

Deans Survey Participant Report 2020–21

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Survey at a Glance

To better understand trends and profiles of business school deans' offices, AACSB International issues the triennial Deans Survey. We hope the survey data will prove valuable to you.

The Deans Survey is conducted with the cooperation and assistance of AACSB member institutions and their staffs. AACSB's Deans Survey information is voluntary and is not connected formally or informally to AACSB accreditation. AACSB also conducts a triennial Senior Business School Administrators Survey. The report herein contains only information derived from the 2020–21 Deans Survey.

The answers provided in the survey, which launched on January 18, 2021, and closed on February 25, 2021, give a profile of influential leaders at business schools around the world. Three hundred and fifty-four business school deans and interim deans participated in the 2020–21 Deans Survey, representing 56 different countries and territories.



Overview of Survey Participants by Gender, Accreditation Status, and Region

Status	Dean				Interim/Acting Dean			Grand Total
	Female	Male	Gender Not Reported*	Total	Female	Male	Total	
Accredited	66	177	2	245	7	13	20	265
Africa	—	3	—	3	—	—	—	3
Asia	3	17	—	20	—	—	—	20
Europe	9	24	—	33	1	—	1	34
Latin America and Caribbean	1	7	—	8	—	—	—	8
Northern America	51	122	2	175	6	13	19	194
Oceania	2	4	—	6	—	—	—	6
Not Accredited	20	63	—	83	2	4	6	89
Africa	1	—	—	1	—	—	—	1
Asia	5	21	—	26	—	—	—	26
Europe	3	25	—	28	1	1	2	30
Latin America and Caribbean	1	6	—	7	—	—	—	7
Northern America	10	10	—	20	1	3	4	24
Oceania	—	1	—	1	—	—	—	1
Grand Total	86	240	2	328	9	17	26	354

| Percentage of Current Deans in First Deanship

Selection	Africa (n=4)	Asia (n=46)	Europe (n=61)	Latin America and Caribbean (n=15)	Northern America (n=195)	Oceania (n=7)	Grand Total (n=328)
No	75%	15%	26%	7%	33%	29%	28%
Yes	25%	85%	74%	93%	67%	71%	72%

| Age of Current Deans (in Years)

Measure	Africa (n=4)	Asia (n=45)	Europe (n=61)	Latin America and Caribbean (n=15)	Northern America (n=187)	Oceania (n=7)	Grand Total (n=319)
Mean	62	57	55	54	60	62	58
Minimum	56	37	43	41	41	55	37
Maximum	71	79	70	77	79	81	81

Positions Prior to Deanships

| Positions Immediately Prior to First Deanships

Position	Total Percentage (n=354)
Associate dean	25.71%
Department head/chair	18.36%
Interim/acting dean	15.82%
Other academic (please indicate)	11.30%
Faculty member	10.45%
Vice dean	8.76%
Program director	5.65%
Non-academic (e.g., government, business, NGO/nonprofit)	2.26%
Assistant dean	1.41%
Role not reported	0.28%

Balance of Academic and Professional Experience Among Current Deans

Region	Entirely Academic	More Academic Than Professional	About Equivalent	More Professional Than Academic	Entirely Professional
Africa (n=4)	1%	0%	2%	7%	0%
Asia (n=46)	17%	13%	16%	4%	50%
Europe (n=61)	26%	13%	21%	21%	33%
Latin America and Caribbean (n=15)	0%	4%	9%	14%	0%
Northern America (n=195)	56%	67%	52%	54%	17%
Oceania (n=7)	0%	4%	2%	0%	0%

Length of Deanships

Time in Current Deanship (in Years)

Region	Mean
Europe (n=60)	6.7
Northern America (n=195)	6.3
Latin America and Caribbean (n=15)	5.7
Oceania (n=7)	5.0
Asia (n=46)	4.4
Africa (n=4)	4.0
Grand Total (n=327)	6.0

Tenure of Previous Deans (in Years)

Region	Mean	Minimum	Maximum
Africa (n=4)	8.3	3	11
Asia (n=46)	5.3	0	48
Europe (n=64)	6.4	0	25
Latin America and Caribbean (n=15)	10.5	2	40
Northern America (n=218)	6.9	0	33
Oceania (n=7)	5.9	3	10
Grand Total (n=354)	6.8	0	48

Reason for Prior Dean's Departure

Reason	Percentage(n=353)
Moved to another non-dean leadership position in academia	18%
Retirement	17%
Accepted deanship at different institution	14%
Return to teaching	14%
Termination	12%
Other	12%
Unknown	5%
Fixed/contracted term as dean ended	5%
Return to industry/consulting	2%
Began a career in business	1%

Deanships With Fixed Terms

Does the Deanship Have a Fixed Term/Length?

Region	No	Yes
Africa (n=4)	25%	75%
Asia (n=46)	46%	54%
Europe (n=64)	45%	55%
Latin America and Caribbean (n=15)	53%	47%
Northern America (n=218)	91%	9%
Oceania (n=7)	71%	29%
Grand Total (n=354)	74%	26%

Of Those With Fixed-Term Deanships, Length of Term (in Years)

Region	Average Length	Minimum	Maximum
Africa (n=3)	4.3	4	5
Asia (n=25)	4.2	2	18
Europe (n=35)	4.9	2	10
Latin America and Caribbean (n=7)	4.7	3	10
Northern America (n=20)	4.8	1	10
Oceania (n=2)	5.0	5	5
Grand Total (n=92)	4.6	1	18

Languages Spoken by Deans

| Number of Languages Spoken Fluently by Deans

Region	1 Language	2 Languages	3 Languages	4 Languages	5+ Languages
Africa (n=4)	0%	75%	25%	0%	0%
Asia (n=46)	11%	54%	24%	9%	2%
Europe (n=61)	21%	48%	28%	2%	2%
Latin America and Caribbean (n=15)	20%	60%	13%	7%	0%
Northern America (n=194)	78%	14%	6%	1%	1%
Oceania (n=7)	71%	14%	14%	0%	0%
Grand Total	54%	29%	13%	2%	1%

Number of Languages Spoken Conversationally (Not Including Fluent Languages)

Region	0 Languages	1 Language	2 Languages	3 Languages	4 Languages	5+ Languages
Africa (n=4)	50%	25%	0%	25%	0%	0%
Asia (n=46)	13%	43%	20%	15%	7%	2%
Europe (n=61)	13%	43%	20%	18%	3%	3%
Latin America and Caribbean (n=15)	20%	47%	13%	13%	0%	7%
Northern America (n=194)	14%	67%	13%	3%	2%	1%
Oceania (n=7)	14%	57%	14%	14%	0%	0%
Grand Total	15%	58%	15%	9%	2%	2%

Preparation for Deanship

Upon Entering the Role, How Prepared Was the Dean for Each of the Following Activities (n=354)

Activity	Highly Prepared	Somewhat Prepared	Somewhat Unprepared	Not at All Prepared
Accreditation management	35%	40%	15%	10%
Budget planning	47%	42%	9%	2%
Faculty recruitment and retention	52%	39%	8%	1%
Faculty development	44%	45%	8%	3%
Working with central administration	40%	45%	11%	4%
Academic and programmatic development	57%	35%	7%	1%
Fundraising	14%	38%	31%	17%
Student recruitment and retention	34%	48%	16%	3%
Communications (public relations, marketing, etc.)	33%	43%	20%	4%
Strategic planning	54%	35%	11%	1%
Engaging with the business community	42%	43%	13%	2%
Risk/crisis management	15%	48%	29%	8%

Activities That Take the Most Time

Percentage of Activities That Take Most of the Dean's Time

Activities	Africa (n=4)	Asia (n=46)	Europe (n=64)	Latin America and Caribbean (n=15)	Northern America (n=218)	Oceania (n=7)	Grand Total (n=354)
Working with central administration	8%	18%	18%	14%	20%	19%	19%
Strategic planning	17%	16%	21%	16%	9%	10%	13%
Academic and programmatic development	0%	14%	8%	12%	11%	10%	11%
Accreditation management	8%	21%	9%	7%	8%	10%	10%
Fundraising	8%	1%	1%	5%	15%	0%	10%
Engaging with the business community	17%	4%	7%	7%	12%	14%	10%
Faculty development	17%	9%	9%	9%	3%	5%	6%
Communications (public relations, marketing, etc.)	17%	4%	8%	5%	5%	5%	6%
Budget planning	0%	1%	4%	5%	7%	14%	5%
Faculty recruitment and retention	8%	6%	10%	2%	4%	14%	5%
Student recruitment and retention	0%	2%	3%	14%	5%	0%	5%
Risk/crisis management	0%	2%	2%	5%	2%	0%	2%

Interim Deans Data

Gender of Interim Dean

Gender	Percentage (n=26)
Female	34.62%
Male	65.38%

Interest in Appointment as Dean

Response	Percentage (n=26)
No	26.92%
Yes	73.08%

Length of Appointment as Interim Dean) Time Thus Far Plus Expectation for Future Time)

Response	Length in Years
Mean	2
Minimum	0
Maximum	3

Other AACSB Data and Insights

DataDirect

Powered by the collective strength of the Business Education Alliance, AACSB's DataDirect is the hub for business education data. With DataDirect's globally comprehensive data set, AACSB members are empowered to make data-driven decisions.

AACSB LINK Newsletter

AACSB LINK—Leading Insights, News, and Knowledge—is AACSB's email newsletter that brings members and subscribers the newest, most relevant information in global business education. Each weekly issue includes a carefully curated selection of stories and news items from AACSB and industry publications. Read, share, and engage with the latest insights in business education.

AACSB Explores Videos

AACSB Explores delves into the insights and experiences of some of business education's top thought leaders as they discuss major issues and developments facing the industry and business schools worldwide.

Research Reports

AACSB continuously monitors the business education industry for significant issues, challenges, trends, and new developments. AACSB works with task forces to explore these issues and provide recommendations to management educators.

Innovations That Inspire

AACSB's annual Innovations That Inspire initiative recognizes institutions from around the world serving as champions of change in the business education landscape.



Contact Information

AACSB International staff members to whom questions can be sent regarding the 2020–21 Deans Survey and the 2020-21 Senior Business Schools Administrators Survey.



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About AACSB

Established in 1916, AACSB is the world's largest business education alliance, connecting educators, learners, and business to create the next generation of great leaders. With a presence in more than 100 countries and territories, AACSB fosters engagement, accelerates innovation, and amplifies impact in business education. Learn how AACSB is transforming business education for a better society at aacsbedu.



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