



December 2007

Southwest Academy of Management Newsletter

Happy Holidays!

In this issue:

- Award Winners for the March 2008 Conference
- Program Updates for the March 2008 Conference, including Doctoral Consortium and Doctoral Stipend Information
- Request for Nominations for Officer Positions
- Update on Bylaw Changes

FROM THE SWAM PRESIDENT

Darla Domke-Damonte (Coastal Carolina University)
2007-2008 SWAM President

WELCOME TO THE SWAM 2008 CONFERENCE!

As you prepare for the holidays, let us share with you more good news of the season! Program Chair **Scott Douglas** (University of Montana) and his track chairs have done an outstanding job in getting the SWAM program to completion. Also, FBD has facilitated a smooth and streamlined process for program development. Therefore, the program has been finalized much earlier than in previous years. All of author notifications have been sent out, and we have posted the instructions for proceedings submission, registration hotlink, and hotel reservations hotlink on the SWAM website (http://www.shsu.edu/~mgt_swam/) for your ease of reference. Our thanks to **Vic Sower** (Sam Houston State University) for his work in keeping the webpage current.

Scott's message below will share with you details about the program, its special events and activities. Nominating Committee Chair **Gayle Baugh** (University of West Florida) issues the call for nominations for leadership for SWAM in a column below. Let me, in the meantime, share with you the winners of the major awards for the 2008 conference and highlight the request for changes in the bylaws that we will vote upon at the 2008 SWAM business meeting in Houston in March.

AND THE WINNERS ARE...

The winners are really all who have had papers accepted and who have been recognized through nominations for the various awards given by SWAM. Please join

me in congratulating the following individuals for their nominations (and selection) for the following SWAM Awards to be given at the 2008 Conference in March in Houston.

The winner of the 2008 SWAM Outstanding Educator Award is **Sherry Sullivan** (Bowling Green State University). **Therese Yaeger** (Benedictine University and SWAM Representative at Large) chaired the committee, which had a record number of nominees this year. Also nominated were **Don Baack** (Pittsburg State University), **Walt MacMillan** (Oral Roberts University), **Tim Peterson** (Texas A&M University), and **Peter Sorensen** (Benedictine University). Please join us in congratulating these mentors and role models for their impact on students and colleagues within the field!

The winner of the 2008 SWAM Distinguished Paper Award is **Gayle Baugh** (University of West Florida) for her paper, entitled “Sequential and Multiple Simultaneous Mentoring Relationships: Is More Really Better?,” which was also noted as best paper for the Human Resources / Careers / Gender and Diversity in Organizations / Social Issues in Management Track. Authors being recognized for best papers in track are:

- **Hsin Hsin Chang** (National Cheng Kung University) and **Hsu-Wei Hsieh** (National Cheng Kung University) for their paper, entitled “Virtual Teams from SMEs: Cultural Adaptation, Communication Quality, and Interpersonal Trust” in the Track: Entrepreneurship / Small Business / Management Consulting;
- **Yan Liu** (Louisiana Tech University), **Guclu Atinc** (Louisiana Tech University), **Mark Kroll** (Louisiana Tech University), and **Ying Wang** (University of Louisiana at Monroe) for their paper, entitled “Board Structure, Ownership Structure, and Firm Performance of Chinese Publicly Listed Firms” in the Track: Business Policy and Strategy/ Public and Nonprofit Issues/ Research Methods/ Health Care Management;
- **Ali Soylu** (Cameron University) and **Gerald Zeitz** (Temple University) for their paper, entitled “Foreign Employee Status and Workplace Stress in the US” in the Track: International Management / OMT/ Management & Cognition / Management Education and Development;
- **H. Ulas Ograk** (University of Louisiana at Monroe) and **Linda Matthews** (University of Texas Pan American) for their paper, entitled “The Political Dimension of OCB: A Conceptual Framework” in the Track: Organizational Behavior / Organizational Communication.

Ten years ago, SWAM established the SWAM Outstanding Reviewer Award to recognize the important impact reviewers can make on authors' work. Each year, reviewers who have done a particularly noteworthy job in their evaluations of papers for the program are nominated for this award, and the award is presented at the business meeting during the SWAM conference. This year, the following individuals have been nominated for this prestigious honor:

- **Noel Burchell**, Unitec Institute of Technology
- **Terry Coalter**, Northwest Missouri State University
- **George Puia**, Saginaw Valley State University
- **Elizabeth Umphreses**, Texas A&M University

Please join us in congratulating those who have been nominated and/or awarded recognition for their contributions to research, teaching, and service as reviewers for the 2008 SWAM Conference.

MAKING SOME CHANGES...

At the SWAM business meeting in March in Houston, Texas, we will also ask you to vote on changes to the bylaws which update them to current practice and advisable policies. Please see those bylaw changes noted in the Appendix which follows the news in this newsletter.

We look forward to seeing you at the conference!

CALL FOR NOMINATIONS!

Gayle Baugh (University of West Florida)

SWAM Immediate Past President and Chair, Nominating Committee

The Southwest Academy of Management is looking for a few good people! We're thrilled with the level of attendance and participation at the annual conferences, and we are looking for some folks who would like to be even more involved. Each position provides an excellent opportunity to have an influence on the governing and direction of the organization. The following positions will be open and nominations are sought:

Program Chair Elect: The individual elected to this position will "shadow" the 2009 Program Chair and will organize and develop the 2010 Southwest Academy of Management program. This individual will progress through the positions of Program Chair, President Elect, President, and Immediate Past President. It is helpful if nominees have participated in the SWAM program for at least a couple of years in order to ensure some familiarity with the program structure.

Treasurer-Membership Chair: Collect membership dues (currently done in conjunction with the Federation of Business Disciplines Treasurer) and make disbursements for legitimate Southwest Academy of Management expenses. Keep accurate accounts of financial transactions. Maintain information about membership levels (in conjunction with the FBD Treasurer). Chair or appoint a Chair for the Membership Committee. The term of service for this position is three years with the option of a second term on completion of the first.

Representative at Large: Represent the membership of the Southwest Academy of Management to the Board during the annual meetings. It is helpful if the Representative at Large has attended SWAM meetings in the past and has begun to develop a network of contacts among the membership. The term of service is for three years with the option of a second term on completion of the first.

SELF NOMINATIONS ARE ENCOURAGED! If you would like to nominate an individual to any of these positions, please contact **Gayle Baugh** (by e-mail, gbaugh@uwf.edu, or

by telephone, 850-474-2206). It is helpful if you check with the nominee about willingness to serve prior to nomination. I am sure that we will see an excellent slate of candidates for election, so start those nominations rolling in. Please be sure to have all nominations to me by January 15, 2008. Thank you very much!

FROM THE PROGRAM CHAIR

Scott Douglas (University of Montana)
2008 SWAM Program Chair

I thank the many authors who submitted their work for consideration in the 2008 Annual Meeting for the Southwest Academy of Management. I also express my deep appreciation to the members who volunteered as reviewers of submitted work, as well as to the members who volunteered to act as discussants, session chairs and/or facilitators during the meeting. Lastly, I owe considerable thanks to the Track Chairs for the 2008 Meeting. Their hard work began over the summer and will not end until the last day of the conference (hint, hint).

The interest and enthusiasm for the upcoming SWAM meeting suggests that our membership will enjoy a highly informative and valuable conference. The number of submissions we received, including proposals for professional development workshops, panels and symposia, surpassed our expectations for the meeting. This will afford our members the opportunity to enjoy discussions on a wide range of subjects. Although we are constrained to roughly the same amount of time and space for presentations as in the past, we were able to accept approximately the same percentage of the submissions as in recent years. To make this possible, however, some presentation sessions will be conducted using the round-table format which has become increasingly popular at the Academy of Management's annual meeting.

The upcoming SWAM meeting will include traditional paper sessions, professional development workshops, panel discussions, symposia and round-table sessions. With the exception of papers being presented at round-table sessions, all presenters will be using overhead projectors and transparencies to support their presentations. Presenters at round-table sessions should bring handouts to distribute to session participants.

We look forward to several special and innovative sessions. We will offer two pre-conference sessions on Wednesday afternoon. One session addresses the challenges presented by online courses – in this case online cheating. The other session explores how we can use actors and theatre to become more effective in the classroom. Later in the week, we will have the opportunity to enjoy a panel discussion led by community leaders who dealt with the aftermath of Hurricane Katrina, and a panel discussion led by leaders of a very successful professional baseball franchise.

To celebrate **SWAM's 50th reunion**, we will join several Past Presidents of SWAM in a session that reflects on its past, present and future. The 2008 meeting will mark the first

time that all associations in the FBD will come together for an **Annual Swap Meet**. During this time, SWAM members can trade merchandise from their universities (e.g., logowear, coffee mugs, bobble heads and etc.) with members from other associations in the FBD. We hope this will lead to new friendships between members from the different business disciplines.

Once again, SWAM will be hosting its **Doctoral Consortium** on Saturday between 8am and 5pm. This year, we had several students submit papers to the conference that were eventually accepted for presentation. For those authors who were students at the time of submission, and had their papers accepted, SWAM has set aside a limited number of stipends to help defray the cost of attending the meeting. In order to apply for one of these stipends, student authors should: 1) Go to http://www.shsu.edu/~mgt_swam/ to access the criteria for determining how the doctoral stipends are awarded; and, 2) Make a formal request via email to the Program Chair (scott.douglas@business.umd.edu) acknowledging that they have read, understand and accept the criteria for determining the stipends, and that they want to be considered for the award.

We are only a few, short months away from our meeting in Houston (March 4th thru 8th) so it is important to secure transportation and lodging as soon as possible. The **2008 Annual Meeting for the Southwest Academy of Management** will be held at the **Hyatt Regency** in downtown Houston. Please access special meeting hotel rates at <http://houstonregency.hyatt.com/groupbooking/hourhsfad2008>. To register for the 2008 meeting, SWAM members should go to the Federation of Business Disciplines (FBD) website: <http://www.fbds.org/registration.htm>. FBD is our umbrella organization, and thus SWAM members are required to register with *both* FBD and SWAM.

On behalf of the past and current officers for the Southwest Academy of Management, I wish you an exciting winter break, and I look forward to seeing you in Houston.

NEW BOOK BY SWAM MEMBERS

Just published:

Benchmarking for Hospitals: Achieving Best-in-Class Performance without Having to Reinvent the Wheel

by **Vic Sower, Jo Ann Duffy**, and Gerald Kohers. Published by ASQ Quality Press. 224 pages. ISBN 978-0-87389-722-8. 6 x 9. Soft Cover. 2007

APPENDIX: PROPOSED CHANGES TO THE BYLAWS

(To be voted on at the 2008 SWAM Business Meeting)

The SWAM Executive Committee asks for your support of five changes to the SWAM Bylaws. At the March, 2008 business meeting, you will be asked to vote on the 5 changes. You will have the choice of voting on them as a group, or if you prefer, you may vote on each change individually. The two options are illustrated below in a sample ballot. A detailed description of each proposed change and its justification

follows. Finally, you will find appended a complete copy of the current SWAM Bylaws, with the respective changes shown.

SAMPLE BALLOT

You may either vote to support (or reject) all of the proposed Bylaw changes as a group, or you may vote on each individually.

_____Vote to SUPPORT all five changes to the bylaws submitted by the SWAM Executive Committee in December 2007

_____Vote to REJECT all five changes to the bylaws submitted by the SWAM Executive Committee in December 2007

If you choose to vote for the individual changes, please check off your position below.

FOR	AGAINST	Change
_____	_____	Change #1 – Change in wording of membership criteria
_____	_____	Change #1 – Change in qualification of representative at large
_____	_____	Change #3 – Change in reporting requirements of Executive Committee for removal of officer
_____	_____	Change #4 – Clarify the process through which SWAM might affiliate with other organizations
_____	_____	Change #5 – Clarify the timing of provision of information for voting for changing the bylaws

DESCRIPTION AND JUSTIFICATION OF THE CHANGES REQUESTED:

Change #1 - Change wording of membership criteria of officers for SWAM Article II (Structure), Section 5 (Membership Criteria)

Justification: Request that you vote to support the change of membership criteria of the officers of SWAM to comply with AOM guidelines denoting that at least one of the officers of an affiliated association must be a member of AOM. We are asking for no change in the requirement of officers to be members of SWAM.

The current wording of Article II (Structure), Section 5 (Membership Criteria) is:

All elected or appointed officers must be members in good standing with the Academy of Management and the Southwest Academy of Management.

We are requesting your vote to replace the above wording in Article II (Structure), Section 5 (Membership Criteria) with the following:

All elected or appointed officers must be members in good standing with the Southwest Academy of Management and at least one of the elected officers must be a member in good standing of the Academy of Management.

Change #2 – Change in the qualification of Representative at Large positions
Article III (Election and Tenure of Office), Section 4

Justification: Currently we may not consider a nominee for an open Representative at Large position if they are from the same institution as the person currently holding this position. We understand that this section was built to insure that SWAM would not become an organization that was responsive to only one institution, but also believe that this section disqualifies unnecessarily qualified and interested members from serving.

The current wording of Article III (Election and Tenure of Office), Section 4 is:

The nominee for the open Representative at Large position may not be employed at the same academic institution or business as the Representative at Large leaving office.

We are requesting that you vote to remove this Section from the Bylaws.

Change #3 – Change in the reporting requirement of Executive Committee to membership regarding removal of officers
Article IV (Removal of Officers), Section 3

Justification: Currently we have no specific timeline requirement for reporting balloting outcomes for the removal of officers. While we hope that this whole article never has to be utilized, this addition will provide a guideline for processing votes as well as accountability for the timely reporting of that process.

The current wording of Article IV (Removal of Officers), Section 3 is:

The Executive Committee shall submit the ballot to the membership. The Executive Committee shall assure a fair vote, and shall also report the results to the membership and appoint the person to complete the term of office.

We are requesting your vote to replace the above wording in Article IV (Removal of Officers), Section 3 with the following:

The Executive Committee shall submit the ballot to the membership within thirty (30) days of the vote of the Executive Committee or verification of the signatures of the members on a membership petition. The Executive Committee shall assure a fair vote, and shall also report the results to the membership and appoint the person to complete the term of office within thirty (30) days of the conclusion of the balloting.

Change #4 – Clarify the process through which SWAM might affiliate with other organizations

Section VI (Affiliation with Other Organizations), Section 4

Justification: Currently the bylaws provide clarification of the process for changing the affiliations, but do not preempt any such changes by noting that they must be permissible affiliations under the Academy of Management rules. The proposed change provides for that qualification.

The current wording of Section VI (Affiliation with Other Organizations), Section 4 is:

Any additional affiliations or changes in present affiliations must be approved by the membership. These changes should follow the same voting procedure as for amending the Constitution.

Thus, we are requesting your vote to replace the above wording in Article VI (Affiliation with Other Organizations), Section 4 with the following:

Any additional affiliations or changes in present affiliations must be approved by the membership. These changes should follow the same voting procedure as for amending the Constitution and must also be permissible under the rules of the Academy of Management.

Change #5 – Clarify the timing of information for voting to change the bylaws
Article X (Amendments)

Justification: The present wording of this Article does not provide a time period by which members must be given the ballot for changes to the bylaws prior to their required voting. The proposed change indicates that all members must be provided the proposed changes to the bylaws at least thirty days before the actual vote would occur.

The present wording of Article X (Amendments) is:

Amendment of the Bylaws shall be by a two-thirds (2/3rds) vote of the members present at an annual business meeting or by a majority of those members in good standing voting through mail or electronic ballot sponsored by the Executive Committee.

Thus, we are requesting your vote to replace the above wording in Article X (Amendments) with the following:

Amendment of the Bylaws shall be by a two-thirds (2/3rds) vote of the members present at an annual business meeting or by a majority of those members in good standing voting through mail or electronic ballot sponsored by the Executive Committee. Any proposals to amend these Bylaws must be submitted to the members at least thirty (30)

days before the closing date for the ballot, including a vote of the membership at the annual business meeting.

EDITOR'S NOTE

The list of officers normally appended to the SWAM Newsletter has been omitted in the interest of brevity. Find it on the SWAM website at http://www.shsu.edu/~mgt_swam.

APPENDIX

THE SOUTHWEST ACADEMY OF MANAGEMENT **BYLAWS (Current)**

ARTICLE I. Membership

1. Membership in the Southwest Academy shall be available to individuals interested and engaged in advancing the theory and philosophy of management through teaching, research, practice, or publication. The candidate shall share the objectives of the Southwest Academy. Candidates for membership shall be as follows, provided that the number of executives shall be limited to not more than twenty-five percent (25%) of the total membership. For purposes of this provision, an executive is defined as one who spends over fifty percent (50%) of his or her time in non-academic professional management.
 - a. A teacher of management in a college or university holding the rank of instructor, lecturer, assistant professor, associate professor, professor, research professor, or distinguished professor, or emeritus professor (not eligible for Member Emeritus status, as described in section 3);
 - b. A graduate student with an interest in management;
 - c. An executive who has made a significant contribution to management theory or philosophy in published form or is distinguished in the practice of management; or
 - d. A manager holding a policy level or administrative position in business, governmental, education, or other type of organization, providing the individual has made significant contributions to the theory, art, science, and/or practice of management thorough research, teaching, top-level policy making, or other activities that in the opinion of the executive Committee helps further the goals of the Southwest Academy.
2. Application for membership in the Southwest Academy shall be filed with the Treasurer-Membership Chair. Election to membership shall be in accordance with procedures to be established by the Treasurer-Membership Chair to carry out the intent expressed in the purpose and membership qualifications articles of the Constitution, and in agreement with such stipulations as may appear in the Bylaws.
3. A member shall become a Member Emeritus on application to the Treasurer-Membership Chair and whenever the following conditions have been fulfilled:

- a. Continuous, fully-paid membership in the Southwest Academy of the ten (10) years immediately preceding qualification as a Member Emeritus.
- b. Retirement from regular gainful employment as a teacher, consultant, or manager, due to reaching retirement age or due to poor health.

ARTICLE II. Structure

1. **The Executive Committee** - In addition to the responsibilities of the Executive Committee specified by the Constitution, the Executive Committee shall
 - a. Resolve any disputes among the elected officers.
 - b. Fill officer vacancies prior to the end of an elected term.
 - c. Appoint additional officers as needed on an ad hoc basis. Appointment shall be approved by the membership at the next annual meeting, if practicable.
 - d. Approve any operating policies or procedures for the functioning of the organization that are not provided by the Constitution or Bylaws until such can be acted upon by the membership at the next annual meeting.
 - e. Perform other activities as necessary to execute those responsibilities specified by the Constitution and Bylaws.

2. **Elected Officers** - The elected officers of the Southwest Academy shall be the Immediate Past President, President, President Elect, Program Chair, Program Chair Elect, Treasurer-Membership Chair, Secretary, and the three Representatives at Large.
 - a. **The Immediate Past President.** - The Immediate Past President shall
 1. Serve on the Executive Committee.
 2. Chair the Nominating Committee and conduct the election of officers.
 3. Coordinate and conduct the Doctoral Student and/or Junior Faculty Consortium.
 - b. **The President.** - The President shall
 1. Succeed the current Immediate Past President at the termination of the Immediate Past President's year in office.
 2. Chair the Executive Committee and serve as the chief executive officer of the Southwest Academy.
 3. Conduct the activities of the Southwest Academy in a manner that assures the accomplishment of its objectives, subject to the provisions of the Constitution and Bylaws, and the concurrence of the Executive Committee in matters of policy.
 4. Authorize expenditures of the Southwest Academy's funds.
 5. Preside at all meetings of the Southwest Academy, but may delegate this responsibility to the President Elect.
 6. Present a report on the status and progress of the Southwest Academy at its annual meeting.
 7. Bear primary responsibility for seeing that a smooth transition is made between outgoing and incoming officers.

- c. **The President Elect.** - The President Elect shall
 - 1. Succeed the current President at the termination of the President's year in office.
 - 2. Act for the President in the President's absence or inability to carry out the responsibilities of the office. The President Elect's succession to the office of the President shall not be affected by having to assume the office of the current President.
 - 3. Appoint and chair the Distinguished Paper Award Committee.
 - 4. Appoint and chair the Distinguished Reviewer Committee.
 - 5. Perform other duties as may be assigned by the President, the Constitution, or the Bylaws.
- d. **The Program Chair.** - The Program Chair shall
 - 1. Succeed the current President Elect at the termination of the President Elect's year in office.
 - 2. Serve as the Program Chair of the annual meeting with full responsibility for all arrangements necessary for the program. Execution of this duty should be carefully coordinated with the Executive Committee.
 - 3. Perform other duties as may be assigned by the President, the President Elect, the Constitution, or the Bylaws.
- e. **The Program Chair Elect.** - The Program Chair Elect shall
 - 1. Succeed the current Program Chair at the termination of the Program Chair's year in office.
 - 2. Assist the Program Chair with the annual meeting.
 - 3. Coordinate and conduct the evaluation of paper sessions at the annual meeting.
 - 4. Organize the reception and all other necessary catering at the annual meeting with full responsibility for all arrangements necessary. Execution of this duty should be carefully coordinated with the Program Chair and the Executive Committee.
 - 5. Perform other duties as may be assigned by the Program Chair, the President, the President Elect, the Constitution, and the Bylaws.
- f. **The Treasurer-Membership Chair.** - The Treasurer-Membership Chair shall
 - 1. Exercise full responsibility for the funds of the Southwest Academy.
 - 2. Issue checks, collect dues from the membership, keep complete and accurate books of account showing all receipts and disbursements, and present a report of the Southwest Academy's financial status at its annual meeting.
 - 3. Serve as chair of the membership committee.
 - 4. Actively recruit new members encourage the other members of the Executive Committee to do so.
 - 5. Report the current membership data at the annual meeting.
 - 6. Maintain an accurate current membership roster.
 - 7. Perform other duties as may be assigned by the President, the President Elect, the Constitution, or the Bylaws.

- g. **The Secretary.** - The Secretary shall
 - 1. Keep minutes of the Executive Committee meetings and all business meetings of the Southwest Academy.
 - 2. Working with the Treasurer-Membership Chair, publish a membership directory for the Southwest Academy.
 - 3. Perform other duties as may be assigned by the President, the President Elect, the Constitution, or the Bylaws.
 - h. **The Representatives at Large.** - The Representatives at Large shall
 - 1. Provide opportunities for the general membership to express concerns and desires with regard to the operation of the Southwest Academy.
 - 2. Provide input to the Executive Committee regarding the expressed concerns and desires of the general membership.
 - 3. One Representative at Large shall chair the Distinguished Educator Committee.
 - 4. Perform other duties as may be assigned by the President, the President Elect, the Constitution, or the Bylaws.
3. **Appointed Officers** - The appointed officers of the Southwest Academy shall be the Southwest Academy of Management Proceedings Editor, the Southwest Academy of Management Newsletter Editor, the Southwest Academy of Management Director of Electronic Media, and the Southwest Academy of Management Historian. The President shall appoint the new Southwest Academy of Management Proceedings Editor, the new Southwest Academy of Management Newsletter Editor, and the new Southwest Academy of Management Director of Electronic Media with the advice and consent of the Executive Committee one year prior to the expiration of the term of the incumbent. If the Southwest Academy of Management Historian is not reappointed, the President shall appoint the new Historian with the advice and consent of the Executive Committee one year prior to the expiration of the term of the incumbent.
- a. The Southwest Academy of Management **Proceedings Editor.** - The Southwest Academy of Management Proceedings Editor shall
 - 1. Publish the annual Proceedings for the Southwest Academy.
 - 2. Ensure the delivery of the Proceedings to the registration area prior to the commencement of registration for the conference.
 - 3. Attend all meetings of the Executive Committee.
 - 4. Perform other duties as may be designated by the President, the Executive Committee, the Constitution, or the Bylaws.
 - b. The Southwest Academy of Management **Newsletter Editor.** - The Southwest Academy of Management Newsletter Editor shall
 - 1. Publish and distribute two issues of the Southwest Academy of Management newsletter.
 - 2. Attend all meetings of the Executive Committee.
 - 3. Perform other duties as may be designated by the President, the Executive Committee, the Constitution, or the Bylaws.

- c. The Southwest Academy of Management **Director of Electronic Media.** - The Southwest Academy of Management Director of Electronic Media shall
 - 1. Develop, maintain, and update the Southwest Academy of Management website.
 - 2. Coordinate with the Program Chair with respect to any electronic submission system used by the Southwest Academy.
 - 3. Maintain the annual program and the Proceedings on the Southwest Academy's website.
 - 4. Attend all meetings of the Executive Committee.
 - 5. Perform other duties as may be designated by the President, the Executive Committee, the Constitution, or the Bylaws.
- d. The Southwest Academy of Management **Historian.** - The Southwest Academy of Management Historian shall
 - 1. Establish, maintain, and update the Southwest Academy's archives.
 - 2. Ensure that copies remaining copies of the Proceedings are stored in the archives after all registrants to the annual conference have received a copy.
 - 3. Attend all Executive Committee meetings.
 - 4. Perform other duties as may be designated by the President, the Executive Committee, the Constitution, or the Bylaws.

5. Membership criteria. All elected or appointed officers must be members in good standing with the Academy of Management and the Southwest Academy of Management.

CHANGE #1 requests that this Section be amended to read:

All elected or appointed officers must be members in good standing with the Southwest Academy of Management and at least one of the elected officers must be a member in good standing of the Academy of Management.

ARTICLE III. Election and tenure of office.

- 1. The nomination process shall be followed for any elected offices that shall be open for election. Nominations shall not be solicited for the Immediate Past President, the President, the President Elect, or the Program Chair. These offices are subject to an automatic succession, such that the Program Chair Elect moves into the position of Program Chair, the Program Chair moves into the position of President Elect, the President Elect moves into the position of President, and the President moves into the position of Immediate Past President.
- 2. Each year the Chair of the Nominating Committee shall solicit nominations from the general membership for all open elected offices.
- 3. The member receiving the highest number of nominations for a particular office shall be listed on the election ballot, with other names as indicated below.

4. The nominee for the open Representative at Large position may not be employed at the same academic institution or business as the Representative at Large leaving office.

CHANGE #2 requests that Section 4 be dropped from the Bylaws.

5. No person may appear on the final ballot as a nominee for more than one office. If the nomination process results in a person qualifying as a nominee for more than one office, then the person shall be listed on the election ballot for the office for which she or he received the most nominations. If the person receives an equal number of nominations for two different offices, then the person shall choose the office for which he or she shall stand for election.
6. In the event of ties in the nominations received for one office, the nominee shall be determined by a vote of the Executive Committee chaired by the Immediate Past President, who shall vote only in the case of a tie within the Executive Committee.
7. There shall be a maximum of three names on the election ballot for any office. In addition to the individual nominated through the nomination process, the Nominating Committee shall select at least one additional name based on the Nominating Committee's judgment as to potential leadership and contribution to the Southwest Academy's affairs.
8. In the event that no one is nominated for an open position, the Nominating Committee shall develop a slate of candidates for that position.
9. Candidates for each office shall be listed together on the election ballot in alphabetical order, without distinguishing among the categories of nomination specified above. The ballot shall also include a brief (maximum of 50 words) biographical sketch of each candidate running for a specific position.
10. The Immediate Past President shall be responsible for conducting the election by mail or electronic ballot. The election shall begin at least ninety (90) days prior to the annual meeting.
11. In the case of ties in the election process, the winner shall be determined by a vote of the Executive Committee, chaired by the Immediate Past President, who shall vote only in the case of a tie within the Executive Committee.
12. The results of the election shall be announced at the annual meeting.
13. New officers and members of the Executive Committee shall take office on the final day of the annual meeting.
14. Each of the elected officers shall serve for one (1) year, with the exception of the Treasurer-Membership Chair, the Secretary, and the Representatives at Large, who shall serve for not more than three (3) consecutive years. No officers shall be eligible for more than one successive election to the same office, but after the lapse of one year may again be nominated.

ARTICLE IV. Removal of officers

1. An officer may be removed by a two-thirds (2/3rds) vote of membership voting by mail or electronic ballot, provided that at least twenty-five percent (25%) of the membership votes.
2. A vote for removal may be initiated by a majority vote of the Executive Committee or a petition bearing verified signatures of twenty (20) members in good standing.
3. The Executive Committee shall submit the ballot to the membership. The Executive Committee shall assure a fair vote, and shall also report the results to the membership and appoint the person to complete the term of office.

CHANGE #3 requests that this Section be amended to read:

The Executive Committee shall submit the ballot to the membership within thirty (30) days of the vote of the Executive Committee or verification of the signatures of the members on a membership petition. The Executive Committee shall assure a fair vote, and shall also report the results to the membership and appoint the person to complete the term of office within thirty (30) days of the conclusion of the balloting.

ARTICLE V. Committee structure

1. The President shall be assisted in policy formulation and the operation of the Southwest Academy by such standing and special committees as are authorized in the Bylaws. These committees shall perform such duties as are specified in the Bylaws under the immediate direction of a Chairman or by the President.
2. The President may appoint, with the advice of the Executive Committee, special committees as are believed necessary. The life of all such committees shall expire with the completion of the specified assignment or after the next annual business meeting.
3. The standing committees shall be the Program Committee, the Nominating Committee, and the Membership Committee. The President shall be an ex-officio member of all committees. Members of the Program Committee and Membership Committee shall be appointed by their respective committee chairs.

ARTICLE VI. Affiliation with other organizations

1. The Southwest Academy shall maintain its affiliation with the Academy of Management as provided in the Constitution of the Academy of Management.
2. The Southwest Academy shall maintain an affiliation with the Federation of Business Disciplines.
3. The President and President Elect shall served as representatives on the Board of the Federation of Business Disciplines.
4. Any additional affiliations or changes in present affiliations must be approved by the membership. These changes should follow the same voting procedure as for amending the Constitution.

CHANGE #4 requests that this Section be amended to read:

Any additional affiliations or changes in present affiliations must be approved by the membership. These changes should follow the same voting procedure as for amending the Constitution and must also be permissible under the rules of the Academy of Management.

ARTICLE VII. Archives

1. The Archives of the Southwest Academy shall be established and maintained at an appropriate setting, approved by the executive Committee and under the direction of the Historian.
2. The Southwest Academy of Management Historian, appointed by the President with the concurrence of the Executive Committee, shall serve a three (3) year term. The Historian may be reappointed.

ARTICLE VIII. Dues

1. Annual dues of the Southwest Academy shall be set by the Executive Committee, subject to approval of the membership.
2. An individual more than six months in arrears in payment of dues shall be dropped from membership in the Southwest Academy.

ARTICLE IX. Annual meeting

The Southwest Academy shall hold at least one business meeting each year, unless prevented by a national or regional emergency. Thirty (30) of those members in good standing officially registered for the annual conference and present at the business meeting shall constitute a quorum.

ARTICLE X. Amendments

Amendment of the Bylaws shall be by a two-thirds (2/3rds) vote of the members present at an annual business meeting or by a majority of those members in good standing voting through mail or electronic ballot sponsored by the Executive Committee.

CHANGE #5 requests that this Article be amended to read:

Amendment of the Bylaws shall be by a two-thirds (2/3) vote of the members present at an annual business meeting or by a majority of those members in good standing voting through mail or electronic ballot sponsored by the Executive Committee. Any proposals to amend these Bylaws must be submitted to the members at least thirty (30) days before the closing date for the ballot, including a vote of the membership at the annual business meeting.