

Headlines

Becoming Dean

As businesses and business schools diversify, change is slowly coming to the top echelons of academia. One key trend is the increase in female business school deans. Women now make up 18 percent of the total, up from 12 percent in 2002, according to a survey that looks at the careers and characteristics of deans.

The study was sponsored by AACSB International and conducted in 2007 by Susan M. McTiernan, visiting associate professor of management at the University of New Haven in West Haven, Connecticut, and Patricia M. Flynn, trustee professor of economics and management at Bentley University in Waltham, Massachusetts. Of the 350 deans who responded to the survey, 84 percent were from the U.S. and 68 percent led private institutions.

Many survey results were devoted to assessing the differences between male and female deans. For instance, female deans are more likely than males to move into a dean's position within their own institutions and to move from interim to full dean. They're also more likely to have marketing degrees.

Real differences also center around more personal attributes. While 90 percent of all respondents are married, 9 percent of women deans are single and 8 percent are divorced—a sharp contrast to the 1 percent of male deans who are single and 4 percent who are divorced. Eighty-seven percent of female deans who are married have spouses working outside the home; that's true for only 56 percent of married male deans. And while 75 percent of married female deans have children, only one-quarter of them have three



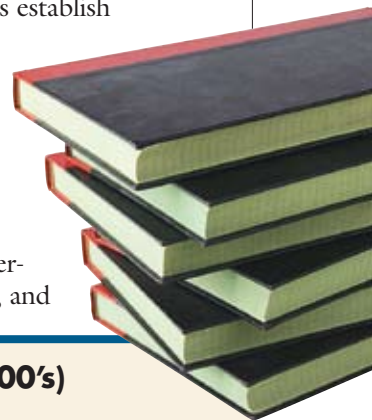
or more children. By contrast, 88 percent of male deans are fathers, and nearly three-quarters of them have three or more children.

These findings are consistent with research that shows high-achieving corporate women tend to have fewer children and be married less often than their male counterparts. That trend was noted in Sylvia Ann Hewlett's 2002 *Harvard Business Review* article, "Executive Women and the Myth of Having It All."

Other aspects of the survey focus more generally on the overall characteristics of deans. The average age of respondents is 55, with men slightly older (57) than women (55). Eighty-seven percent are white, 5 percent are African American, and another 5 percent are Asian/Pacific Islanders. Ninety-one percent have doctoral degrees. Five percent have master's degrees as their highest degrees, and 2 percent have law degrees. While the respondents began their first deanships at an average age of 49, those responding to the survey ranged in age from 29 to 71.

Respondents have been in their current positions for an average of five years, which is similar to the 2002 findings. However, whereas 68 percent of the deans surveyed in 2002 were in their first deanships, this figure had risen to 81 percent by 2007.

Before assuming their first deanships, most deans establish strong publication records. On average, respondents had published 1.7 books, 16.4 refereed journal articles, 13.3 refereed proceedings, and



Fund Raising of Business School Deans (in 000's)

Year	Total	Male	Female
2005-06	\$2,373	\$2,538	\$1,596
2004-05	1,520	1,547	1,462
2003-04	1,432	1,329	2,050

Respondents raised an average of nearly \$2.4 million for their schools in the 2005-2006 school year, a 66 percent increase over 2003-2004. While men raised appreciably more money than women did in recent years, women were much stronger fund raisers than men during 2003-2004.

9.4 other articles and book chapters, prior to becoming deans.

Forty-eight percent of respondents were not actively looking for a dean's position when the opportunity arose. More than half were promoted from within, and those in the largest group—22 percent—served as associate deans just prior to becoming deans. Other university jobs that led respondents to the deanship included academic department chair (17 percent), faculty member (15 percent), and interim dean (10 percent). Four percent were academic program directors, and only 2 percent moved from the assistant dean position into the dean's office.

Outsiders also have their shot at the dean's job. Nineteen percent of respondents had served as deans at other schools, while the majority (57 percent) of deans coming into the position from the associate dean's job had changed institutions. Five percent came directly from business, most of them serving as presidents or CEOs.

These figures represent slight but notable changes in the path to deaning compared to 2002 results. In 2007, more people moved to the deanship after serving as associate deans at their current institutions or as deans at other schools, while fewer came from faculty positions or from business.

In many cases, the career path to dean is similar for men and women. However, more men (20 percent) than women (16 percent) served as deans at other schools prior to taking their current positions, which in part reflects the relatively small number of women who held deanships in the past. More striking are

the numbers drawn from interim deanships. Seventeen percent of the female respondents advanced to the deanship while serving as interim deans; that was true for only 8 percent of the men.

Once assuming their positions, deans focus their attention on a few key areas. Respondents rated these tasks as "very important" or "important": improving the school's reputation (95 percent), improving educational programs (94 percent), achieving or maintaining AACSB accreditation (89 per-

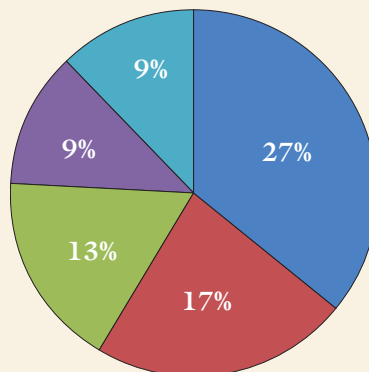
cent), improving external funding (78 percent), and improving faculty teaching (77 percent).

After their time in the dean's office has ended, 40 percent of respondents plan to return to the faculty. A significant number aspire to higher academic posts, with 15 percent aiming for the position of university president and 6 percent for the provost's job. An equal number—21 percent—plan to retire after stepping down as dean. For the remaining 18 percent? They're still uncertain about what they might try next once they've finished deaning.

"The portrait of the business dean is changing," write Flynn and McTiernan. "A key factor is the increasing share of deanships held by women, who possess some different characteristics and follow different career paths than male deans." They consider it likely the trend will continue, bolstered by the significant increase in the number of women pursuing PhDs in business. According to the National Center for Education Statistics, the percentage of business doctorates being awarded to women rose from 26 percent in 1990–91 to 40 percent in 2004–05. During that same period, the percentage of business doctorates conferred for men declined by 2 percent.

"More generally, the growing share of business deans who have never been a dean before—now over 80 percent—calls for increased attention to the career development of deans," the authors continue. "Such development could include programs and guidance on mentoring, fund raising, and faculty development, as well as an emphasis on succession planning for the top slot in our business schools."

Academic Specialization Fields of Deans



- Management (HR, OB, OM and Strategy)
- Economics
- Marketing
- Finance
- Accounting

While deans are drawn from every academic field, the majority (44 percent) have backgrounds in management or economics—though the percentages have changed since a similar survey was conducted in 2002. At that time, 32 percent came from management backgrounds and 14 percent from economics backgrounds.

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GMAC Addresses Cheating Scandal

The Graduate Management Admission Council of McLean, Virginia, has completed its investigation into last summer's cheating scandal, in which the Web site Scoretop.com had been making "live" questions available to students who were about to take the GMAT. GMAC has canceled the scores of 84 test-takers. Of those, 12 posted live GMAT questions on the Scoretop Web site and will not be eligible to take the test again for a minimum of three years.

The remaining 72 wrote messages on Scoretop confirming that they saw items from the site on their GMAT exam. The scores of these individuals were also canceled; however, they will be allowed to re-test. Schools that received test scores for these students also have received notification of GMAT's action.

The Scoretop site was shut down in June, after the U.S. District Court for the Eastern District of Virginia issued a default judgment against Lei Shi and other Scoretop operators. The court awarded GMAC damages in the amount of \$2.3 million, as well as attorneys' fees, court costs,



and other relief. GMAC also seized ownership of the Scoretop domain name and a computer hard drive.

"We take the action of canceling scores very seriously, with a full understanding of our ethical responsibility to protect the integrity of the test and the application process," says David A. Wilson, GMAC president. He adds that decisions to cancel scores were based on an extensive analysis of data from the Scoretop Web site and GMAT registration and examination information.

Wilson also notes that, while GMAC is not actively expanding the

scope of the investigation, it reserves the right to investigate any additional information it receives about a test-taker's activities on Scoretop. Answers to other frequently asked questions can be found online at www.gmac.com/gmac/TheGMAT/Tools/FAQsScoretop.htm.

CSU Joins PhD Project

All 23 campuses in the California State University system have joined The PhD Project, an organization that supports African Americans, Hispanic Americans, and Native Americans who want to pursue doctoral degrees in business. Previously, five California state campuses were individually members of the organization.

"We are thrilled to have the California State University system involved with The PhD Project," says Bernard J. Milano, president and trustee of the KPMG Foundation and president and member of the Board of Directors of The PhD Project Association. "This further demonstrates the extent to which the academic community and the private sector have come together to enhance the preparation of students for the society and workplace in which they will be living and working."

The PhD Project anticipates that between 225 and 250 colleges and universities will join its network for the 2008–2009 academic year. That number is up from 212 in 2007–2008—and represents a significant jump from the 67 schools that participated in the project in 1994. That's the year The PhD Project was founded by the KPMG Foundation, Citi Foundation, Graduate Management Admission Council, and AACSB International.

Bullish on B-School

An unsettled economy and uncertain work environment have combined to make today's business school degree look very attractive. The Graduate Management Admission Council has released its annual study on trends in b-school applications, and the news is good: In 2008, 77 percent of schools surveyed saw increases in applications to their full-time programs. Applications to part-time and EMBA programs also went up, although not by as much. GMAC reports that this is the second-highest surge in applications since the organization began its survey in 2000.

Duke Launches International Campuses

Duke University's Fuqua School of Business has embarked on an expansion plan that will establish a network of campuses around the world in New Delhi, India; St. Petersburg, Russia; Dubai, UAE; London, UK; Shanghai, China; and Duke's U.S. campus in Durham, North Carolina. Each regional campus will support all Duke MBA programs and include Fuqua faculty, at least two research centers, open enrollment executive education, a Duke Corporate Education site or partnership, and service activities tied to local needs.

The leading activity across all campuses will be Duke's Cross



Honors for BizEd

BizEd magazine recently won three prizes in the Charlie Awards competition sponsored by the Florida Magazine Association. In the category of Best Special Theme or Show Issue, *BizEd* won a Charlie Award—equivalent to a gold medal—for its January 2008 issue, which focused on classroom technology. *BizEd* was entered in the Association & Trade magazine division.

Co-editors Tricia Bisoux and Sharon Shinn also received individual Charlie awards. Bisoux's article "Design Think @ Innovation U," which appeared in the November/December 2007 issue, won for Best Feature. Shinn's *From the Editors* column "Business Enthusiast," which appeared in the May/June 2007 issue, won for Best Editorial/Commentary/Opinion.

The awards were handed out in August at the FMA's Annual Publishing Conference & Exposition. Judges selected winners from more than 900 entries submitted by Florida-based publications.



Continent MBA program, which launches in August 2009. The school also will partner with individuals, municipalities, and organizations in each region. Future plans call for participation from other Duke schools, including the Nicholas School of the Environment, the Duke Global Health Institute, and the Sanford Institute for Public Policy.

Fuqua Dean Blair Sheppard believes the global initiative signals a significant shift in business education, one that allows Fuqua

to be "shaped and driven by the fundamental issues of our time." He adds, "The depth of our activities in each location ensures we will become truly embedded in each region. By engaging with these regions through education and research, we will be able to examine the world's opportunities and problems, explore interdependencies between regions, create solutions to address world issues, and prepare practitioners to be change agents and informed leaders."

Eileen Peacock Joins AACSB

AACSB International has appointed

Eileen Peacock as Vice President for Asia. Peacock currently serves as dean of the Charlton College of Business and professor of accounting at the University of Massachusetts Dartmouth. When she begins her new role in June 2009, Peacock will guide the association's expansion efforts within Asia and will

direct AACSB's first headquarters outside of the U.S. She also will facilitate the development of a strong mentorship program focused on understanding and responding to the region's specific issues and challenges.

"Today the Asian region hosts more than 4,300 institutions that offer business degrees, and more than 1,600 offer an MBA," says John Fernandes, AACSB's president and CEO. "Recognizing our robust global standards, continuous improvement focus, and supporting services, many Asian schools have turned to AACSB to meet their development, networking, and global quality assurance needs."

Currently Peacock is a member of the AACSB International Board of Directors and serves on the Initial Accreditation Committee. She serves as a member of accreditation teams and works as accreditation mentor to many schools and accounting programs.

SHORT TAKES

NEW APPOINTMENTS



■ **Kurt Kirstein** has been named dean of the School of Management at City University of Seattle in Washington. He has been serving as interim dean since late 2007.



■ **Jan Williams**, dean of the College of Business Administration at the University of Tennessee, Knoxville, has been awarded the inaugural Stokely Foundation Leadership Chair. The first endowed dean's chair on campus, it was endowed by the William B. Stokely Jr. Foundation.

■ **Anita McGahan** will be the inaugural holder of the Rotman Chair in Management at the University of Toronto's Rotman School of Management in Canada.



■ **Michael Lenox** has been named the new executive director of the Batten Institute, a Center of Excellence for entrepreneurship and innovation at the University of Virginia's Darden School of Business in Charlottesville.

■ **Kimberly Taylor** has been named to the Macy's Retailing Professorship at Florida International University's College of Business Administration in Miami for a three-year period.

■ **Judith H. Washburn**, associate professor of marketing at The University of Tampa in Florida, has been

named director of the MBA program within the John H. Sykes College of Business.

■ **C.F. Sirmans**, a scholar in real estate finance and economics, has joined Florida State University's College of Business in Tallahassee as the J. Harold and Barbara M. Chastain Eminent Scholar in Real Estate.



■ Former airline executive **Dave Patterson** has joined the University of Tennessee, Knoxville, as executive director of the newly formed National Defense Business Institute (NDBI) within the school's Center for Executive Education. NDBI is focused on helping the Department of Defense, other government agencies, and the defense industry improve their acquisition and business management programs.



■ Two new appointments have been announced at the Farmer School of Business at Miami University in Oxford, Ohio. **Thomas W. Speh**, a member of the faculty for 32 years, has been named associate director of MBA programs. **Lisa Ellram** has been named the James Evans Rees Distinguished Professor of Distribution.



■ **Eswar Prasad** has been appointed senior fellow of the Brookings Institution and research associate at the National Bureau of Economic Research. Prasad is the Nandal P. Tolani Senior Professor of Trade

Policy in the department of applied economics and management, home to the undergraduate business program at Cornell University in Ithaca, New York.

HONORS AND AWARDS

■ **Peter Kaufman** was the 2008 winner of the Prentice Hall's Solomon-Marshall-Stuart Award for Innovative Excellence in Marketing Education. Kaufman is assistant professor of marketing at Illinois State University in Normal. The award is given annually by the American Marketing Association Teaching and Learning Special Interest Group, with sponsorship by Prentice Hall.

■ **Victoria L. Crittenden**, chair of the MBA Core Faculty at Boston College, and **O.C. Ferrell**, professor of marketing at the University of New Mexico in Albuquerque, were honored as 2008 Distinguished Fellows of the Academy of Marketing Science.

GIFTS AND DONATIONS

■ **Ramapo College** of New Jersey announced a \$3 million gift from Richard and Millicent Anisfield to the Anisfield School of Business, bringing the total amount they have donated to the school to \$6 million. The money will be used to complete the fifth floor of the new school of business, which opened in fall 2007. The money also will support future programs at the school. In addition, the college has established the Sabrin Center for Business Excellence with the aid of a \$250,000 gift from Murray Sabrin, a professor of finance and executive director of the college's Center for Business and Public Policy, and his wife, Florence.

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■ **North Carolina State University** in Raleigh has received a \$2.2 million gift commitment from the Caterpillar Foundation and James E. Owens, the company's chairman and CEO. The gift will establish the Owens Distinguished Professorship of Supply Chain Management at the university's College of Management, as well as student scholarships. In addition, the gift will support the development of interdisciplinary supply chain management programs with the Edward P. Fitts Department of Industrial and Systems Engineering in the College of Engineering and fund a dedicated space for the Supply Chain Resource Cooperative.

■ The College of Business at **Florida State University** in Tallahassee has received a \$1.8 million gift for its Jim Moran Institute for Global Entrepreneurship. The donation was given by Jan Moran, JM Family Enterprises Inc., and The Jim Moran Foundation. The gift will help FSU build an undergraduate entrepreneurship major and expand training programs into South Florida with a special focus on disadvantaged populations.

NEW PROGRAMS

■ **Thunderbird School of Global Management** in Glendale, Arizona, has launched "Doing Business in India," a comprehensive online certificate program. The four-week program is aimed at working professionals who want to operate effectively within India's business, political, and cultural environment. The program helps participants build their cultural competence, create successful busi-

ness partnerships, manage sustainable joint ventures, and develop strategic insight. The first program launched September 1.

■ Brandeis International Business School

in Waltham, Massachusetts, has announced an MBA in Socially Responsible Business. The new MBA allows students to incorporate economic and social development, corporate governance, and environmental policy into their business studies. Tightly integrated with existing core courses, the MBA in Socially Responsible Business will include a seminar exploring what "green" means in different contexts, a field project, and specialized courses on the corporation's role in building communities and protecting the environment.

■ **City University of Seattle** in Washington has launched an EMBA in Global Leadership, an accelerated 18-month program that combines weekend intensives with online courses. CityU developed the program after surveying employers in the U.S., Europe, and China to determine what skills multinational organizations require for individuals in management positions. Classes began in fall 2008.

■ **Columbia Business School** in New York City has launched the Columbia Community Business Program, designed to support the development of businesses and not-for-profit organizations in Upper Manhattan. Program benefits include on-site meetings with seasoned business coaches; instruction from Columbia faculty; and access to students from

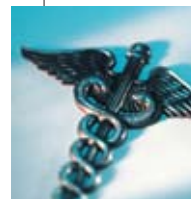
Columbia Business School, The Fu Foundation of Engineering and Applied Science, and Columbia Law School's Nonprofit Organizations/Small Business Clinic.

■ **Drexel University** will offer a series of master's degrees, including an MBA, at its new Center for Graduate Studies in Sacramento, California. Drexel's primary campus is in Philadelphia, Pennsylvania. Each program will blend face-to-face classes and online learning.

■ This fall, the **University of Miami** School of Business in Florida began offering new programs in health care management. The new undergraduate minor, Health Sector Management and Policy, will provide students with an understanding of the management, economics, and financial structure of the healthcare industry. The joint MD/MBA degree program,

conducted in partnership with the university's Miller School of Medicine, will train future physicians to manage the complexities of running a private practice; it also will prepare medical students for management careers in the healthcare field. The joint MD/MBA program will add an additional year to the four-year medical school curriculum.

■ The Max M. Fisher College of Business at **The Ohio State University** in Columbus has developed a one-year master's degree program in lean enterprise and continuous improvement. The Master of Business Operational Excellence (MBOE), which is offered through Fisher's executive



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education programs, includes a capstone project that requires students to implement a process improvement plan within their individual organizations.

■ This fall, the **University of Washington Bothell** will offer for the first time an Option in Accounting for undergraduate business majors.

COLLABORATIONS

■ **Grenoble Ecole de Management** in France has signed a partnership with the Management Development Institute in New Delhi, India. It will involve student and faculty exchanges and joint executive education programs.

■ The Lally School of Management & Technology at **Rensselaer Polytechnic Institute** in Troy, New York, has signed a five-year agreement with the School of Management at **Zhejiang University** in Hangzhou, China. The agreement, which formally launches in November, links the Entrepreneurial Research Center of Zhejiang and the Severino Center for Technological Entrepreneurship of the Lally School. In addition to programs that facilitate student and faculty exchanges, key initiatives will include joint faculty research, delivery of a virtual curriculum across the two institutions, and jointly designed and delivered executive programs on innovation and corporate entrepreneurship.

OTHER NEWS

■ **Nicole Woolsey Biggart**, dean of the Graduate School of Management at the University of California, Davis,

will step down next July. Biggart, who has served as dean since July 2003, will complete a yearlong sabbatical before returning to full-time teaching and research. A national search for a new dean will begin immediately.



■ **AACSB International** has established an endowment fund at the University of Tampa in memory of Anne Graham, former executive vice president and chief operating officer of the association and former executive editor of *BizEd*. The Anne Graham Memorial Scholarship will annually recognize a communications student who has a passion for journalism and writing. AACSB has provided an initial donation as seed money and is raising funds to support a self-sustaining endowment. Contributions to the fund will be accepted at AACSB International, Attn: Anne Graham Memorial Scholarship, 777 South Harbour Island Blvd., Suite 750, Tampa, Florida 33602. Information about making an ongoing pledge can be found online at aacsb.edu/annegraham/donate.asp.

■ **Georgia State University's** J. Mack Robinson College of Business in Atlanta has announced it will create a Center for the Economic Analysis of Risk (CEAR). The center will be developed by Robinson's risk management and insurance department, the Federal Reserve Bank of Atlanta, Georgia State's Andrew Young School of Policy Studies, and several other departments at Robinson. An initial \$1.4 million in funding will be generated through Georgia State's internal

"Areas of Focus" program. CEAR is planned to be a virtual organization with an international network of 100 economists and other researchers from the fields of mathematical finance, computational methods, corporate finance, and macroeconomics.

■ The business school at **Imperial College London** is changing its name from Tanaka Business School to Imperial College Business School. The school opted to make the change after research suggested that many respondents were unaware that the school was part of Imperial. The name of benefactor Gary Tanaka will continue to be associated with the institution as the school's facility will be called the Tanaka Building.

■ The **Aspen Institute** Center for Business Education in New York has published its first guidebook for prospective MBA students.

The Aspen Institute Guide to Socially Responsible MBA Programs 2008-2009 allows prospective MBA students to compare 130 MBA programs based on how they integrate environmental issues into their courses, faculty research, degree programs, student activities, and on-campus institutes. Each program receives a two-page profile that includes a brief summary denoting whether Aspen considers the program "good," "excellent," or "truly extraordinary." The book is available primarily as an electronic download from Berrett-Koehler Publishers at www.bkconnection.com. Print versions are also available from Berrett-Koehler or Amazon.com.

