



ONE Division Strategic Plan*

(5-Year Review: 2017-2021)

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0. Executive Summary

The Organizations and the Natural Environment (ONE) Executive Committee and ONE Student Team have prepared the following 5-Year Review report for 2017-2021. The report includes:

- **ONE Strategic Plan:** Building on the five year plan guidelines and requirements of the AOM, we surveyed the eight ONE teams (See Appendix 2) to assess their main activities, innovations, and future goals to advance on the ONE five strategic goals from 2022 through 2025.
 - Goal 1: ONE as the main AOM Division that pursues rigorous academic research on organizations and environmental grand challenges (e.g., climate change, biodiversity loss, overconsumption)
 - Goal 2: ONE as an inclusive division strengthening efforts to be global and embrace under-represented regions; continue to build and engage the ONE community: communication, networking outside the AOM meeting
 - Goal 3: ONE as the driving force and activist to make the AOM and academia more sustainable
 - Goal 4: ONE as an essential partner with other AOM Divisions, external academic associations, AOM regional conferences, and specialized conferences in the field.
 - Goal 5: ONE as an academic platform to support early-career scholars and PhD students
- **ONE Metrics:** We reported on the metrics on (i) overall ONE membership trends (US vs. non-US members), (ii) membership distribution (membership type: academic, emeritus, executive, and student members), (iii) activity engagement (scholarly submission, registrants, and reviewers for AOM annual meetings), (iv) elections, and (v) finances (historical financials, recent operating funds and expenses).
- **ONE Member Survey Analysis:** We used the recent ONE member survey data to gain insights into (i) member profiles (demographics, involvement), (ii) member activities (annual meeting participation, annual meeting-related activities), (iii) member evaluation (satisfaction with ONE activities and annual meeting programs), and (iv) ONE future direction.
- **ONE Health and Governance Checklist:** Using the AOM Health and Governance Checklist, we monitored the Division's (i) bylaws and domain, (ii) membership, (iii) finance, (iv) governance, and (v) programs and activities.

In line with the AOM's strategic plan guidelines, we also introduced the new ONE Annual Chair and Team Transition Forms (See Appendices 3 and 4) to improve communications between the leaders and all team members. The forms are designed to capture the Chair and eight teams' activities, achievements, challenges, and outstanding items for the new Chair/team member for the past year, as well as suggestions for innovations to implement in the following year.

We thank AOM for the opportunity to reflect on the Division's current status, strategic goals, and future direction. We hope that the AOM Board finds it to be aligned with their guidelines and requirements.

1. ONE Strategic Plan

1.1. ONE Purpose and Overarching Strategies

As in all strategic plans, it is important to restate an organization's fundamental purpose and overarching strategies before moving forward into planning. In the case of ONE, Article II "Purpose and Strategies" of its Constitution¹ best expresses these:

The Organizations and the Natural Environment Division is dedicated to the advancement of research, teaching, and service in the area of relationships between organizations and the natural environment. We believe that these interactions may be among the most significant components in the continued existence, development, and management of human organizations and societies. The pollution of air, water, and land, and the depletion of both renewable and non-renewable resources as a result of actions of formal organizations are the most obvious manifestations of these interactions and relationships. This Division focuses its scholarly attention on the status, causes, and effects of these and other opportunities and problems that human organizations and societies encounter in co-existing with the natural environment, whether that environment is the workplace, the local community, or the global ecosystem.

These objectives for ONE run roughly, in order of priority:

- Scholarship through research and teaching
- Networking
- Promotion of better AOM environmental practice
- Engagement with other disciplines inside and outside of the AOM, as well as with practitioners in the sustainability field

1.2. ONE Strategic Goals

We build on the analysis of 2021 ONE Member Survey, ONE Teams Survey, and ONE Metrics to outline specific strategic goals over the next three years, 2022-2025. Here are the main strategic goals that ONE identified:

Goal 1: ONE as the main AOM Division that pursues rigorous academic research on organizations and environmental grand challenges (e.g., climate change, biodiversity loss, overconsumption)

Goal 2: ONE as an inclusive Division strengthening efforts to be global and embrace under-represented regions; continue to build and engage the ONE community: communication, networking outside the AOM meeting

Goal 3: ONE as the driving force and activist to make the AOM and academia more sustainable

Goal 4: ONE as an essential partner with

- Other AOM Divisions to increase impact: SIM, CMS, STR, PNP, etc.

¹ <https://one.aom.org/about-us/one-constitution>

- External stakeholders/associations: Impact Scholar Community, Sustainability PhD Community, Kauffman Foundation, NBS, etc.
- Other AOM regional conferences
- Specialized conferences: GRONEN, ARCS, IABS, etc.

Goal 5: ONE as an academic platform to support early-career scholars and PhD students

1.3. ONE Teams' Main Activities and Innovative Practices

The ONE Division is comprised of eight dedicated teams. Below we summarize the main activities and innovations implemented by each of the teams and outline the teams' future goals. This information was collected through the Team Survey on ONE Strategic Plan (see Appendix 2) during December 2020.

1.3.1. ONE Communications Team

Recent Activities and Innovations

- Disseminated Covid-19 essays on the ONE website and promoted these materials through the ONE Twitter account
- Changed the name of the ONE Times Newsletter and changed the newsletter from seasonal naming (Fall, Winter, etc.) to months (January, April, etc.) to reflect that the season names differ by hemisphere
- Conducted newsletter call for contributions outreach activities to under-represented regions and communities, such as PhD students
- The ONE Twitter account provided a constant online presence for networking and community building outside the AOM meeting
- Worked directly with the SIM Division through sharing calls for contributions, promoting events, and other mutually supportive activities
- Fostered connection between the Communications Team and the Impact Scholar Community and Sustainability PhD Community as ONE Team members also serve in leadership roles in these other communities
- Supported these external stakeholders through sharing information on social media channels and distributing calls for contributions to the ONE newsletters through the Impact Scholar Community and Sustainability PhD Community channels
- Shared information about these conferences through social media channels, the ONE website forums, the ONE Newsletter, etc.
- Coordinated with organizers of these conferences to ask how ONE can support the planning and execution of these conferences

Future Goals

- Meet all communications needs of ONE Leadership and ONE teams
- Increase coordination with the ONE Internationalization and PhD Teams to make ONE Division members and their activities and announcements more visible, especially members early in their careers and/or at institutions not in North America and Europe
- Strengthen our Twitter presence by increasing the amount of original content posted

- Work with the Impact Team and the Network for Business Sustainability to broaden practitioner interest in the ONE Division
- Promote new ONE members in social media (see Appendix 5 for the recent #ONEmore initiative)

1.3.2. ONE Program Team

Recent Activities and Innovations

- Acted as Action Editors to make sure that the quality of the articles was ensured and had a good fit with our theme priorities
- Contributed to the development of a relevant program that: (1) helps to advance knowledge on how to address sustainability grand challenges, (2) favors the collaboration with other Divisions, (3) ensures global representativeness (articles of authors from different world regions), and (4) support scholars at different levels (Ph.D. students, early career scholars, etc.)

Future Goals

- Integrate several different key actors in our program, especially practitioners, to build stronger bridges between academia and practice
- Increase the presence of under-represented regions, whether in the main conference or through other activities that increase interaction between scholars from different countries

1.3.3. ONE Awards Team

Recent Activities and Innovations

- Connected award connected with tangible contributions to the challenges (e.g., NBS Award)
- Sought diversity in the committees that evaluate the awards
- Developed awards in collaboration with other associations (NBS, SIM, etc.)
- Offered specific awards for early career scholars and PhD students: Best student paper award, PhD dissertation award
- Introduced new awards including Best Teaching Award (2018) and Best Student Paper (2020)
- Secured a Kauffman Foundation grant (\$25,500) to support entrepreneurship & environmental sustainability research during the next three years (from 2022); the grant supports Best Student Paper and Best Paper Awards for research at the intersection of environment and entrepreneurship, and funds Doctoral Students to attend AOM conferences, including our Doctoral Consortium

Future Goals

- Keep a record of membership of subcommittees to avoid duplication in the future, and ensure diversity
- Blind names of candidates applying to awards where possible
- Consider the introduction of a Best International
- Develop clear process to encourage applications and improve communications of awards
- Better control of deadlines for the manufacture of the plaques

1.3.4. ONE Internationalization Team

Recent Activities and Innovations

- Maintained a high priority of the ONE Division in terms of fostering diversity and increasing engagement with international members
- Offered possibilities to apply for Division-sponsored conference registration and virtual scholarships for participants of the doctoral consortium; ONE awarded 16 DIG virtual scholarships and supported 10 scholars attending the junior faculty consortium in 2020, 23 DIG conference fee sponsorships and 11 DIG virtual scholarships in 2021
- Enable scholars from 15 different countries to attend the annual meeting through our grants and scholarships
- Engaged under-represented groups: For instance, in 2020, the ONE plenary was on grand challenges and the implementation of sustainable development goals (SDGs) across the globe. Panelists represented different regions of the world, including Asia/Australia, Africa, Central America, the Caribbean, South America, Europe, and North America (seven out of eight panelists were women)

Future Goals

- Coordinate the PhD and junior faculty consortium to support the diffusion of invitations in international and regional academic networks; the goal is to reach out to scholars that are not traditionally participants in AOM or ONE
- Secure some spaces (e.g., registration fees) for international scholars in these two consortiums
- Organize a symposium every year around a topic that is relevant for the Division and for practitioners, and could be analyzed or addressed differently depending on the part of the world you are in to enable ONE members from around the world can hear their voice in this symposium addressing a relevant issue
- Establish an annual PDW similar to the STR Division one called “fostering publications from around the world”
 - This event will have a committee of six ONE organizers from different parts of the world (e.g., LATAM, South East Asia, Africa, Middle East, Australia)
 - The PDW will consist of two hours, and participants will submit an extended abstract to receive feedback
 - In the first hour, a group of journal editors will share with the participants how to publish research from different parts of the world in their journals
 - Additionally, a panel of scholars from these parts of the world that have been successful in publishing in top journals will share with the audience the challenges they had to overcome to “break the glass ceiling”
 - In the second hour, participants receive feedback on their research
 - Finally, the event ends with some drinks to “integrate” them with other ONE members

1.3.5. ONE Membership Team

Recent Activities and Innovations

- Supported the ONE’s Strategic Priorities of being an inclusive Division as we actively reach out to Division members to run for or nominate individuals for the Elections process—in addition to seeking nominations from the ONE team members, we also seek recommendations

through our personal networks, which are all in addition to the self & peer nominations process that is open to Division members

- Organized a list with nominated ONE Committee members for the past ten years to help us visualize our composition
- Succeeded in having a slate of candidates for the Elections that represent the global population of the ONE Division, including geographic regions, gender, and seniority. However, there could be more inclusive of candidates that represent Asia and Africa

Future Goals

- Nominations & Elections: Emphasize diversity issues – engage people from different regions and more actively reach out to members in general. For example, we can personally reach out to people who submitted to PDWs since they are likely interested in sustainability issues, etc.; also, we can aggregate this effort by making connections to other Committees and Teams that might be looking for candidates
- Membership: Continue to build membership given that there is growing interest in the field & values. Leverage social media to attract new members to the ONE Division

1.3.6. ONE Teaching Team

Recent Activities and Innovations

- Coordinated the annual ONE Division Teaching Award Process
- Provided a Teaching Team representative to participate in the ONE Doctoral Consortium during the annual AOM Conferences
- Engaged with the Communications Committee to raise the awareness of the Teaching Team's initiatives
- Collaborated and partnered with the Communications Committee on the Teaching Resources section of the ONE Division website

Future Goals

- Establish an annual Symposium at the AOM conference co-sponsored by ONE and multiple Divisions such as SIM, MED, MSR, STR, PNP, etc., featuring a panel of the Teaching Award Recipients. This panel symposium will offer best practices and tips for incorporating sustainability into teaching strategies. The goal will be to equip our academic colleagues with the knowledge to share with students, our future business managers, and leaders on the role of business in tackling our most significant environmental, societal, and economic challenges
- Teaching Award: Continue annual recognition of one outstanding ONE scholar
- Doctoral Consortium: Continue participation in the ONE Doctoral Consortium during the annual AOM Conference
- Teaching Resources webpage: Collaborate and partner with the Communications Committee on the Teaching Resources section of the ONE Division website. The following is a rollout plan of the Teaching Resources section of the ONE Division website. The goal is to update the structure of the teaching resources folder on the ONE Division webpage based on the following timeline:
 - Review other Divisions websites to compare structures and how teaching resources are shared (completed September 2021)
 - Gain access to the website as an administrator (completed October 2021)

- Determine a structure for the folder where teaching resources will be displayed based on the previous review (completed November 2021)
- Make changes to the current structure and move all current resources before going live (complete by the end of January 2022)
- Inform members of the change through the communications team or newsletter and invite them to send new links and resources (February - March 2022)
- Make further updates by adding the new links and resources (April - May 2022)
- Evaluate and improve the Teaching Resources section based on member feedback (on-going basis)
- Continue to establish an annual Symposium at the AOM conference co-sponsored by ONE and multiple Divisions such as SIM, MED, MSR, STR, PNP, etc.

1.3.7. ONE Impact Team

Recent Activities and Innovations

- Supported ONE and the broader AOM community at large to reduce the environmental impact of having face-to-face conferences by reducing the number of hard copies of programs, conducting membership surveys, and virtualizing ONE activities
- Developed an “Impact Session Overview” to engage with the audience in and out of the AOM community to identify the AOM sessions related to impact and help guide the members to participate and recognize the impact-related sessions in a more friendly, approachable way. We have also continuously worked with the Impact Scholar Community to create more reach for our research. Based on the sessions we identified, we invited session organizers for a post-AOM knowledge sharing session to brainstorm how we can further maximize the impact

Future Goals

- Continue the “Impact Session Overview” every year and plan to make it more visible by posting it on the website, Division social media, and other outlets to increase the reach. As an extension of this, we hope to propose to the AOM submission team to include an option for submitters to self-select whether their sessions are related to impact, and we will propose to include information about the “Impact Cheat Sheet” when there are opportunities for mass-emailing the members
- Connect with the impact scholar community to amplify the impact and also create better engagement with the communications team to voice out the impact-related content to the community at large
- Expand networking opportunities in regional units during the hybrid conferencing modes to make the networking sessions more accessible

1.3.8. ONE Student Team

Recent Activities and Innovations

- Engaged more than 300 PhD students interested in environmental sustainability and other associated grand challenges via the Sustainability PhD Community. The Sustainability PhD Community’s activities have been three-fold: (i) presentations and discussion of papers or proposals, (ii) special events designed to help PhD students gain insights from senior scholars including Navigating the Job Market, Meet the Associations, Meet the Editors & Reviewers,

Evolution of Sustainability and Organizations Research, and Enhancing Doctoral Students' Likelihood of Publication, and (iii) networking events such as Sustainability PhD Community Buddy System, Birthday Party, Informal Networking-Speed Dating, and Informal Winter Season Networking Event.

- Communicated with the PhD student members to share academic event information, post-doc positions, scholarship opportunities through Tweets (@SustPhDcom) and emails (sustainabilityphdcommunity@gmail.com)
- Supported the events offered by ONE and GRONEN. For example, in a special event "Meet the Associations," we invited chairs of major associations in the sustainability field to introduce what each association does and how PhD students can get involved in the organizations—ONE, GRONEN, ARCS, IABS, NBS, RRBM, and the Impact Scholar Community. Another example includes a special event "Meet the Editors & Reviewers," where an editor, an associate editor, or an editorial board member from the following journals: Academy of Management Learning and Education, Business & Society, Business Ethics Quarterly, Organization and Environment, Organization & Environment, and Accounting, Organization and Society

Future Goals

- Expand our outreach to include sustainability scholars from underrepresented regions, such as scholars from Africa, Latin America, and Asia. By coordinating with volunteers that would act as regional representatives from each region, we will concentrate our efforts on expanding our international network and research community.
- Explore different meeting times for members who previously could not attend due to this timing conflict to be more accessible with our meetings
- Include more volunteer opportunities for our existing members. Similar to our regional volunteers, we intend to offer them benefits like conference fee sponsorships, self-promotion, and recognition within AOM-ONE.
- Consolidate our members' information (i.e., affiliation, stage in the PhD program, research interests) so that members can find similarly interested scholars within our Community and reach out to them accordingly
- Continue our efforts to receive feedback from our Community members in terms of how we can improve as organizers by sending a survey twice a year (i.e., January and July).

1.4. ONE Annual Self-Assessments

One of the feedback comments that we received from the teams is to improve the coordination within team members, especially during the transition process right after each AOM meeting in August. To improve the coordination, we have created the ONE Chairs Transition form and the ONE Teams forms (see Appendices 3 and 4). Every August during the AOM annual meetings, the Chairs and Team members will fill out the transitions forms during the ONE Business Meeting.

2. ONE Metrics

In this section, we review the state of ONE in terms of overall membership trends, followed by membership distribution, activity engagement, elections, and finances. Toward this end, we analyze ONE Review Metrics data provided by the AOM.

2.1. Overall Membership Trends

ONE continues to maintain the increasing trend in its membership numbers over the previous three 5-Year Review periods (i.e., 2002-2006, 2007-2011, 2012-2016). According to Table 1, as of December 2021, ONE had 879 members, an increase of 9.5% relative to 2017, while the AOM experienced a decline of 9.2% in its membership numbers between 2017 and 2021.

ONE's continuous growth primarily results from an increase of 21.2% in its non-US members between 2017 and 2021, while the AOM had a decrease of 1.7% in its non-US members over the same period. As of December 2021, non-US members account for 61.8% of ONE members, which was 55.8% in 2017.

Table 1
ONE Membership Trends

Year	2017	2018	2019	2020	2021
ONE Members	803	831	852	844	879
% Change	0.8%	3.5%	2.5%	-0.9%	4.1%
ONE Non-US Members	448	460	487	513	543
% Change	4.9%	2.7%	5.9%	5.3%	5.8%
AOM Members	20,201	20,029	20,416	18,739	18,336
% Change	0.7%	-0.9%	1.9%	-8.2%	-2.2%

2.2. Membership Distribution

Regarding membership type, ONE's distribution of academic, emeritus, executive, and student members parallels the AOM. However, there are slight differences in the pattern of membership distribution between the two groups: academic members (ONE=73% vs. AOM=66%), emeritus (ONE=2.7% vs. AOM=2.3%), executive (ONE=2.2% vs. AOM=3.9%), and student members (ONE=22.3% vs. AOM=28%).

It is worth noting that ONE has experienced an increase in its academic and student membership numbers at an annual average rate of 1.8% and 5%, respectively (AOM=-2.94% & 0.5%), with efforts of the ONE Communication Team and newly-created Student Team.

2.3. Activity Engagement

ONE members are actively engaged in the AOM annual meetings in light of scholarly submissions (See Table 2) and the number of registrants and voluntary reviewers for AOM annual meetings (See Table 3).

According to Table 2, ONE's paper and symposia submissions show an increasing trend between 2017 and 2020, except from 2020 to 2021. The AOM's paper and symposia submissions had a similar pattern to ONE's during the same period. ONE's acceptance rates of papers and symposia have remained higher than the rest of the AOM between 2017 and 2021.

Table 2
ONE's Scholarly Submission to AOM Annual Meetings

Year	2017	2018	2019	2020	2021
Papers Submitted to ONE	153	143	151	211	142
Acceptance Rate of ONE Papers	63%	57%	51%	55%	65%
Papers Submitted to AOM	6,324	7,042	7,524	7,936	5,213
Acceptance Rate of AOM Papers	60%	49%	49%	42%	63%
Symposia Submitted to ONE	10	14	17	24	14
Acceptance Rate of ONE Symposia	100%	86%	71%	54%	79%
Symposia Submitted to AOM	1,004	1,306	1,368	1,436	810
Acceptance Rate of AOM Symposia	86%	65%	63%	55%	72%

Table 3 illustrates the numbers of ONE registrants and voluntary reviewers for AOM annual meetings between 2017 and 2021. For registrants for the 2021 annual meeting, ONE observed an increase of 30% in the number of registrants relative to 2017, while the AOM had an increase of 1.9%. A similar pattern of registrants goes for voluntary reviewers. 2021 ONE's reviewers increased by 12.6% relative to 2017, while the AOM had a decrease in its number of reviewers by 19.3%. The significant increase in ONE's reviewers is attributed to non-US members' increased engagement between 2017 and 2021—i.e., a 30% increase in 2021 compared to 2017.

Table 3
ONE's AOM Annual Meeting Registrants and Reviewers

Year	2017	2018	2019	2020	2021
ONE Registrants	391	461	476	413	508
% Change	-1%	18%	3.3%	-13.2%	23%
AOM Registrants	9,467	10,210	10,765	7,222	9,642
% Change	0.7%	7.9%	5.4%	-32.9%	33.5%
ONE Reviewers	207	224	183	201	233
% Change	14.4%	8.2%	-18.3%	9.8%	15.9%
AOM Reviewers	7,048	7,261	6,834	7,685	5,688
% Change	8.5%	3.0%	-5.9%	12.5%	-26.0%

2.4. Elections

The ONE election process is compliant with Academy rules—nominations. All ONE elections have been run through the AOM system. Participation rates in the election process ranged from 28.4% in 2017 to 28.9% in 2021, exceeding the AOM participation rates during the same period (AOM=22.9% in 2017 to 26.5% in 2021).

2.5. Finances

ONE has continued its prudent financial management based on policy changes enacted during the previous 5-Year Review period. The primary goal of ONE's Executive Committee is to maintain a positive balance of funds for spending on programs and initiatives for ONE members. Following ONE Executive Committee's appointment of a Treasurer, sound financial management of ONE has been realized through careful review of historic and projected spending.

As can be seen from Table 4 below, over the last five years ONE's annual funding allocations from the Academy have increased by 87%, coinciding with an increase in membership (current members-789). ONE also continues to actively solicit external contributions for its activities and sponsored awards which is consistently around \$12,000. There is a marginal decrease in the number of sponsors due to the pandemic challenges. Figure 1 describes ONE's total operating funds and expenses for the AOM annual meetings over the past six years.

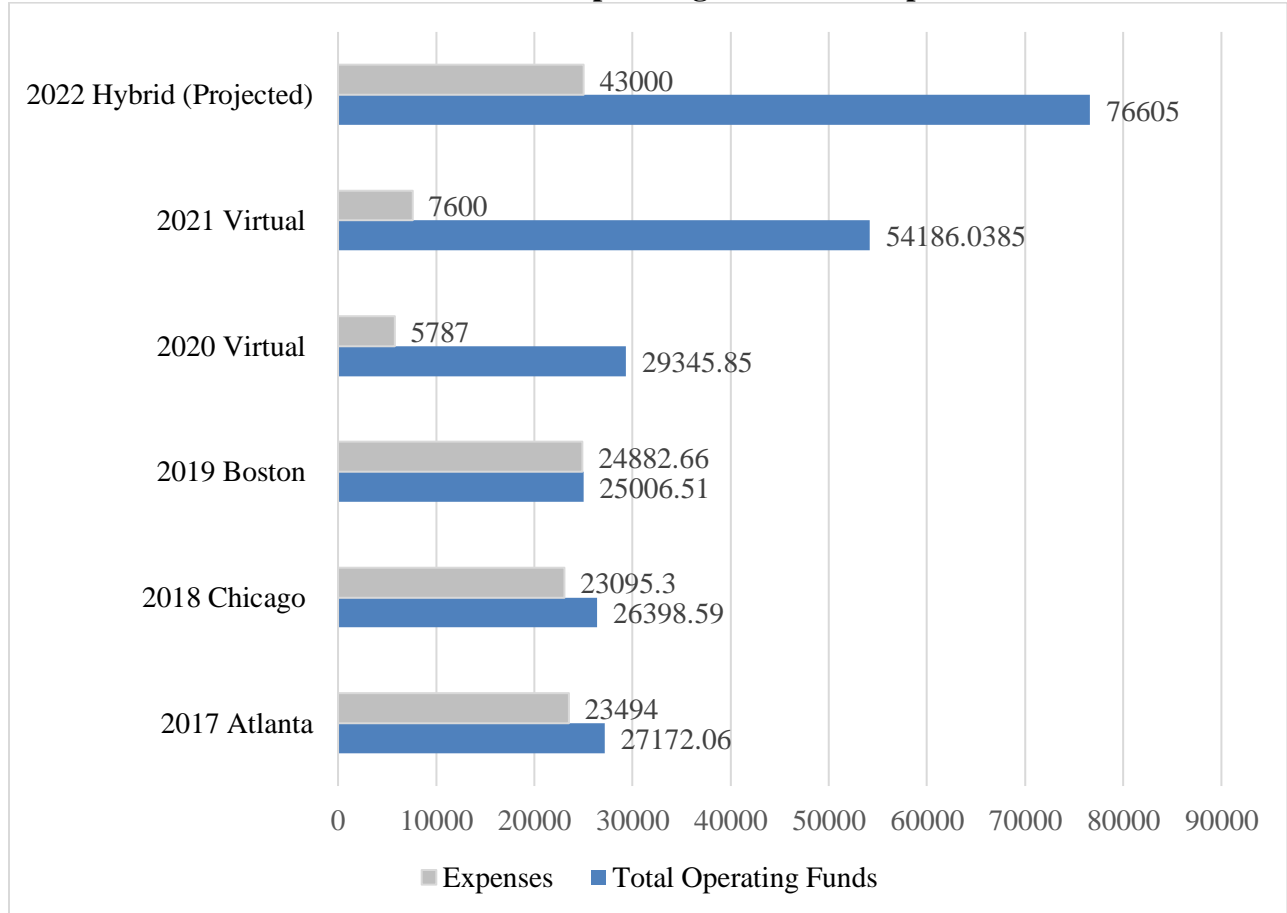
Despite the pandemic, there has been an overall increase in revenue that enabled ONE to not only expand the range of activities and programs that it offers to members, but it has also yielded an increase in the annual surplus from 2017 to 2021 of more than 340%, representing a 5-year average of \$7,244. ONE has yet to secure endowment funds, but this will be a focus of the Executive Committee in the future as it will provide additional financial stability to support ONE activities.

The ONE Treasurer also provides his own internal six-year summary of revenues and expenses (Table A1) and in-depth financial analysis of the ONE budget for 2021-22 (Table A2) in Appendix 1.

Table 4
ONE's Historical Financials

Year	2017	2018	2019	2020	2021	5-Year Average
Division Allocations	9,245.00	13,190.00	13,641.00	17,722.00	17,293.00	14,218.20
Advertising & Sponsorship	10,985.00	9,500.00	10,000.00	7,500.00	12,785.00	10,954.00
Surplus	6,942.06	3,678.52	1,365.51	126.00	24,108.04	7,244.03
Total	27,172.06	26,368.52	25,006.51	29,348.00	54,186.04	32,416.23
Revenue generated compared to allocated fund	119%	72%	73%	42%	74%	80%

Figure 1
ONE's Six-Year of Operating Funds and Expenses



3. ONE Member Survey Analysis

Between October and November 2021, a customized survey was distributed to all ONE members. At the close of the survey, ONE had 201 total responses from 838 members, representing a 24% response rate. This includes 181 complete responses and 20 partial responses. The sample somewhat resembles ONE's membership demographics, including member type and geographic location.

We organize this section in terms of (i) member profiles, (ii) member activities, (iii) member evaluation, and (iv) ONE future direction.

3.1. Member Profiles

3.1.1. Demographics

Those who completed the survey have the following demographics: In terms of membership tenure, ONE consists of primarily newer members: 37% of ONE's members have been in the Division between 0-3 years. Following, 25% of the members have been in the Division 4-7 years, and 14% from 8-11 years. The remaining 23% of members have been in the Division for more than 12 years. Second, the respondents are primarily academic members (75%), of those 20% are student members. There are no executive/practitioner members, and 5% have an emeritus membership.

From geographical location, we find that nearly half of the members are from North America (49%), followed by Europe (37%), Asia (4%), Australia and Oceania (4%) and South America (4%). The remaining members are from Africa (0.5%) and the Caribbean (0.5%).

Finally, most of the respondents have an age between 40 and 49 (29%), followed by ages 30-39 (25%), ages 50-59 (23%), and 60-69 (12%). There are fewer members between the ages of 18 and 29 (5%), and with age higher than 70 (6%).

3.1.2. Involvement with ONE

Of the responses dealing with memberships in other Divisions, we find that there are 25 other Divisions of which ONE members are a part. ONE members are mostly affiliated with the following Divisions and the relative percentage of respondents reporting the affiliation:

- Social Issues in Management (SIM) (45%)
- Strategic Management (STR) (34%)
- Organization and Management Theory (OMT) (30%)
- Entrepreneurship (ENT) (11%)
- Technology and Innovation Management (TIM) (8%)
- International Management (IM) (8%)
- Research Methods (RM) (7%)
- Management Education and Development (MED) (7%)
- Critical Management Studies (CMS) and Organizational Behavior (OB) (6% apiece)
- The remaining Divisions had less than 6% of the responses

Overall, our members appear to be strongly attached to ONE. Almost half of the respondents (46%) consider ONE to be their primary Division, and 32% claim to identify with ONE but also to identify with another Division almost as much. Roughly 16% indicated that they identify mostly with another Division. Lastly, 7% identified with ONE almost as much as their other primary Division.

Among the reasons why respondents belong to ONE, the majority of the respondents found it most important to gain and share information relevant to research (65%), while 24% found it as important. Secondly, the responding members want to develop and maintain social connections among ONE (52%), of which 22% found this as most important, and 30% rated this as second importance. Members found other issues to be less important, including the need to gain and share information relevant to teaching (28% found this to be either really or most important), to learn more about a domain that is relatively new to them (19% found this to be either really or most important), and the need to gain and share information relevant to training and management practice (11% found this to be either really or most important).

3.2. Member Activities

3.2.1. Participation in the Annual Meeting

A good portion of ONE members place a high priority on attending the AOM annual meeting every year (49%), regardless if they are in the program. The amount increases to 83% if you include ONE members that attend only when they are actively participating in the annual meeting (34%). Furthermore, the remaining respondents indicated that they attend the annual meeting once in a while (7%). This indicates a great importance placed on ONE members to attend the annual meeting.

Only 10% of the responding ONE members indicated that they attended the annual meeting rarely or never. When asked why they do not attend the Academy's annual meeting, the main reasons were because they do not have access to funding (58%), followed by that they do not have time to attend (44%), and lastly not being interested in attending (6%). It is worth noting that 11% of the respondents belong to the Academy for benefits other than the annual meeting.

We asked what type of annual meeting format is preferred. 48% of the respondents prefer an "in-person" format, while 43% voted for "hybrid", and finally 9% for a fully virtual modality.

We surveyed ONE members regarding the frequency of their engagement in each of the annual meeting activities for ONE. The highest frequency is reached by the regular conference session attendance: 40% of respondents declared to attend at least one regular conference session every year.

We also notice a high participation in the other activities (social events, business meetings, etc.) of 34% of the respondents. In addition, 32% served as a reviewer every year. Overall, the participation of our members is high not only for regular conferences but also for other activities.

3.2.2. Other Annual Meeting Activities

Table 5 displays the frequency of responses to the question: "During the past five years, how frequently, on average, did you engage in each of the following annual meeting activities for ONE?"

A combined 77% of those surveyed have indicated that they have at least once, which breaks down into those who have reviewed a few times (34%), those who have reviewed every year (32%) and those who have reviewed only once over the past five years (11%).

Regular sessions and PDWs seem to attract ONE members who attended the Annual Meeting: 75% of the members have attended an ONE regular conference session often, including a few times (40%) to every year (35%) over the past five years. The attendance of ONE sponsored PDWs is a bit less compared to paper sessions, but not considerably, including those who have attended a few times (38%) and every year (25%) over the past five years.

Social events also continue to be appealing to the responding ONE members, with 74% indicating that they attended a few times (29%) and every year (34%) over the past five years. Volunteering appears to be an issue, where 58% of respondents have never volunteered in some capacity, and only 11% contributing every year to some volunteering activity over the past five years.

Table 5
Engagement with Annual Meeting Activities for ONE

	1	2	3	4	Total
Served as a reviewer	37 20%	20 11%	62 34%	59 32%	183
Presented at a professional development workshop	85 46%	31 16%	43 23%	21 11%	186
Attended a professional development workshop (PDW)	40 21%	25 13%	71 38%	47 25%	187
Presented at a scholarly session (paper, symposium, etc.)	51 27%	34 18%	63 34%	34 18%	187
Served as a chair or discussant for a scholarly session	109 59%	21 11%	63 34%	34 18%	186
Attended a regular conference session	22 12%	24 13%	66 35%	75 40%	188
Participated in other activities (social events, business meetings, etc.)	44 24%	21 11%	55 29%	63 34%	187
Volunteered in some capacity (awards committee, social outing coordinator, etc.)	108 58%	19 10%	32 17%	20 11%	185

Note 1. 1=Never, 2=Once, 3=A few times, 4=Every year.

Note 2. The total number of responses include N/A.

3.3. Member Evaluation

3.3.1. Satisfaction with ONE Activities

In the section, we begin by analyzing ONE members' responses to an open-ended question² to identify key sources for member satisfaction.

² We used the WordCloud Generator provided by MonkeyLearn (<https://monkeylearn.com/word-cloud>) to identify popular words and phrases based on frequency and relevance across the open-ended answers.

We determine key sources for ONE members' satisfaction by analyzing the following question: "what do you like best about membership in ONE?" The 96 responses about the best part of ONE membership are centered around the following two categories, as illustrated in Figure 2.

Figure 2
Word Cloud for the Best Part of ONE Membership



Table 6 displays the frequency of responses to the question: “Please rate your satisfaction with the following.” The results in the table confirm the key sources for ONE members’ satisfaction. We list the summary of the table in order of the high level of satisfaction.

- 83% are satisfied or higher about communication from the Division
- 83% are satisfied or higher about the quality of the newsletter
- 78% are satisfied or higher with the activities that address the Division's domain.
- 75% of members are satisfied or higher with the sense of community within the Division.
- 70% are satisfied or higher about fair and open elections

- 65% are satisfied or higher about welcoming members from demographic groups
- 63% are satisfied or higher about the selection process for awards and recognition
- 58% are satisfied or higher about other Divisions/interest groups (good relations)
- 56% are satisfied or higher about the Division's efforts to reach out to int'l members
- 56% are satisfied or higher about the usefulness of the website
- 54% are satisfied or higher about the opportunities to influence the Division
- 51% are satisfied are higher about opportunities outside of the conference to network
- 51% are satisfied or higher about the ability to become leaders
- 50% are satisfied or higher about encouragement from leaders to network
- 45% are satisfied or higher about Connect@AOM Discussion
- 42% are satisfied or higher about the responsiveness of officers
- 41% are satisfied or higher about mentoring opportunities

Table 6
Satisfaction with ONE Activities

	1	2	3	4	5	Total
Sense of community within the Division	3 2%	27 16%	48 28%	46 27%	34 20%	172
Activities that address the Division's domain	1 1%	18 11%	55 32%	54 32%	24 14%	171
Welcoming of members from various demographic groups	7 4%	25 15%	42 25%	39 23%	28 17%	169
Efforts to reach out to international members	11 7%	27 16%	40 24%	38 23%	17 10%	169
Efforts to foster good relations and work collaboratively with other Divisions/interest groups	8 5%	29 18%	39 23%	41 24%	18 11%	168
Opportunities outside of the annual meeting to network/collaborate with peers	15 9%	41 24%	45 27%	26 15%	15 9%	168
Encouragement from Division leaders to form network communities for members like me	16 10%	33 20%	43 26%	26 16%	14 8%	166
Opportunities for members like me to receive mentoring	19 11%	29 17%	38 23%	20 12%	10 6%	168
Level of communication received from the Division	6 4%	14 8%	58 34%	61 36%	22 13%	170
Quality of newsletter	4 2%	14 8%	52 30%	65 38%	26 15%	171
Usefulness of website	2 1%	38 23%	45 27%	35 21%	13 8%	167
Value of Connect@AOM Community Discussion	8 5%	22 13%	36 22%	29 17%	10 6%	166
Responsiveness of Division officers to member concerns	2 1%	11 7%	24 14%	25 15%	21 13%	167
Ability of interested members to become leaders in the Division	7 4%	16 10%	26 16%	32 19%	26 16%	166
Opportunities to influence the Division	9 5%	16 10%	41 24%	26 15%	25 15%	168
Fair and open elections	4 2%	7 4%	26 15%	43 25%	51 30%	169

Selection process for awards and recognition	5	9	39	36	30	167
	3%	5%	23%	22%	18%	

Note 1. 1=Not satisfied, 2=Somewhat satisfied, 3=Satisfied, 4=Very satisfied, 5=Extremely satisfied.

Note 2. The total number of responses include N/A.

3.3.2. Satisfaction with the Annual Meeting Program

The survey results highlight members' satisfaction with the ONE annual meeting program. Table 7 displays the frequency of responses to the question: "Please rate your level of satisfaction with the following features of the ONE's annual meeting program."

Table 7
Satisfaction with the ONE's Annual Meeting Program

	1	2	3	4	5	Total
Professional Development Workshops (PDWs)	1	13	46	49	38	184
	1%	7%	25%	26%	21%	
Traditional paper sessions	2	34	60	46	17	184
	1%	18%	33%	25%	9%	
Discussion paper sessions	1	25	55	45	18	182
	1%	14%	30%	25%	10%	
Symposia	0	12	44	59	24	182
	1%	8%	24%	32%	13%	
Plenaries	2	14	44	50	28	183
	1%	8%	24%	27%	15%	
Social and networking opportunities	3	24	36	46	38	185
	2%	13%	19%	25%	21%	
Overall access to participation on the program	4	13	55	58	31	186
	2%	7%	30%	31%	17%	

Note 1: 1=Not satisfied, 2=Somewhat satisfied, 3=Satisfied, 4=Very satisfied, 5=Extremely satisfied.

Note 2. The total number of responses include N/A.

The survey results reveal that 42% of the members are very satisfied or extremely satisfied with the ONE annual meeting program, 26% declare to be satisfied, 10% are somewhat satisfied, and only 1% are not satisfied. We need to point out that 20% of the respondents did not answer this question, meaning that they did not attend any of the annual meeting activities.

The general satisfaction of the overall access to participation on the program is very good: a total of 78% of the respondents declare to be very satisfied (31%), satisfied (30%) or extremely satisfied (17%) with it.

Among all sessions offered by ONE, the PDWs and symposia are the most appreciated, with an average of 72% of the surveyed members being satisfied, very satisfied, or extremely satisfied with both of them. Traditional paper sessions also continue to be popular as well with 67% of the surveyed members being satisfied (33%), very satisfied (25%), and extremely satisfied (9%). This is similar with the other sessions offered, including discussion paper sessions (65% satisfied or higher) and plenaries (67% satisfied or higher).

We asked our members to propose ideas for the future of ONE to enhance its effectiveness as an academic circle. We draw insights from the answers to the following open-ended questions:

- We combined 132 responses to “what issues should occupy ONE’s time over the next five years?” and 101 responses to “what can ONE do tomorrow morning that would increase its effectiveness?,” given a similar pattern across these responses to the two questions. The responses are aligned with ONE’s five strategic goals to be pursued from 2022 through 2025, as shown in Figure 3.

business school dean
conscious business business
new technology
biodiversity loss
cool new ideas
friendly review services
practitioners engagement initiative
environmental grand challenge
editorship position
annual conference
lack of interdisciplinarity
presence of practitioners
community of scholars
definition of grand
practical impact
applied division
supplies chain
sustainable business practice
integrative theoretical development
rigorous research
many critical issues
proportion of member
top journal
impact of covid-19
social media
sustainability issues
division
issues
research
environmental issues
interdisciplinary way
reviewed business journal
regional research group
division member
special issues
general environmental crisis
climate change policy
climate action
climate change
grand challenge
main division

- 21

- Embrace interdisciplinary research
 - Share teaching cases, modules, and practices
- ONE as an inclusive Division strengthening efforts to be global and embrace under-represented regions; continue to build and engage the ONE community: communication, networking outside the AOM meeting
 - Integrate an increasing proportion of non-North American or European members that do not match the archetypical AOM/American approach to research
 - Become proactive use of social media
 - Provide tutorials for new members
- ONE as the driving force and activist to enhance environmental sustainability
 - Help AOM go green with its activities including more online activities, less flying through virtual conferencing, and carbon calculating
 - Support and advice for changing Business School curricular to fully embed sustainability into the program
 - Help business transform to place the Planet ahead of profit
 - Develop strong advocacy around environmental sustainability among AOM scholars
 - Promote advocacy for environmental policy
- ONE as an essential partner
 - Increase outreach to the practitioner community
 - Coordinate and inform research and other scholarly activities with the other AOM Divisions including SIM, CMS, IM, STR, and OSCM
 - Engage with relevant groups on climate change, including Alliance of World Scientists, the Union of Concerned Scientists, and Scientists for Extinction Rebellion
- ONE as an academic platform to support early-career scholars and Ph.D. students
 - Support members seeking publications in the field's top journals
 - Help early-career scholars and Ph.D. students with their early academic journeys
 - Give more voice to early-career scholars in the leadership team of ONE

4. ONE Health and Governance Checklist

The purpose of this checklist is to monitor basic Division/interest group health and governance. It is intended to stimulate conversation among the officers and prompt reflection. Copies of documents referenced in the checklist are **NOT** being requested. For each item, please share an example that illustrates your answer or a quick idea for improvement, where applicable. Officers should expand on items calling for improvement in their report.

<u>Bylaws and Domain</u>	<i>Yes</i> <i>X</i>	<i>Yes, but needs improvement</i>	<i>No</i>
<p>1. The Division/interest group's bylaws are up to date and periodically reviewed and revised, if necessary.</p> <p>ONE's last full bylaw and constitutional reviews were in 2012. In 2020, the ONE members voted in favor to review the bylaws to provide the ONE Chair with the ability to create new committees as needed and appoint ex-officio members to committees with advice from the ONE Exec Team, adapting the clause on who can propose amendments, update the list of awards and allow the Awards team to create or discontinue awards with the approval of the Chair.</p>			
<p>2. The Division/interest group's domain statement is current and activities reflect its full scope.</p> <p>The domain statement is aligned with all our activities, scholarly sessions, and social activities. Our overall goal is to promote rigorous scholarly research on the intersections between organizations and the natural environment.</p>			
<p>3. The Division/interest group conforms to all official Academy policies as detailed in the Division and Interest Group Chair's Guidebook.</p> <p>ONE has maintained contact with AOM central staff including Kerry Ignatz, Michael McShane, and Lucy Leety-Wheeler, on operating activities for ONE.</p>			
<u>Membership</u>	<i>Yes</i> <i>X</i>	<i>Yes, but needs improvement</i>	<i>No</i>
<p>4. Membership statistics are periodically reviewed to understand trends (growth, decline) and who the Division/interest group is serving (students, academics, practitioners, emeritus, international, etc.)</p> <p>Every year we reviewed our membership and meeting statistics to understand the dynamics of ONE.</p>			

<u>Membership (continued)</u>	<i>Yes</i> <i>X</i>	<i>Yes, but needs improvement</i>	<i>No</i>
<p>5. The Division/interest group delivers programs/services for all member constituencies.</p> <p>We have a wide international membership, with interests across levels of analysis (macro, meso, and micro) and across areas (e.g., climate change, grand challenges, environmental management tools, environmental attitudes). Our scholarly programs from the past five years show the diversity of topics and research questions that follow current trends related to the intersections between organizations and the natural environment.</p>			
<u>Finance</u>	<i>Yes</i> <i>X</i>	<i>Yes, but needs improvement</i>	<i>No</i>
<p>6. At least one person has responsibility for reviewing and understanding the Division/interest group's financial reports.</p> <p>Our ONE Treasurer is Ajith Venugopal, a member of the ONE Exec, who attends our meetings and carefully reviews our financials, and reports any news to the Division Chair and Exec team. Ajith replaced our previous treasurer Norma Schonherr in 2020.</p>			
<p>7. The Division/interest group follows the Academy's financial policies, and routinely operates in the black.</p> <p>Yes, as the match-up of our internal books with the AOM's, performed by Ajith Venugopal demonstrates.</p>			
<p>8. If feasible, the Division encourages outside sponsorship to extend its resources.</p> <p>We have sponsorship for several of our awards and activities, including the University of Alberta, University of St. Gallen, Network for Business Sustainability, Sustainable Enterprise Partnership, and the Kauffman Foundation recently.</p>			
<u>Governance</u>	<i>Yes</i> <i>X</i>	<i>Yes, but needs improvement</i>	<i>No</i>
<p>9. Periodic planning takes place to consider how the Division/interest group might meet new challenges and opportunities.</p> <p>The ONE Exec meets regularly to strategize and make joint decisions. Every year, there is a particularly close collaboration between the ONE Chair and the ONE Program and PDW chairs to organize a successful annual meeting.</p>			

<u>Governance (continued)</u>	<i>Yes</i>	<i>Yes, but needs improvement</i>	<i>No</i>
<p>10. There is a climate of mutual trust and respect among the officers.</p> <p>We are a very collegial group of officers who have been part of the ONE for years and maintain a relationship of mutual trust, respect, and commitment to protecting the natural environment. Furthermore, we have cooperated even under the unfavorable conditions that the COVID-19 pandemic has generated since March 2020.</p>	<i>X</i>		
<p>11. The respective roles of officers and key volunteers are understood and some level of orientation/guidance takes place.</p> <p>Our roles as officers and teams are understood for the most part. Our ONE Exec shares a Dropbox folder where all the materials are accessible to every member. Our different teams also have their own shared folders with documentation. In order to increase efficiency and be more aligned with the transition from a 5-Year Review report to a ONE Strategic Plan, we have created ONE Annual Chair's and ONE Committees' Transition Forms (see Appendices 3 and 4 of this report).</p>			
<p>12. The Division/interest group actively attempts to involve members in volunteer and leadership positions, including international members and other underrepresented populations.</p> <p>ONE strongly emphasized inclusivity and internationalization. Our ONE Internationalization Team works on welcoming scholars from all over the world, especially from underrepresented populations in Latin America, Africa, and Asia. In 2020, we organized a virtual Global Plenary on grand challenges and the Sustainable Development Goals that included panelists from all the continents.</p>			
<p>13. The current governance and committee structure serves the Division/interest group well.</p> <p>We have added new teams over time (the latest being the ONE Impact Team and ONE Student Team) to be more inclusive and increase impact.</p>			
<p>14. The Division/interest group has a fair and open process for nominations and elections.</p> <p>Our ONE Nominations/Membership Team is responsible for running fair and open elections every year. All our positions (including the new member for the Leadership Track) are now run with multiple candidates on the ballots to ensure a more democratic process.</p>			

<u>Programs/Activities</u>	<i>Yes</i>	<i>Yes, but needs improvement</i>	<i>No</i>
		<i>X</i>	
<p>15. The officers periodically consider adopting new programs and modifying or discontinuing others. They know the strengths and weaknesses of their programs.</p> <p>Yes, we constantly modified times for the ONE Social and the Exec and Business Meetings to fit schedules and changes in the ONE and the Academy, and we have considered ways to keep our program fresh despite our meager resources. For the 2020 and 2021 virtual meetings, we have scheduled socials and scholarly activities throughout different times so that ONE and AOM members from all the time zones can attend our sessions.</p>			
<p>16. Scholarships, travel stipends, or other funding programs are transparent and open to all who are eligible.</p> <p>We are proud of our wide solicitation of applicants for stipends and awards, and our Awards Team has a strongly committed group that does a tremendous job of combing through proposals, best papers, and the like. As far as we know, we use procedures similar to those at journals (double-blind, when possible) and other AOM Divisions (panels of experts, many prior winners).</p>			
<p>17. The Division/interest group has well publicized recognition programs (for service, scholarly contributions, etc.) <u>and</u> the criteria for awards are transparent.</p> <p>Our Awards Team oversees our awards in a transparent way. Every year they select a committee for each of our awards. In addition, our call for award is publicized in AOM Connect and our social media platforms to increase participation.</p>			
<p>18. The Division/interest provides opportunities and services to members with different interests, including teaching, research, and practice-based interests.</p> <p>We try to accomplish this, but as a small Division, plus split between those interested in research and practice, it is not easy to satisfy everyone on this dimension. We note however that we have involved multiple practitioners in our plenaries in recent years.</p>			
<p>19. Services to members extend beyond those provided at the annual meeting.</p> <p>ONE is quite active on social media, especially on Twitter (currently has 1,534 members), where our activity and followership have increased considerably since 2020. By being active on social media we keep ONE members up to date on other gatherings, conferences, publication opportunities, etc. Our AOM Connect platform is also very lively and serves as the official announcement platform of the ONE community.</p>			

<u>Programs/Activities (continued)</u>	<i>Yes</i>	<i>Yes, but needs improvement X</i>	<i>No</i>
<p>20. The Division/interest group carries out regular communication with members (minimally including a newsletter and up-to-date website).</p> <p>We have very much improved in this dimension. Our ONE Communications Team releases four newsletters every year, “The ONE Times,” which is also posted on our website. The team is also in charge of our social media platforms, mainly our Twitter account @AOM_OrgNatEnv. However, we are constantly exploring new ways of communication to ensure that all members can receive all the relevant information about ONE.</p>			
<p>21. The Division/interest group actively works to build community (communities of practice, listservs, collaboration activities, social and special events) etc.</p> <p>ONE has a sense of community and commitment. Our goal for the near future is to increase engagement with the practitioner community as well as scholars from underrepresented areas.</p>			
<p>22. The Division/interest group actively strives to improve the annual meeting program by periodically reviewing program statistics to monitor meeting trends.</p> <p>Yes. We actively look at attendance, such as at the ONE Plenary, Doctoral and Junior Faculty Consortia, and other ONE events. Our efforts are particularly devoted to being more inclusive and increasing the attendance of scholars from under-represented regions. These efforts have been intensified during the 2020-21 periods because the virtual conference has provided the opportunity for more international scholars to attend AOM.</p>			
<p>23. Collaboration exists with other Division/interest groups in the Academy.</p> <p>We collaborate with other Divisions by sharing PDW times and scholarly program cross-listings for sessions of interest for several Divisions. Our junior faculty consortium is co-organized with the SIM.</p>			

Appendix 1: ONE Financial Statements

Table A1
ONE Six-Year Summary of Revenue and Expenses

	2017 Atlanta	2018 Chicago	2019 Boston	2020 Virtual	2021 Virtual	2022 Virtual (Projected)
Division Allocations	9,245.00	9,190.00	13,641.00	17,722.00	17,293.00	18,019.00
Sponsorships	10,985.00	11,485.00	10,000.00	7,500.00	12,500.00	12,000.00
Other funds				4,000.00	285.00	
Balance Forwarded from previous year	6,942.06	5,723.59	1,365.51	123.85	24,108.04	46,586.00
Total Operating Funds	27,172.06	26,398.59	25,006.51	29,345.85	54,186.04	76,605.00
Total Expenses	23,494.00	23,095.30	24,882.66	5,787.00	7,600.00	43,000.00

Table A2
ONE Six-Year Budget Overview

	2017	2018	2019	2020	2021 (as on 10/31/21)	2022 (Projected)
Revenues						
Balance forward	6,942.06	5,723.59	2000.00	123.85	24108.04	46600.04
Division allocation from Academy	9,245.00	9,190.00	13,641.00	17722.00	17293.00	18019.00
Total operating funds available	16,187.06	14,913.59	15,641.00	17,845.85	41401.04	64619.04
Sponsorship	12,985.00	11,000.00	12000.00	8000.00	12500.00	12000.00
Strategic Project Fund				4,000.00		
Other Sales					285	
Total operating funds	29,172.06	25,913.59	27,641.00	25,845.85	54186.0385	76619.04
Expenses						
Events						
ONE Doctoral Consortium	1,687.95	2,000.00	2,500.00			5,000.00
ONE/SIM Junior Faculty Consortium	1,225.45	-	1,500.00			3,000.00
ONE Welcome Reception	2,943.78	3,000.00	3,000.00			5,000.00
ONE Social	11,972.29	12,000.00	12,000.00		586.00	15,000.00
ONE Annual Meeting Grants	500.00	1,500.00	2,250.00			
Gratuities & sales tax						
Meetings and Conference				1,400.00		
ONE Scholarships					3,000.00	5,000.00
Total events expenses	18,329.47	18,500.00	21,250.00	1,400.00	3,586.00	33,000.00
Awards						

Best dissertation	500.00	500.00	500.00	500.00	500.00	500.00
Book award	500.00	500.00	500.00	500.00	500.00	500.00
Emerging scholar	500.00	500.00	500.00	500.00	500.00	500.00
Distinguished scholar	500.00	500.00	500.00	500.00	500.00	500.00
NBS Impact on practice	500.00	500.00	500.00	500.00	500.00	500.00
Best paper	500.00	500.00	500.00	500.00	500.00	500.00
Unorthodox paper	500.00	500.00				
Teaching		500.00	500.00	500.00	500.00	500.00
Best Student Paper Award				500.00	500.00	500.00
Special category award						
Award plaques	216.00	300.00				3,000.00
Award trophy	300.00	300.00				1000.00
schwag	-	250.00		313.00		1000.00
Awards	4,016.00	4,850.00	3,500.00	4,313.00	4,000.00	9,000.00
Other						
Website, logo & promotion	903.00	-	500.00			
bank fees	200.00	300.00	200.00		14	1000.00
Others	1,103.00	300.00	700.00			
Total expenses	23,448.47	23,650.00	25,450.00	5,713.00	7,586.00	43,000.00
Projected balance forward at year end	5,723.59	2,263.59	2,191.00	20,132.85	46,600.04	33,619.04

Note: The discrepancy in figures between Table 3 and Table A2 is due to the budgeting process. The AOM follows a year-ending budgeting approach, whereas we follow a rolling approach (We account for events as they occur).

Appendix 2: Team Survey on ONE Strategic Plan

ONE Strategic Plan (5-Year Review)

For the 2017-2021 ONE 5-Year Review Report, we need to (i) assess each team's past 5-year initiatives and achievements, (ii) describe current challenges, and (iii) provide plans and innovations for the next 3 years.

Please submit your team's report by Thursday, January 6, 2022.

Our main question is to think carefully about what we want to be, focus, and become as a division in the next 3 years. Some of the overarching ONE Strategic Priorities are:

1. ONE as the main AOM division that pursues rigorous academic research on organizations and environmental grand challenges (e.g., climate change, biodiversity loss, overconsumption).
2. ONE as an inclusive division strengthening efforts to be global and embrace under-represented regions; continue to build and engage the ONE community: communication, networking outside the AOM meeting.
3. ONE as the driving force and activist to make AOM and academia more sustainable (e.g., hybrid conferencing).
4. ONE as an essential partner with
 - Other AOM divisions to increase impact: SIM, CMS, STR, PNP etc.
 - External stakeholders/associations: Impact Scholar Community, Sustainability PhD Community, Kauffman Foundation, NBS, etc.
 - Specialized conferences: GRONEN, ARCS, IABS, etc.
5. ONE as an academic platform to support early career scholars and PhD students

Thanks for your cooperation!

ONE Exec Team (Ivan, Jeff, Sukhbir, Martina, Nardia, and Ajith)

* Required

1. Which team is submitting this report? *

Mark only one oval.

- ☐ Program Team
- ☐ Impact Team
- ☐ Membership Team
- ☐ Communications Team
- ☐ Teaching Team
- ☐ Internationalization Team
- ☐ Awards Team
- ☐ Student Team

2. Please describe your team's past/current activities supporting the ONE's Strategic Priorities (See above). *

3. Please assess your team's achievements based on the past activities. *

4. Please describe current challenges faced by your team. *

5. Please provide your team's goals (innovations and best practices) for the next 3 years. *

Appendix 3: ONE Annual Chair's Transition Form

ONE Annual Chair's Transition Form	
ONE Outgoing Chair Name:	
ONE In-coming Chair Name:	
Date:	August/ <u>Day</u> / <u>Year</u>
1. List the Division main activities/achievements for the Outgoing Chair's tenure year	
2. List the Division's main challenges faced during the Chair's tenure year	
3. List the outstanding items for the Incoming Chair	
4. Suggestions for activities/innovative practices to implement in the following year	

Appendix 4: ONE Teams' Transition Form

ONE Team's Transition Form		
ONE Team Name		
ONE Team Members	Incoming Team Member Name	
	Current Team Member Name	
	Current Team Member Name	
	Outgoing Team Member Name	
Date:	August/ <u>Day</u> / <u>Year</u>	
1. List the Team main activities/achievements for the past year		
2. List the Team's main challenges faced during the past year		
3. List the outstanding items for the new Team		
4. Suggestions for activities/innovative practices to implement in the following year		

Appendix 5. #ONEmore: Welcoming New ONE Members on Social Media



Joana Huaman

PhD student

Universidad del Desarrollo
Chile

Job Market in 2022
PhD completion in 2023

ONE member since 2021

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Joana's Bio

She worked in the mining industry for 10 years, then in 2018 she did an MBA at Pontificia Universidad Catolica de Chile. Also, she has experience as a research assistant in management courses at Universidad del Desarrollo. Her research interests are strategy, circular economy, business sustainability and innovation.



Research Keywords

Business sustainability, Innovation, Strategy



Hobbies

Travel, movies, music, read



The title and author/director of the book/movie that changed your mind
Peter Drucker



The destination of the travel that changed your life
Portland



Farhana Rahman

Non-academic employment

University of Malaya
Malaysia

Job Market in 2022
PhD completion in 2025

ONE member since 2021

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Farhana's Bio

She is a non-academic employee at a private institution. She earned a Master's degree from the University of Malaya. She is currently preparing to enroll in a PhD programme focused on sustainability research in the context of placemaking and regional development.



Research Keywords

Sustainable place making, Regional development



The title and author/director of the book/movie that changed your mind
Muhammad Yunus