	-38.42	710
Difference	9.43	
ENT Student members	16.57	999 (28.47%)
AOM Student members	2.15	5126
Difference	14.42	
ENT New members	18.60	408

AOM New members	-37.17	2155
Difference	55.77	

2.3 Membership Type: The Division's membership is made up of 67.64% (2373) academic members, 10.83% (38) emeritus members, 27.93% (98) executive members and 28.47% (999) student members. The Division has experienced a five year decline of 1.16% in its total membership. However, given the current context this has not been as high as the Division expected. This should also be set against the total five year decline for AOM of 9.23% (a difference of 8.07%). US membership of the Division has declined by 11.26% (AOM -16.65%) over the five year period but, as noted, international membership has increased by 8.77% (AOM -1.72%).

From Table 1 it can be seen that the largest growth has come from increasing student members. One of the Division's aims has been to purposefully grow and support this group at the start of their careers. This strategy seems to have worked and to have been a good choice for the Division. It is worth noting that in recent years, this membership group has received a large proportion of the Best Reviewer awards made by the Division demonstrating their commitment and the extent of engagement. The five year % change for student members for ENT Division stands at 16.57% compared to an AOM total five year 2.15% change (a difference of 14.42%). It is also worth noting that ENT Division student members now make up 19.48% of total AOM student membership. Executive membership for the Division fell by 28.99% over the five years. This compares to a decline of 38.42% for AOM overall. Given the importance of this group to the Division, this is something which needs to be reviewed and monitored closely with ways to enhance the engagement of this membership group identified. The Division also saw a five year increase of 18.6% (408) in new members. The overall % change here for AOM was -37.17% (2155) showing a staggering difference of 55.77%. New members for the Division have come from Bahrain, Bulgaria, Brazil, Cambodia, Cameroon, France, Germany, Hungary and Malta. Across the 5 year review period, ENT Division members came from 90 countries across the world.

2.4 Membership Election Participation: Over the five-year review period, the ENT Division participation in elections was at its lowest in 2017 at 18.57%, increased in 2018 to 23.00%, decreased slightly in 2019 to 22.07%, and increased in both 2020 and 2021 to 23.55% and 24.95%, respectively. During that period, the participation for the AOM was at 22.94% in 2017, increased to 23.27% in 2018, falling to its lowest in 2019 at 22.76%, reaching its highest in 2020 at 26.52%, and then falling slightly in 2021 to 26.45%. Overall, the average participation rate for the ENT Division was 22.40% compared to that for the AOM which was 24.31%. The average participation rate for the ENT Division during this five year cycle was slightly lower than that in the previous five year cycle which was 24.46%, while that for the AOM as a whole was slightly higher (24.12% during the previous five year cycle). This lower than expected election participation might be a

function of the Division's large contingent of student members (who might not be familiar with the candidates, or feel ill-prepared to participate in elections).

3. AOM Conference

The five-year trends in statistics relating to the AOM conference are summarized in Table 2.

3.1 Scholarly Submissions: During the past five years, paper and symposia submissions to the ENT Division steadily increased up to 2020, with the largest percentage increase in paper submissions occurring in 2019 (14.2%) and in symposia submissions, in 2018 (84.6%). During this time, paper and symposia submissions to the AOM experienced similar but smaller percentage growth, with the largest percentage increase in both occurring in 2018 (paper submissions (11.4%) and symposia submissions (30.1%)). In 2020, there was a decrease in symposia submissions for the ENT Division (-24.5%) while symposia submissions for AOM increased by 5%. There was an increase in paper submissions for both the ENT Division (3%) and AOM (5.5%). PDW submissions for both the ENT Division and AOM fell in 2017 (-5.3% for ENT, -4.2% for AOM), but during the period of 2018-2020, the ENT Division experienced steady growth in PDW submissions with the highest percentage increase (16.7%) occurring in 2018, while AOM experience high percentage growth in 2018 (17.8%), followed by a decrease in 2019 (-0.2%) and positive growth again in 2020 (6.7%).

In 2020, the AOM announced that the 2021 conference would be entirely virtual given concerns around the ongoing pandemic. There was a decrease in paper submissions for both the ENT Division (-30.9%) and AOM (-34.3%) as well as in symposia submissions (-17.5% for ENT, -43.6% for AOM). There was also a significant decrease in PDW submissions for both the ENT Division (-51%) and AOM (-42.4%). Given its high proportion of international members, we would expect the ENT Division to be more negatively impacted by travel uncertainty because of COVID.

Using the information from the AOM submissions which represent the average division, this information suggests that the ENT Division continues to grow and is better able to withstand periods when there are contractions due to external factors. However, the information on PDW submissions raises a concern, given that growth is much more tempered. One reason might be the fact that the PDW hours for the Division have not grown in accordance with the demands from the membership, and members have become hesitant to submit PDW's as a result. Our large contingent of student members (who are less likely to submit PDW's) might also partially explain this phenomenon.

Table 2: Five-Year (2017-2021) summary of conference trends

Measure	5-year % Change	Numbers 2021
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Total ENT papers submitted	-13.9%	638
Total AOM papers submitted	-17.6%	5213
Difference	3.7	
ENT papers accepted	-12.7%	414
AOM papers accepted	-13.5%	3306
Difference	.8	
ENT symposia submitted	26.9%	33
AOM symposia submitted	-19.3%	810
Difference	46.2	
ENT symposia accepted	14.3%	24
AOM symposia accepted	-32.4%	585
Difference	46.7	
ENT paper acceptance rate	65%	
AOM paper acceptance rate	63%	
Difference	2	
ENT Symposia acceptance rate	73%	
AOM Symposia acceptance rate	72%	
Difference	1	

ENT PDW Submissions	-51%	25
AOM PDW Submissions	-42.4%	365
Difference	-8.6	
ENT PDW Acceptances	-56%	11
AOM PDW Acceptances	-25%	315
Difference	-31	

3.2 Paper and Symposia Acceptance Rate: The acceptance rate for papers over the period has been closely in line with that of AOM as a whole. The highest rates of acceptance for both ENT and AOM as a whole have been observed in 2021 with respectively 65% and 63% when AOM took the unusual step of mandating the acceptance rate for papers, symposia, and PDW's for all divisions.

Regarding symposia, the acceptance rates for ENT and AOM as a whole have been similar during the 2017-2021 period. The acceptance rate for ENT was lower than that of AOM as a whole in 2017 and 2019 (81% vs. 86% in 2017, and 58% vs. 63% in 2019), while in 2018, 2020, and 2021 we can observe a reverse situation (73% vs. 65% in 2018, 60% vs. 55% in 2020, and 73% vs. 72% in 2021).

3.3 PDW Acceptance Rate: PDW acceptance rate for the ENT Division grew significantly in 2017 (38.9%) compared with the average division (3.1%). In 2018, this rate fell for the ENT Division (-8.0%) and was lower for the AOM (2.5%). The acceptance rate grew for both the ENT Division (8.7%) and AOM (2.5%). In 2020, this rate was unchanged for the ENT Division and experienced a 1% increase for AOM. In 2021, both the ENT Division and AOM experienced a significant decrease (-56% for ENT and -25% for AOM).

3.4 Reviewer Participation: The total number of reviewers used by the Division increased between 2017-2020, from 962 in 2017 to 1,219 in 2020. Moreover, the proportion of international reviewers among the total number of reviewers for the ENT Division has been growing fairly steadily between 61% and 62% and higher than that for the AOM which has been between 55% and 59% with the high for both in 2020. The last five-year report for the ENT Division noted that there was higher participation rates among the non-US members relative to the US members. At the time there was a suggestion that this occurred due to the fact that the Program Chairs were not

US based. However, the data from 2017-2020 show that this trend continues even during a period where there were several US based Program Chairs. This shows that the ENT Division's focus on increasing internationalization of the Division has been successful.

In 2021, there was an unusual confluence of events that effectively lowered reviewer participation. These included the ongoing COVID-19 pandemic which increased severe illnesses and the burden of teaching and other service activities on faculty who would typically participate as reviewers, as well as severe weather events (floods, or snow) that meant many members dealt with limited internet access or access to power. This meant that the number of reviewers (as seen for peer-reviewed journals) had limited capacity to perform reviews. The total number of reviewers was 841 for the ENT Division and 5,688 for AOM. This represented a 31% decrease in membership participation for the ENT Division and a 26% decrease for AOM.

3.5 Annual Meeting Participation: During the period from 2017 to 2019, there was steady growth in registration by US academics, and students (both US and Non-US) within the ENT Division. Further, among all US members, registration for the annual meetings grew, increasing from 902 to 1044, while for non-US members, participation grew only in 2018 and 2019, increasing from 900 to 957. The percentage growth among US members was highest in 2018 (8.31%) when the percentage change for the AOM was 1.06%.

In 2020, when the meetings were moved to virtual in May, participation by members of the ENT Division and the AOM fell. For the ENT Division, the highest percentage decrease was within US members (43.2%) dropping from 1,044 to 593, again highlighting the importance of the efforts to increase international members. This decrease was similar to what was observed in the AOM US membership, which experienced a 41.9% decrease (from 5,571 to 3,237) in membership registration. Further, the percentage decrease in registration within non-US membership for the Division was 16.4% (from 957 to 800) compared to 23.3% decrease (from 5,194 to 3,985) for AOM. In addition, the decrease in membership registration for the ENT Division was 30% compared to the 33% decrease for AOM membership.

In 2021, when the announcement that the meetings would be virtual occurred significantly earlier, the percentage increase in registration across all members of the ENT Division and the AOM is similar (34%) with total registrations of 1,869 for the ENT Division and 9,642 for the AOM. This suggests that there was a benefit to providing members with certainty about the meeting format earlier. Further, the increase in participation among ENT Division members was highest among US academics (46%), and all US members (42%).

While participation in the Annual meeting among ENT members was lower in both 2020 and 2021 relative to 2019, there were two reasons for optimism. First, members could view sessions up to

one month after the meetings. Second, the Division was able to post up to 11 sessions on its YouTube channel for members to view.

4. Financials

This report has been prepared to provide a review of the financial information of the 2017/2021(Oct) fiscal period of the Entrepreneurship Division of the Academy of Management. Table 3 summarizes the financial concepts.

Table 3: Financial Report

CONCEPTS		2017 (Dec)	2018 (Dec)	2019 (Dec)	2020 (Dec)	2021 (Oct)
Year-start available funds	Balance Forward (from last year)	101,025	79,586	180,878	145,702	202,421
	AOM Allocation	37,251	43,198	43,693	49,314	46,498
	Kauffman Funding	30,000	58,250			
	Available Funds	168,276	181,034	224,571	195,016	248,919
(+)	Sponsorships (general & awards)	39,000	38,000	46,105	25,208	19,000
Income	Other sources	23,120	21,710	31,445		
	Kauffman 2022-24					5,000
	+ Current year revenue	62,120	59,710	77,550	25,208	24,000
(-)	Mid-Winter Meeting expenses	10,206	13,817	17,811	11,992	
Expenses	Annual Meeting expenses	137,283	155,739	140,043	9,591	8,059
	Administrative expenses	3,321	2,539	982	190	208
	- ENT Expenses	150,810	172,095	159,276	21,773	8,267
(=)	= Net Funds (operating funds)	79,586	68,649	142,845	198,451	264,652

Year-end	+ Endowment funds		108,682				
available funds	+ Annual interest		3,547	2,857	3,970		
	= Year-end (available funds)	79,586	180,878	145,702	202,421	264,652	

Source: AOM ENT Division Financial Reports

Due to the COVID-19 pandemic, providing averages related to the 2017/2021 period is not easy given it is not representative during the last two years.

Available funds (year-start): From 2017/2021, the ENT Division balance forward started every year between \$79,586 and \$202,421. Likewise, the AOM allocation was pretty similar during the period. Specifically, the ENT Division began 2021 with total available funds of \$248,919 consisting of the 2020 balance forward of \$202,421 and the 2021 AOM division allocation of \$46,498. Concerning the next year, the 2022 ENT Division fiscal year available funds will be \$311,590.00 consisting of the available funds at the end of 2021 (\$264,652) plus the 2022 AOM allocation funds (\$46,938). The allocation funds were calculated considering the 2021 membership count of 3,508 times the \$11.00 per member, totaling \$38,588.00 plus the base portion of \$8,350.00.

Income sources (revenues): The analysis shows a drop in general/awards sponsorships from \$46,105 in 2019 to \$25,208 in 2020 and \$24,000 in 2021 (see Table 1). It has been a natural reaction associated with the pandemic and the configuration of the virtual edition of the 2020 and 2021 AOM annual meetings. As of October 2021 this was \$24,000.00, the revenue composed of the contribution of our 2021 general sponsors (\$11,500) and awards sponsors (\$ 7,500), as well as receiving the first payment of \$5,000 related to the \$15,000 Kauffman Grant for the 2022-24 period. Despite the need for an action plan to increase sponsorships as revenue flow, we should recognize the 2020-2021 sponsors' vibrant effort. Indeed, the sponsorship and award committees have worked on a menu for future sponsors.

Operational expenses: Before the COVID-19 pandemic, the 2017-2019 ENT Division's operating expenses were \$150,810 to \$172,095. On average, these expenses were associated with the AOM Mid-winter Meeting (\$13,456), the AOM Annual Meeting (\$144,355), and other professional costs (\$2,280). During the COVID-19 pandemic, the virtual activities developed by ENT Division reduced the annual meeting costs considerably: \$21,773 in 2020 and \$8,267 in 2021.

5. Membership Survey: Results and Implications

We distributed a customized version of the AOM standard survey to the entire ENT membership in October, 2021. Of the 3,508 members registered in the Division, 709 provided data, yielding a response rate of 20.21%, which is slightly higher than that obtained by all but one prior and current comparator divisions conducting five-year reviews[2]. This response rate is slightly lower than the 21.57% response rate achieved for the membership survey carried out in 2016. This change is likely due to the COVID-19 pandemic reducing participation in the AOM annual meeting. We report and discuss the implications of the survey findings in the following subsections: 1) member profile, 2) member participation, 3) member satisfaction, and 4) member suggestions.

5.1 Member Profile: (Demographics) Respondent member type distribution is as follows (with figures for the entire Division in brackets): 73.31% are academic members [67.65% in 2021], 23.0% are students [28.48% in 2021], 1.69% are executive/practitioners [2.79% in 2021] and 1.98% are emeritus [1.08% in 2021].

Geographic locations of respondents are distributed as follows: 50.42% (52.1% from the 2012-2016 report) reside in North America, 31.64% in Europe, 8.62% in Asia, 3.11% in Oceania, 2.12% in South America, 1.55% in Sub-Saharan Africa, 1.41% in Middle East, and 1.13% in North Africa. There is no significant difference in geographic region between primary and non-primary members. The ENT membership is trending to be more international with over half of the Division members being outside of the U.S.

The gender split of the respondents is 60.37% male, 35.37% female. Four respondents reported as transgender or non-binary and 26 preferred not to report their gender. Just over 63% are 49 or younger, which is similar to the 2016 survey. There are no significant differences in either gender or age between primary and non-primary members.

In general, the ENT membership continues to be primarily composed of members under 50 years of age and those who have been a part of the Division for less than 7 years (61.36%). In terms of the membership tenure of respondents, 35.97% have been members for 3 years or less, 25.39% have been members for 4 to 7 years, 14.25% have been members for 8 to 11 years, 9.31% have been members for 12 to 15 years and the remaining 15.09% have been members for more than 15 years. Not surprisingly, those in the latter two categories are more likely than the others to consider ENT as their primary Division/interest group. These statistics are quite similar to the 2016 five-year review.

The two largest groups who reported the role of teaching at a university were doctoral students (20.49%) and assistant professors (24.82%). Associate professors included 20.78%, 14.43% were full professors, and 10.1% represented endowed professorships. Approximately 4.6% to 4.7% reported as adjunct or other (i.e., most responses were post-docs), respectively.

5.2 Member Profile: (Attachment to ENT Division) 50.82% of respondents stated that the ENT Division was their primary interest group and 28.46% stated that ENT and another division together were their primary interest groups. 12.82% indicated ENT was not their primary interest group, but identified almost as much, while 7.9% did not identify with ENT as their primary division (N = 671). The most common reported “other” (i.e., text responses) interest groups were STR, TIMS, and OB/HR.

Explaining why members were interested in the ENT Division, they ranked the following reasons (i.e., selected categories) in order: Gain and share information relevant to research (1), develop and maintain social connections (2), teaching (3), training and management practice (4), and to learn more about an area that is new to me (5). The most common open-ended response included members being aware of job openings and academic journal article news (i.e., special issues). Responses also noted that people in the Division were fun to be around and friendly, and the Division is dynamic and well run.

5.3 Member Participation: Over half of the ENT Division members indicated that they attend the AOM annual meeting even if they are not on the program (51.79%), which is a notable increase from the 2016 report (43.8%). Additionally, 27.06% attend when they are included on the program, while 13.84% attend “once and a while.” Clearly, the vast majority of the respondents are regular annual meeting attendees. Reasons why those do not attend are primarily due to funding (48.36%) and lack of time (33.5%). The majority of open-ended responses reported a primary “other” reason for not attending was due to the COVID-19 pandemic.

5.4 Engagement with Meeting Activities: ENT members display a high rate of engagement with annual meeting activities. Table 4 provides a detailed summary of all member engagement at the AOM annual meeting over the past five years. Notably, 78.92% of ENT members have served as reviewers, 42.38% have attended a PDW, 73.19% have presented in a scholarly session, 88% have attended meeting sessions, and 75.55% engage in social events and business meetings.

Continued areas of improvement for meeting participation are recognized as increasing participation in presenting at PDWs as 53.13% of members have not engaged in this activity. Similarly, 52.76% of members have not served as a chair or discussant in a scholarly session and 66.35% have not volunteered in some capacity. For comparison purposes, 81% of members indicated that they had not volunteered in some capacity in the 2017 survey. Thus, over the past five years, volunteering at the annual meeting has increased by approximately 15%, indicating that some of the outreach initiatives targeting increased membership participation, which are discussed in detail elsewhere in this report, appear to be working well.

5.5 Member Satisfaction: (General satisfaction with the Division) The ENT Division members are generally satisfied with the ENT Division as represented by less than 5% of all respondents

reporting “not satisfied” across all aspects of the AOM annual meeting (e.g., PDWs, paper sessions, symposia, plenaries, social networking, overall access, business meeting and award presentations). Similarly, the vast majority of all ENT Division members responded as either somewhat satisfied, satisfied, or extremely satisfied to all general questions about the AOM ENT Division. For example, ENT members were most satisfied with the responsiveness of Division officers to member concerns, quality of the newsletter, and level of communication received from the Division. Areas of general improvement for the future can be seen as increasing networking and engagement with new members, increasing the access and availability for members to receive mentoring, and more opportunities for members to collaborate with peers.

Table 4: Frequency of Engaging in Activities Related to the AOM Meeting over the Past Five Years

	NEVER	ONCE	A FEW TIMES	EVERY YEAR	N/A	TOTAL
Served as a reviewer	18.07% 114	12.52% 79	31.85% 201	34.55% 218	3.01% 19	631
Presented at a professional development workshop	53.13% 331	12.20% 76	21.03% 131	9.15% 57	4.49% 28	623
Attended a professional development workshop	21.55% 136	14.58% 92	36.77% 232	23.93% 151	3.17% 20	631
Presented at a scholarly session (paper, symposium, etc)	23.97% 152	13.88% 88	35.49% 225	23.82% 151	2.84% 18	634
Served as a chair or discussant for a scholarly session	52.76% 334	18.01% 114	21.48% 136	2.84% 18	4.90% 31	633
Attended a regular conference session	10.22% 64	10.38% 65	37.06% 232	40.58% 254	1.76% 11	626
Participated in other activities (social events, business meetings, etc)	21.61% 137	8.99% 57	35.49% 225	31.07% 197	2.84% 18	634
Volunteered in some capacity (awards committee, social outing coordinator, etc.)	66.35% 416	7.02% 44	13.56% 85	7.50% 47	5.58% 35	627

5.6 Member Satisfaction: (with the annual meeting program) Similar to the 2016 report, our members are satisfied with virtually all features of the ENT Division’s annual meeting program. The most highly-rated aspects are overall access to participation on the program, social and networking opportunities, and PDWs with 85.44%, 77.82%, and 78.02% respectively. Although a vast majority of members report satisfaction with all aspects of the annual meeting program, a few areas to note for improvement are traditional and discussion paper sessions, as well as social networking opportunities, the business meeting, and awards ceremonies.

5.7 Member Satisfaction: (with governance and leadership) Data suggest that ENT Division members are highly satisfied with the governance and leadership of the Division. Specifically, respondents stated that they were most satisfied with the communication from the Division (96.87%), responsiveness to member concerns (97.29%), and quality of the newsletter (97.65%).

One area of improvement targeted towards the leadership team is to encourage Division leaders to form more networking communities (13.29% not satisfied). This one area follows closely with recommendations to increase mentoring and peer-level networking groups.

5.8 Member Satisfaction: (with communication) ENT Division members are highly satisfied with the level of communication received from the division (96.87%). A vast majority of members also stated that they are satisfied with the website and connect@aom platform. For areas of improvement, despite this topic being predominantly positive, members expressed that the website usefulness could be improved (15.93% somewhat satisfied and 4.76% not satisfied).

5.9 Member Satisfaction: (with welcoming efforts) Approximately 92% of respondents are satisfied with the community of the ENT Division and approximately 93% of ENT members are satisfied with welcoming members from diverse backgrounds (i.e., diverse in, for example, race/ethnicity/gender/sexual orientation, nationality, age, institution type, disability status). While the ENT Division is satisfied with their welcoming efforts for members, there also seems to be areas for future improvement around increasing opportunities outside of the annual meeting to network with peers (24.42% somewhat satisfied and 11.13% not satisfied) or to be encouraged to network with communities at AOM by Division leaders (20.83% somewhat satisfied and 13.29% not satisfied).

5.10 Member Satisfaction: (with international outreach efforts) ENT Division members are satisfied with the amount of international outreach effort by the division with 9.11% extremely satisfied, 19.82% very satisfied, 25.89% satisfied, and 14.29% somewhat satisfied, and 6.25% not satisfied (N = 560). Considering that the primary reason for not coming to the annual meeting is reported by members as cost and time, and that the members report most dissatisfaction with the ability to network, collaborate, and receive mentoring, it seems that increasing programs designed to help international members network with like members at the annual meeting (or smaller meetings) would be a potential future improvement.

5.11 Member Satisfaction: (with remaining aspects) Following the prior topics associated with member satisfaction, members are most satisfied with the free and open elections in the ENT division (only 3.61% reporting not satisfied and 5.05% somewhat satisfied) and the selection process for awards and recognitions (94.22%). While the vast majority of data suggest members are satisfied with the ENT Division, some potential areas for improvement are (a) more opportunities to influence the Division (14.7% somewhat satisfied and 6.9% not satisfied), (b) the ability of interested members to become Division leaders (12.48% somewhat satisfied and 6.51% not satisfied), and (c) award opportunities that exist within the Division (12.07% somewhat satisfied and 6.67% not satisfied). ENT Division members seem to express desire for more ways to be a part of the leadership process and more opportunities for awards provided by the ENT division (while expressing satisfaction with the process).

5.12 Member Suggestions: Recommended initiatives implemented by other Divisions are presented in the following table, Table 5. These comments are from the Membership Survey, primarily Q.17.

Table 5: Initiatives Implemented by Other Divisions for ENT to Consider

<p>Community/Division - More events to make connections - the Strategy division's STRongerTogether series has been really good, covering a wide range of topics.</p>
<p>Scholarship - The workshops on data-related topics from divisions like TIM were super helpful and fruitful. I know that ENT is quite different from TIM in terms of the field and data used, but they were really doing better on that aspect. For example, they have sessions where some scholars present interesting publicly available data on patents and how to access them and what is new about them, etc. I know that ENT tried to do something like that but most of the data were not very helpful to establish high-quality research.</p>
<p>Conference - More paper awards to help build community/visibility of quality work (IM has a lot, including specialized sessions for finalists in each award category). Too often session attendance depends almost entirely on the prestige of the presenting authors; Organizing more on-line PDWs (three every year) so there are opportunities for all to engage regardless of other temporal constraints (i.e., teaching, sick leaves). During the last 1 and a half years, we have enjoyed more online PDW and training sessions and higher access to support material (i.e., recordings of seminars held via zoom/teams) than ever before. We need to capture all these resources and share them more openly in the future; Copy MOC's In the Rough series, particularly when they are not connected to the Annual Meeting</p>
<p>Collaboration/Outreach Additional workshops outside of the annual conference could be useful. The STR division has its STRongerTogether initiative and that has been a very good resource throughout the past year or so. However, sessions that eliminate the possibility to interact with the speaker (as one would normally do during a conference session or workshop) often lower the quality of the event</p>
<p>Teaching Few more teaching awards and evidence based teaching requirements for entrepreneurship education. The TLC@AOM does not do justice for Entrepreneurship Education as the topic gets diluted in there.</p>

Immediate and mid-range action items

Table 6: Qualitative Findings Regarding Immediate and Mid-Range Action Items

Sample of Action Suggestions for Tomorrow Morning	Sample of Action Suggestions for the Next 5 Years
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Instead of showering people with general e-mails, help them to find what they are in need of, i.e. make the communication needs based.

Bi-weekly virtual "lunch" seminars where members can present and discuss their projects in 30- or 60-minutes. This can make many of us (especially PhDs and junior scholars) to present and discuss our work, and more importantly to get to see the other members more frequently, which might increase our reach (as juniors) and find potential coauthors (and perhaps employers).

Publish a list of members that are willing to serve as friendly reviewers to papers of tenure track faculty members

I would love more PDW-type sessions done throughout the year. You probably know what sessions were the most popular, could we re-run some of those virtually (not just make video of the original available, but re-run) in the months after the event. Also, more effort to ensure the methods PDWs don't conflict with each other.

Enable a 'friendly review' exchange platform where people gain loyalty points for constructively reviewing others papers/work

Explain to newer members all of the current pathways to get involved in writing so it can be accessed from time to time (and updated accordingly).

Promote the communication vehicles such as AoM connect as discussion forums, rather than just bulletin board for announcements.

Find who is most connected to the practitioners (incl. Kauffman) & make them a formal liaison. Likewise for other academic groups like ICSB. IDEA: Create an appointed "VP for Stakeholder Engagement", they would form a team to immediately start connecting.

Focusing on developing ENT scholars through increased outreach, more PhD scholarships, and increasingly highlighting research that has relevance to practitioners

I think entrepreneurship as a discipline within management research can lead by example in making our work relevant to real-world challenges and overcoming the criticisms of management's unhelpful obsession with theory (the triumph of nonsense critique). The ENT division could provide this leadership and guidance for other management disciplines to follow.

A GREAT deal of attention has been spent on internationalizing the academy. Looking at officers, research and publications we have been successful. Time to begin cultivating other demographic representation. The academy is definitely NOT a gerontocracy!

Exploring various type of entrepreneurial theories. There are so many theories founded in economics. Far too many scholarly works lump physician entrepreneurs and medical innovators in the same category of an entrepreneur who buys a Chic-Fil-A franchise or who gets a real estate license. The business acumen required and utilized for these three very different entrepreneurs is not fully generalizable for research. I would like to see an effort to build this literature stream and improve mass generalizations like these if we really want to advance knowledge accumulation on the topic of entrepreneurship.

Address the academic-practitioner divide--how do we translate our research into useful tools for aspiring entrepreneurs?

Do what we can to level up the research transparency and reproducibility in the field. We haven't yet had our version of psychology's credibility crisis, but I suspect it will be coming soon.

The world's changing landscape due to the pandemic as well as the financial strain that universities have and are increasingly finding themselves facing will likely

	<p>create challenges for members to receive funding to attend the annual meeting. If the Division can help provide conference funding subsidies to a greater variety of members (e.g., not only doctoral students) that would be beneficial (albeit a big ask).</p> <p>Rebuilding community that was lost with us all being online for so long.</p>
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A number of themes are evident across the suggestions regarding resource investments, initiatives to borrow from other Divisions, and immediate and mid-term action items. To minimize redundancy, we elaborate upon these key themes in the following section of this report.

The qualitative data from the membership survey suggest that mentoring and small group engagement with junior and senior scholars remains an area of interest for ENT Division members. There is reference to PhD student specific mentor initiatives, which seem positive and the ENT members ask for continuation (and enhancement) of the mentor program for students. One area of enhancement, along these lines, is to provide resources to help PhD students with the job market. *[recommendation to provide, podcast, recorded videos, Feb-March online PDW on job search, etc.]*.

For junior scholars, post-PhD and pre-tenure, there seems to be a strong interest for a mechanism to connect regularly with more senior scholars, associate, and full professors. Along the same lines, there are some comments reflecting continued interest from international scholars to connect with peers and more senior scholars in other countries. *[recommendation to AOM for how to improve junior scholars and international scholars networking - messaging out to associate and full professors to sign up to mentor, podcast episode, etc.]*.

The membership survey data suggest a desire from members for more teaching resources and teaching focused PDWs at AOM, better communication of how to locate teaching resources and repositories, and to connect more with practitioner and executive members of AOM. Following the qualitative data, providing more avenues for practitioners to engage in PDWs seems to be a promising area for ENT Division improvement. *[recommendation to encourage PDW submissions with teaching or practitioner focus and to encourage the leaders of these PDWs to reach out to the community through their social media outlets]*.

5.13 Summary

Overall, the ENT Division members are satisfied, though it is likely that the level of satisfaction may be overstated. Given that AOM membership generally has fallen, particularly due to the lack of in-person conferences due to COVID-19 restrictions during 2020-2021, those who participated in the ENT Membership survey are likely those who are the most connected to the Division and the most informed about the Division's procedures and activities.

6. What We Did From 2017 To 2021

In the previous five-year report for the ENT Division (i.e., submitted in 2017), we presented an ambitious series of ten areas for improvement, or what we have termed “five-year goals for the Division”. In this section of the 2021 five-year report, we present a summary of our accomplishments relative to these goals. Although only a selection of our work in these goal areas is presented, the Division’s leadership is proud of the scope and depth of what has been achieved, particularly in light of the unusual circumstances of the past years. We believe we have done a great deal since 2017, as shown in the H&G Checklist and in the list of initiatives and accomplishments detailed below.

6.1 Transparency in Governance, Elections, and Awards: To track the progress of our goals, starting in 2017 a tracking and monitoring system was developed by the Division Secretary. At both the August and Mid-winter Meetings (MWM) the activities of the Division are cataloged and discussed. Throughout 2017-2021 numerous efforts related to ensuring transparent communication around Division governance and leadership opportunities, elections, and awards were instituted. For example, regular Newsblast contributions describing these activities and processes were contributed by the Research, Awards, and Membership Committees, as well as the Five-year Leadership members, and the Division Secretary. Leaflets were also distributed to introduce new members to a range of topics, such as: awards, reviewing for AOM, PDWs, volunteering and committees, mentoring program, communicating with and through AOM Connect, etc. The Historian has posted announcements about governance, elections and awards within 48 hours of release on the Division’s social media as well as a YouTube Podcast to inform members about Election deadlines and procedures. Presentations on Division leadership, governance, and roles were also conducted at the doctoral consortia. Election practices were refined to ensure fairer processes, including managing ballot order-of-presentation effects and communicating with prospective candidates to ensure they understand the roles and responsibilities of Leadership positions. To engage RALs more effectively, a rotating RAL assignment structure was created to ensure RALs are being effectively engaged in the work of the Division as well as to sustain progress and institutional memory of work associated with the Division. Starting in 2018, a pilot Conference Program Committee was assembled to assist the Program Chair with program-related actions - such as grouping accepted submissions into sessions with similar topics, assigning conference rooms to such sessions, booking rooms for symposia, etc. The practice became formalized in 2020 going forward. Finally, starting in 2018, the Emerging Scholars award was created and the Dedication, Mentorship, and Practice awards descriptions were refined.

6.2 Developing the Entrepreneurship Community: The Membership Committee of the Division continued hosting the new member event live during 2017-2019 and virtually during the 2020-2021 AOM meetings. Several webinars were offered over the last five years on topics including teaching and research, and in 2021 an e-Encounters program was developed to provide an opportunity for the ENT community to meet outside the annual meeting. The mentoring initiative

offered late-stage Ph.D. candidates and early-career scholars to meet one-on-one with a senior scholar to discuss their research. To extend the geographic reach of the Division, the Global Scholar and Development Committee (GSDC) hosted annual August events targeted to the broader academic community. Newsblast articles were also written to highlight these efforts. The GSDC has also continued communications via email throughout the years (i.e., outside of the August meeting) to keep members engaged. The Historian worked to manage the Division's Facebook page to engage members from around the world, which follower statistics suggest has been effective. In 2021, the Division gave additional waivers for those who may face financial difficulties to attend the conference. The Division used scholarship and Division money to pay for meeting registration for additional doctoral students, many of whom have come from outside of North America. Finally, during the 2017-2021 period, to engage a broader diversity of members, the Division created a late-career consortium that focuses on the unique career and life-questions of members who are 15+ years past earning their doctorate.

6.3 Engaging Members from Underrepresented Regions and Countries: As of 2018/19 the combined views of the Division page from India and Pakistan exceed the U.S. In addition, the third largest contingent are from Africa, suggesting our social media activities are reaching underrepresented regions. Starting in 2018, the Division's GSDC reached out to and invited a diverse group of scholars from different continents such as Asia (e.g., Zhejiang University in China) to participate in our event to generate global research partnerships. At the AOM 2019 GSDC event, four out of eight guest speakers were from outside of the US. Among 31 participants who provided contact information, 20 are from outside the US including Canada, Brazil, UK, Israel, Germany, France, Netherlands, Spain, Switzerland, India, Australia, and China. The GSDC has also regularly followed up with the attendees on research collaborations and plans for subsequent GSDC events. Efforts were also made to engage underrepresented members in awards processes. For example, in 2020, we looked for geographic diversity in assembling the judging pools for the Heizer and NFIB dissertation awards. The Awards Committee also engaged in intentional outreach to solicit nominations for awards globally. The Research Committee invited members from underrepresented areas to join the committee. In 2021 members of the Executive Committee hosted three workshops that were organized at different times to accommodate varying global time zones. The workshops focused on explaining the AOM conference's overall mission and themes, differences between submission types and formatting guidelines, and provided advice/answer questions intended to maximize submission suitability. These three meetings were well received, with over 80 actual attendees. Moreover, the team received many positive comments from participants. This is something the Division will look to continue to provide.

6.4 Communication and Support for Our Members: The Division Leadership worked to provide information via regular Newsblast articles highlighting various areas of Division importance. Although numerous articles were written, on a regular rotation, features included reports prepared by the Division: Treasurer, Research Committee, Awards Committee, Five-year Track Leaders, Secretary, Membership Committee, and Historian. We also increased our Social Media presence

via regularly posting on existing or newly created sites over the last five years. As of January 2020, the Division had 2,630 likes on Facebook, 2,064 followers on Twitter, 713 members on LinkedIn, and 65 followers on Instagram. Similarly, in 2019, the Division's first podcast was created, which highlighted what occurs at the Mid-winter Meeting. Several other podcasts have followed. In 2020, the Division established a new digital librarian position to help solicit and catalog teaching and research material on our website. In 2020 we developed and offered three different webinars addressing online entrepreneurship education, using virtual cases, and applying entrepreneurship research to address community and business challenges that arose due to the COVID-19 pandemic.

6.5 Providing a Special Focus on Doctoral Students and Junior Faculty Members: A major initiative the Division has engaged in to support doctoral student and junior faculty members involves our participation as the first Division to pilot the Academy's Mentoring program/system. This program has been expanded since its inception in 2018 to include all doctoral students in the Division as of 2020 (its initial rollout/pilot was offered only to doctoral consortium attendees). Throughout 2017-2021, we worked to expand the size of the doctoral consortium. In 2016, the size of the consortium was 25 and throughout the last five years we expanded it to as many as 40. The Division also added a PhD student representative to the Executive Committee (EC), who is elected each year by the attendees of the doctoral consortium. We have created a leadership pathway for these PhD student reps who, after their year serving on the EC, move into roles on the Communications Committee. Further, in 2018, the Ph.D. student representatives created and began managing a Facebook page that helps build a broader community of doctoral consortium attendees. As of 2021, this "broader" FB community (renamed AOM ENT Doctoral Consortia) has 84 members. The 2020 plenary session was purposefully designed to bring junior and senior faculty together to discuss what the future of entrepreneurship research might look like for doctoral students and junior faculty members. The delivery of this session brought together international researchers from Africa, Asia, Europe, India, and the US. We also launched and have run annually a mid-career consortium to support and provide opportunities for mid-career and senior scholars to interact on topics related to scholarship, service and career growth. PhD Student Representatives have also created a podcast for other PhD students, and their goal is to have 100 subscribers by the end of 2022.

6.6 Enhancing our Conference Program: Several initiatives were undertaken to enhance the conference program including: creating a late-career consortium serving members with 15+ years post-PhD; Plenary themes have been thoughtfully crafted to highlight important activities of the Division like highlighting Emerging Scholars (2018) and through enhancing the diversity represented in the Plenary session (the 2020 Plenary entitled "Entrepreneurship in 2030" featuring scholars from around the globe and the 2021 Plenary focused on minority entrepreneurs by a diverse panel of scholars); the Research and Practitioner-Scholar committees annually collaborated on a PDW focusing on the intersection of scholarship and practice; we worked to design the program to make it easier for members to attend the Business Meeting and Social (e.g., organizing the new member meeting point to occur before the Division Social), to allow members

to attend the Social and become engaged with the Division and its existing members; starting in 2020, of course, the Division has worked to create and host online content to serve our members during the pandemic and beyond.

6.7 Developing Links with Practice and Policy: The Division's Practitioner-Scholar committee was very active over the last five years. Accomplishment highlights include: annually submitting a PDW in collaboration with the Research Committee that focused on the intersection of scholarship and practice and regular contributions to the Newsblast in the section entitled the "Practitioner's Corner." These articles are written by academics that were or are entrepreneurs and include topics such as A Professor's Story, a Journey from Student to Professor and Back Again and A journey of opportunities, engagement, and fun productive work as a Practitioner-Scholar. The Division has also regularly awarded the Entrepreneurship Practice award, which awards publications that contribute knowledge directly relevant to the practice of entrepreneurship.

6.8 Developing Links and Cooperation with Other Divisions/Scholars: In 2018, we began the organization and execution for a multi-division (OMT, STR, IM, OB, TIM, ENT), specialized conference on from start-up to scale-up in Tel Aviv. In 2020 and 2021, the five-year track leaders of the Division regularly met with other Division leaders to coordinate on best practice for delivering value-added programs and activities during the COVID-19 crisis. Leaders of the Division have regularly met with leaders from other Divisions (TIM, STR, OB) to discuss and learn about the best practices associated with the organizational structure of their Divisions as well as their program management approaches. RALs regularly attend and contribute to the activities of other divisions from reviewing submissions to attending sessions to contributing as panelists and/or taking a more active role in business meetings. We have continued to encourage scholars with diverse backgrounds to participate and explore interdisciplinary research collaborations at AOM events of the GSDC. In 2021, the Plenary speakers included two sociologists and an economist with the goal of promoting cross-disciplinary research.

6.9 Increase the Recognition of Our Sponsors: We have prominently displayed sponsor names/logos on banners at the entrance to our Saturday and Monday Socials as well as other key Division events (Consortiums, Plenary sessions, etc.). For sponsors of special prominence for the Division (e.g., Kauffman), we recognized them in all materials related to their support (ENT Mentor Match mentoring program, Emerging Scholars Awards, etc.). Tailored thank-you notes were written to sponsors after the annual conference. We have continued to update the sponsor information on our sponsors webpage and dedicate time at the Business Meeting to verbally and visually recognize sponsors. In 2020, the Division created an ad hoc sponsorship committee who is charged with developing a new sponsorship menu and reorganizing sponsorships. A preliminary proposal was developed and discussed at the 2021 MWM and AOM meetings.

6.10 Supporting the AOM Specialized Conference Initiative and Develop the AOM Connect Community: In 2018, we began the organization and execution for a multi-division (OMT, STR,

IM, OB, TIM, ENT), specialized conference on from start-up to scale-up in Tel Aviv. Since the introduction of AOM Connect, the Division has worked to increasingly build this community. Examples of activities related to this include: the Communications Committee managing the AOM Connect resources; the Division being a pilot test Division for the mentor-match platform on Connect; the development of an AOM-Connect community of scholars centered on the use of experimental methods in entrepreneurship research.

7. What We Will Do In The Next Five Years

Our five-year goals will be guided by two important trends we have identified within the Division:

- a) ENT DIG's transition from an emerging division to an established one: Until recently, the Division has operated as a small division. However, the recent growth in membership is pushing us to think more systematically about our strategy and to run our organization more effectively. Consequently, an important strategic effort for the next five years will be to continue *strengthening and streamlining our policies and practices* for operating a large division and improve our members' engagement.
- b) AOM's digitalization: The COVID-19 pandemic and the numerous shutdowns imposed around the world have accelerated the shift towards online communication channels, virtual conferencing and e-learning methodologies. After running virtually in 2020 and 2021, the AOM annual conference is being held in hybrid format in 2022 and will likely keep on offering this option for the years to come. The fact that part of the Division's members are connecting with us virtually during and outside the annual conference is already affecting our interactions. We therefore plan on revisiting many of our activities to better *adapt them to this new virtual reality*. AOM's digitalization should also be considered as an opportunity to *increase the inclusivity of our division* and reach out to different parts of our constituency. This includes for example geographically spread members or those who are economically disadvantaged and would therefore benefit from the possibility of attending our annual conference online. In sum, the Division's growth is coupled with the growth of opportunities to partake in Division activities that are related to AOM's hybrid model.

Bearing in mind the two main strategic orientations described above, in the following we detail specific initiatives the Executive Committee has envisioned for the next five-year term.

7.1. Community Development: This important goal will be achieved through numerous initiatives that revolve around the following:

- Documenting in detail the activities that need to be undertaken by each officer (PDW Chair, Program Chair, etc.), providing incoming officers with an overview of their main responsibilities and guidance regarding the specific tasks that need to be performed during their tenure.
- Profiling "hybrid" members: for the last few years, an important part of the ENT Division's growth has come from members who have listed ENT as their second DIG. While this is good news, as it confirms the growing importance of entrepreneurship as a field that garners interest across a wide range of disciplines, we feel it would be useful to try to better understand the

profile and the needs of this new category of members. For example, it might be that some new members do not choose us as their main DIG because they do not have dedicated entrepreneurship departments in their home institution, which would reflect a relative “loneliness” with respect to more established disciplines. This means that there is room for our Division to articulate a more compelling value proposition to better engage with these members and satisfy their “need for belonging”.

- Strengthening the Division’s role within the Academy: More generally, our goal for the next five years is to solidify the position of our DIG as the central hub of the broader entrepreneurship community, one that plays a major role in shaping the academic conversation around this topic. Part of this goal should be achieved by working with the Communications Committee to do a better job in tracking and customizing our engagement with ENT members. For example, this could be achieved by emphasizing specific social media when communicating with members from different geographic zones (For example, our data analytics reveal that our Facebook activity is prominently led by members from developing countries - such as Egypt - whereas it is much less used by our European membership.).

7.2. Consolidating and Developing Links and Cooperation with other Divisions: Now that we are one of the largest divisions, and that an important proportion of our members are also affiliated with other DIGs, it is increasingly important that in putting the program together, as well as organizing activities outside it, we coordinate with our fellow divisions to provide the best experience to our membership.

In that sense, the ENT Division is currently collaborating with the STR and TIM divisions for symposia, and PDW’s, and has started a discussion with the SAP IG. Further, over the past few years, the ENT Division has planned on running the late-career consortium with other divisions and the mid-career consortium with the OB division. However, given the ongoing pandemic, these plans have been put on hold for the time being.

7.3 Member Communication and Support: Coherent and streamlined communication is essential to address the double challenge posed by our DIG’s growth and the move towards a digital environment. Consequently, our communication strategy in future years will mainly focus on:

- Further customizing our communication strategy and adapting it to the different profiles of our members (by geography and/or academic profile).
- Streamlining and homogenizing our communications. Given that the Division has multiple social media outlets, we need to ensure that all these communication options are synchronized (for example by ensuring that if one event is posted on Twitter, it is also broadcasted on LinkedIn).

7.4 Doctoral Students and Junior Faculty Members: Doctoral and junior faculty represent a growing proportion of our membership. We will strive to maintain the current trajectory and level of satisfaction achieved with this group. This will involve continuing to tailor our online

communication package for this population (such as the Doctoral Facebook community group initiated recently).

7.5 International Member Engagement from Underrepresented Regions and Countries: Our aim is to continue improving the representativeness and diversity of our elected members. To achieve this goal, we propose that over the next five years we will:

- Actively look for and nominate more diverse members for the Executive Committee (EC). Acting officers and members of the EC will be encouraged to reach out to their contacts who might be eligible to run for elections and that are from under-represented regions/countries or who are characteristic of the diversity of our membership (Here we refer to diversity not only in terms of demographics, but also with respect to industry, or academic profile such as Professors-of-Practice (PoP's)).
- In the questionnaire sent to candidates for EC positions, add a question relating to how they could contribute to enhance the diversity of our membership.
- Make diversity more explicit and intentional as a selection criterion for screening RALs (such as by revisiting current questions and adding a question about diversity contribution).
- Make diversity more explicit and intentional as a selection criterion for selecting Consortia Co-chairs.
- We also plan on repeating the online workshops hosted in 2021 to encourage submissions from underrepresented regions and communities.

7.6 Develop Links with Practice and Policy: Currently Executive members represent less than 4% of our total membership. However, we believe that we can leverage the applied nature of the Entrepreneurship field to reach a higher level of engagement from non-tenure-track or teaching oriented members. This could be achieved by engaging Clinical Professors or PoP's and signaling that participation at the Academy and service within its communities is a way to a) deepen their academic expertise while continue to produce and use state-of-the-art teaching material; b) fulfill their university's expectations for services and; c) reaching the increasingly common publishing requirements established for Clinical Professors (or PoP's) by finding co-authorship and publication opportunities.

Aligned with this, we believe AOM's new hybrid model also provides us with a unique opportunity to better engage with PoP's and practitioners, who might not always be able to participate in-person at our conference, but who could be interested in attending it virtually.

We also resolve to consider better ways to recognize outstanding practice-oriented research and writing. This might include the creation of new practice-oriented awards as well as opening the discussion with our membership around a more inclusive Mission Statement for our Division. The Division will also focus on increasing nominations for the practitioner award in the future. We consider this goal to be important, it also reflects well the growing debate among editorials around scholarly impact and increasing the relevance of research for practitioners.

7.7 Conference Program: As mentioned above, we recognize that some form of hybrid will likely be the norm going forward. Our main objective in terms of the conference program will, therefore, be to continue enhancing our online offering to be more inclusive with respect to our presenters. This also includes increasing our online presence throughout the entire year. We recognize that there is room for improvement in the way we communicate on PDWs. While the membership survey revealed an overall high level of satisfaction, one area for improvement mentioned by new members was the need for smaller activities where they had the opportunity to interact with senior members. PDWs are a great opportunity for new members to achieve this goal. Yet, during the different webinars organized by our DIG to help members prepare submissions to the AOM we noticed that while people were interested in submitting scholarly papers, very few had questions about PDWs. This suggests that we need to explain better to our members the value added of PDWs in terms of professional development, networking and learning. Some of the initiatives planned to reach that goal include:

- Promoting PDWs sooner to our members through social media by, for example, posting videos and testimonies of previous PDWs' participants sharing their experience and explaining the benefits extracted from their participation.
- Uploading some exemplar PDW submissions on the website.
- Early targeting of new members who join the Division and communicating better what they can get out of the conference.
- Continuing organizing webinars and informational sessions on the AOM conference, such as 1) the "Submit to AOM: Tips & Tricks" organized in December 2021 by our RALs, 2) two digital engagement opportunities particularly aimed at underrepresented members and new ones (one in November and another in May).

7.8 More Recognition for our Sponsors and Enhancing the Ways in Which we Recognize Them: To reach this important goal, the Division is currently looking at appointing a COO. This position is meant to be occupied by the same person for several years, to ensure that COOs acquire some important institutional knowledge of the inner workings of the Division and are better positioned to offer valuable support to different officers. The role of the COO will also ensure the overall coherence of operations and taking special care of our sponsors.

7.9 Transparency in Governance, Elections and Awards: In terms of governance, we believe that by streamlining our organizational structure, we will be able to further enhance the level of transparency and consistency in how we make decisions. Our RALs (who will be involved in a more structured way) and the upcoming COO will be additional assets to reach these objectives.

APPENDICES

Appendix I: With Special Thanks to the ENT Division Sponsors During this Review Period

One year	Two years	Three years	More than three years
The University of Missouri. Al and Mary Agnes McQuinn Center for Entrepreneurial Leadership	East Carolina University. Miller School of Entrepreneurship	Babson. The Arthur M. Blank Center for Entrepreneurship	Baylor University. Business Entrepreneurship & Free Enterprise.
Durham University. Business School	Florida State University. The Jim Moran Institute	Ewing Marion Kauffman Foundation	Colorado State University. Institute for Entrepreneurship
EMLYON Business School	Entrepreneurship Theory and Practice Journal	Florida State University. Adams Center for Entrepreneurship	Heizer Family Capital
Entrepreneurship and Technology Commercialization (ENTC), EPFL-CDM-MTEI-ENTC	Journal New England Journal of Entrepreneurship	Miami University. John W. Altman Institute for Entrepreneurship	Kennesaw State University
Jönköping University. Jönköping International Business School	Journal of Small Business Management	Nord University. Business School	Syracuse University. Whitman School of Management.
Journal of Entrepreneurship and Public Policy	McGraw Hill	North Carolina State. Poole College of Management Entrepreneurship Clinic	The University of Southern California. Lloyd Greif Center for Entrepreneurial Studies
Miami University. Farmer School of Business.	Stockholm School of Economics, House of Innovation	Northeastern University. D'Amore McKim School of Business	
Sacred Heart University. John Welch College of Business	University of Mississippi's Center for Innovation and Entrepreneurship	Stockholm School of Entrepreneurship (SSES)	

The University of Vermont. Grossman School of Business	Texas Tech University. Rawls College of Business	The University of Queensland. Business School	
The University of Strathclyde. Business School, Hunter Centre for Entrepreneurship	The University of Florida. Warrington College of Business Administration		

For further details, please visit [<https://ent.aom.org/divisionsponsors>]

Appendix II: Qualitative Findings Regarding ‘Best’ and ‘Would Like to Change’ Aspects of ENT Membership^a

What respondents like best	What respondents would like to change
<p>Community/Networking</p> <ul style="list-style-type: none"> • Welcomes new members, has an inclusive culture (both in terms of type of school, country of origin), has a strong research contribution to the field • Frequent (but not too frequent) reachout to members with news and opportunities. • The ENT division has always felt more accessible and a more tightly-knit community than some of the larger divisions. • There is interest by people who volunteer to lead to dedicate time to the division. That is praiseworthy. • Good links with other divisions, including STR and OMT 	<p>Community/Networking -</p> <ul style="list-style-type: none"> • If possible, I would like to conduct more shared activities (research and/or practice), especially with international researchers. • It would be nice that international members gain relevance with better spaces of participation and interaction, despite the distance. It would be interesting that an invitation was sent to participate in a global project, to those interested, so research can come out from that interaction, over universities and geographical boundaries. • Expansion of the community to include various "streams" of entrepreneurship. Feels like we're very "Babson conference" centric. • Encourage more collaboration between more micro- and macro-oriented entrepreneurship scholars. • We need opportunities to meet in other parts of the world. But, not sure whether this needs to be solved by AOM, or whether other organizations in other parts of the world might step in and make alternative meetings and events and journals happen outside of the north American way of doing things. • Perhaps more collaboration with the research method division, such as organizing more training sessions.
<p>Research</p> <ul style="list-style-type: none"> • It aligns with my research interest, and most importantly it has great potential and opportunities for policy-relevant research. • Provides a forum for entrepreneurship research to be displayed. • The award to doctoral students that encourages them. • It helps me keep up with new publications in my field -- through emails and easy click-through access. 	<p>Research</p> <ul style="list-style-type: none"> • More inclusive perspectives on entrepreneurship, beyond 'high-growth' entrepreneurship that is generally prioritized in AOM journals • I think the ENT Division should lead the charge in addressing the issues with the editorial process in traditional academic journals. Perhaps a rebuttal option should exist - a single chance granted to counter-argue the paper in verbal terms. Similar to a side-bar. Perhaps this is an interim decision point that gets implanted between a desk reject and an R&R. A chance to argue one's perspective freely, outside of the structural constraints of a paper, would in my opinion facilitate new ideas and new

	<p>perspectives to emerge. Isn't this what entrepreneurship is about? Thank you for your consideration of the thought.</p> <ul style="list-style-type: none"> • More attention to and space for novel research methods and research methods informed by disciplines other than the social sciences - especially engineering (e.g. ENT as a design science) • Greater focus on basic questions of theory and method: less on mediation analysis.
<p>Governance/Leadership</p> <ul style="list-style-type: none"> • Transparency in elections and awards, ability for any member to be involved, welcoming attitude, networking events. • The people and the consistent quality of leadership. The fact that there is an upcoming level of leadership that is committed, cordial, and connected. 	<p>Governance/Leadership</p> <ul style="list-style-type: none"> • Continued elevation of people from outside the US and continued leadership opportunities for people who are not already brand names in entrepreneurship research. Keep up the good work. • Expanding the inner circle! Let more people influence the decisions. Pay attention to scholars that do not have close ties with accomplished scholars. • We have made some strides in terms of gender representation in the Division, for which the ENT Division needs to be applauded. It would be great to see these efforts continued towards improving regional as well as ethnic diversity in the Division leadership.
<p>Program/Conference</p> <ul style="list-style-type: none"> • Its program preparation and execution • Communication, Caring for its members, Encouraging involvement, and Strong programming at the AOM annual conference. • I like the quality of work presented at AoM. I like its relative openness to practice and teaching. • PDWs, doctoral symposium, opportunities for junior staff to talk with senior staff • What I have liked the most about AOM in all senses is that the annual meeting had become accessible online, including for paper presentations • Supports doctoral students and junior faculty at the annual meeting 	<p>Program/Conference</p> <ul style="list-style-type: none"> • You put almost 70-80% of all papers on one day, leaving the second day (my presentation day and the closing day) almost empty. • More avenues to build connections at the conference for those who don't already have them. I think there could be a lot done regarding facilitating lunch/dinner buddies (where each person pays for their own meal, but the division creates places for people to sign up to meet each other for lunch/dinner). • Meeting twice a year instead of only once a year. Second meeting can be online/smaller in scale, ideally geographically outside of the USA. • Catchier paper session names during the conference (that convey what the session's focus is) would be helpful and would make it more attractive/easier to attend each other's sessions

	<ul style="list-style-type: none"> Hybrid is here to stay for years (until all people globally have had a chance to get 2 covid jabs). It would be nice if AoM issued as soon as possible a long-term plan on how to address this (eg "annual conferences will stay hybrid till 2024", or similar, AoM might introduce more local conferences)
<p>Member Service</p> <ul style="list-style-type: none"> Shares calls for publications and career opportunities across the network The scholars, colleagues, networking, content, information, mentorship, newsfeeds, and general openness of communication is much appreciated. I was happy with the mentor-matching program. The AOM social is always excellent The ability to reach so many scholars so fast through the daily list-serv. The ability to quickly see and be notified of upcoming CFPs. Always on the lookout for something new and valuable to offer its members 	<p>Member Service</p> <ul style="list-style-type: none"> I would like to have 1) more ongoing interactions with Division members throughout the year and 2) a stronger online presence that can translate our knowledge into different outlets, both new media (podcasts and videos) and op-eds Accessibility to the Senior Colleagues. A database that shows their specific areas of expertise. I really enjoy PDWs and I suppose having these throughout the year online is possible and would be interesting Webinars and online education/sharing More recognition of outsiders, newbies, and the ability of new faces to get access to the "club of regulars". This has always been a challenge I feel as people often network with people they meet regularly at the Annual meetings making it feel challenging for new faces to break into existing strong ties. Expand the mentorship program. Maybe include a program for doctoral students about to enter the job market.