

WHAT IT MEANS TO BE

WHAT'S THE AVERAGE TENURE of currently sitting business school deans? What position serves as the most common springboard into the dean's office? What are the most critical issues and pressures business school administrators face today? AACSB International's recently released 2014-2015 Deans Survey explores these and other questions

related to leadership at its member schools. The survey, which is based on responses from 574 deans and 76 interim deans in 61 countries, shows that new deans continue to outnumber their veteran counterparts. And when deans rank their most pressing priorities, improving their schools' reputations and achieving accreditation come out on top.

AGE & GENDER

36 AGE OF YOUNGEST DEANS IN THE SURVEY, LEADING SCHOOLS IN ASIA AND LACC*

76 AGE OF OLDEST DEAN IN THE SURVEY, LEADING A SCHOOL IN NORTH AMERICA

57 MEAN AGE OF CURRENT DEANS

69% DEANS IN FIRST DEANSHIP

Women make up **19 percent** of responding deans in the 2014 survey, compared to **17 percent** in 2012.

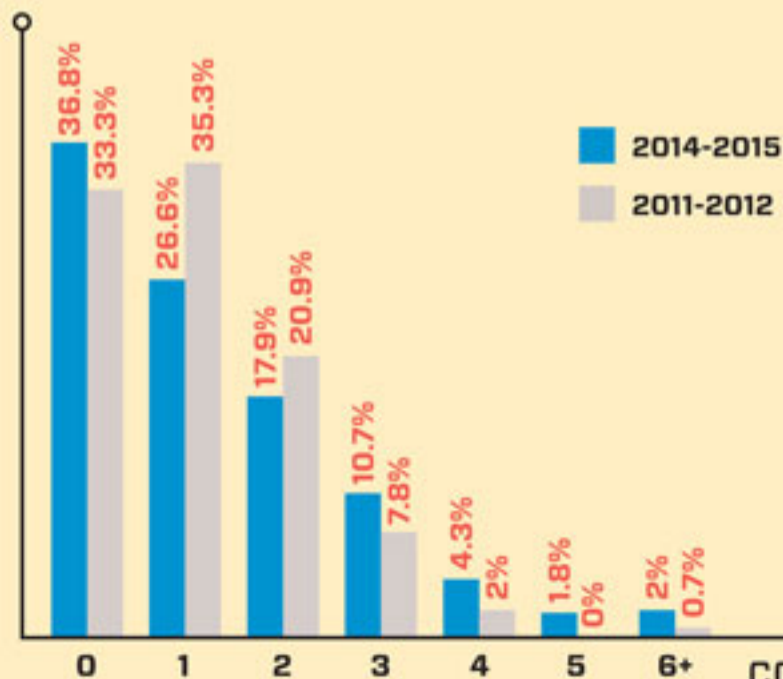
	FEMALE	MALE	NOT REPORTED	ACCREDITED	NON-ACCREDITED
NORTH AMERICA	81	252	9	280	62
EUROPE	12	66	5	40	43
ASIA	10	91	4	19	86
LACC*	4	15	2	7	14
OCEANIA	2	16	-	10	8
AFRICA	-	5	-	3	2

*Latin America & Caribbean

WORLD TRAVELS

29% of deans have spent 6+ years outside their current schools' home countries

43% of deans have spent 6 months or less outside their current countries



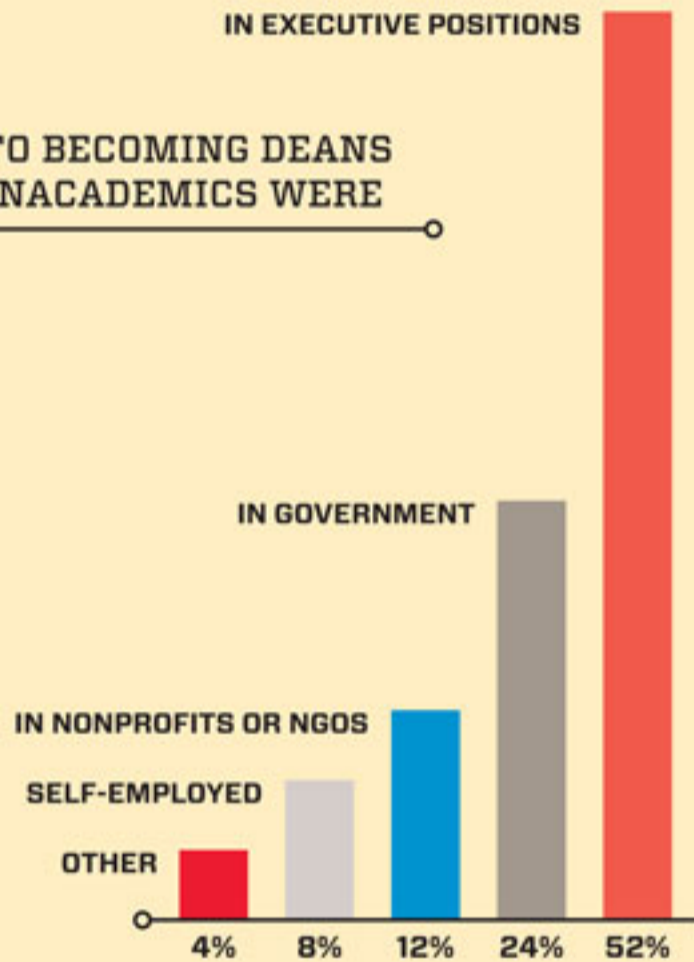
COUNTRIES DEANS HAVE LIVED IN, OTHER THAN THOSE OF THEIR CURRENT SCHOOLS



DEAN

PRIOR POSITIONS

PRIOR TO BECOMING DEANS THE NONACADEMICS WERE



Of survey respondents, **394** are in their first deanship, up from **356** in the 2011–2012 survey. Among first-time deans, **50.3 percent** have been in the position three years or less. About **48 percent** were hired from within the institution, and **35.4 percent** of new deans were encouraged by mentors to pursue the position.

LAST POSITION BEFORE CURRENT DEANSHIP

Dean	20.8%
Department Head/Chair	16.8%
Associate Dean	15.9%
Faculty Member	12.5%
Interim/Acting Dean	10.6%
Vice Dean	6.9%
Other Academic	6.7%
Nonacademic	4.8%
Program Director	4.6%
Assistant Dean	0.4%

LAST POSITION BEFORE FIRST DEANSHIP

Department Head/Chair	21.9%
Associate Dean	21.7%
Interim/Acting Dean	14.4%
Faculty Member	13.6%
Vice Dean	8.9%
Other Academic	8.1%
Nonacademic	5.5%
Program Director	5.5%
Assistant Dean	0.5%

IN THE INTERIM

Region	# of Interim Deans
NORTH AMERICA	49
EUROPE	10
ASIA	13
LACC	3
OCEANIA	1
AFRICA	-

Among interim deans who responded, nearly **69 percent** are serving their first appointments. The majority previously served as associate deans (**25.7 percent**), faculty (**24.3 percent**), or department chairs (**17.6 percent**). On average, they expect to spend **1.6 years** in the position before a full-time dean is hired, and **58.3 percent** are interested in the job. The majority were internal candidates who were either invited to serve without a search process (**31.5 percent**) or received the job after an internal search (**32.9 percent**). Only **5.5 percent** came to the interim position from outside the school—up from **0 percent** in 2011–2012.



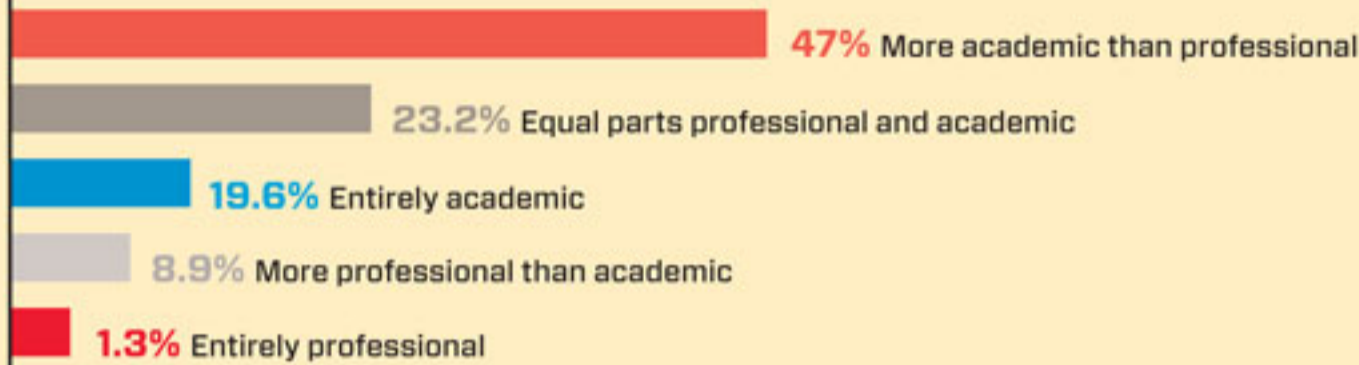
76

INTERIM DEANS RESPONDED, INCLUDING 16 WOMEN AND 58 MEN*

*2 did not specify

PAST EXPERIENCE

TYPES OF EXPERIENCE DEANS BRING TO THEIR JOBS



Deans have spent a mean **4.3 years** in their positions, down from **4.6 years** in 2011–2012. Those in their posts the longest are in Northern America (**31.7 years**), Europe (**30 years**), and LACC (**15 years**). The mean tenure of the previous deans at responding schools is **6.1 years**, with the longest prior term at **41 years** and the shortest, six months. Only **28.5 percent** of these deans have fixed terms—of these, **42.4 percent** are at accredited schools. The survey finds that **12.9 percent** of deanships are endowed—among them, nearly **82 percent** are at U.S. schools. [▶](#)

THE PRESSURES

HOW DEANS RATE TASKS ON THEIR TO-DO LISTS



ON A SCALE OF 1 (LOWEST) TO 5 (HIGHEST)

Improve school reputation	4.2
Achieve initial or reaffirmation of AACSB accreditation	4.2
Develop faculty	4.1
Develop strategic plan	4.0
Improve relations with business	3.9
Increase external funding	3.9
Improve educational programs	3.9
Develop or solidify school mission	3.8
Improve faculty research	3.7
Improve faculty teaching	3.7
Improve alumni relations	3.7
Leverage technology for competitive advantage	3.2
Improve in rankings	3.2
Improve image across campus	3.1
Reduce conflict between departments	2.4

HOW DEANS RATE THE MOST CRITICAL PRESSURES THEY FACE



ON A SCALE OF 1 (LOWEST) TO 5 (HIGHEST)

Budget issues	4.0
Faculty recruitment & retention	3.9
Fundraising	3.7
Student enrollments	3.6
Accreditation	3.6
Competition from other schools/providers	3.6
Faculty development	3.4
Faculty demands	3.4
Internationalization	3.2
Rankings	3.1
Technological adoption in the curriculum	3.0
Changes in student demographics	2.5
Nontraditional student programs	2.4