



**Senior Administrators
Survey
Overview Report
2023–24**

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To better understand the trends and profiles of those leading administrative activities at business schools, AACSB International conducts the Senior Business School Administrators Survey every three years.

The Senior Business School Administrators Survey is conducted with the cooperation and support of AACSB member institutions and their staff. Participation in the survey is voluntary and is not connected to AACSB accreditation.

The survey, which was launched on October 4, 2023, and closed on November 8, 2023, offers a comprehensive view of the influential figures who lead and support business school administration. This year, 143 senior administrators from 23 countries and territories participated in the survey.

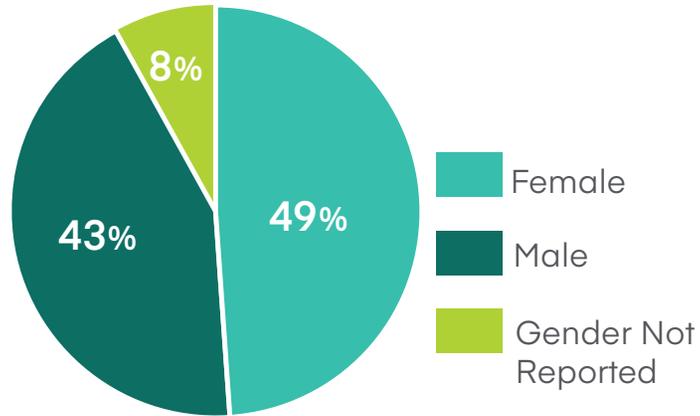
Some of these findings have been used to inform the web report [*Leading Today's Business Schools: Insights from Deans*](#), which provides insights into the goals, challenges, and ambitions of current business school deans.

We trust that the data from this survey and the detailed observations from the web report will be both intriguing and valuable to you.

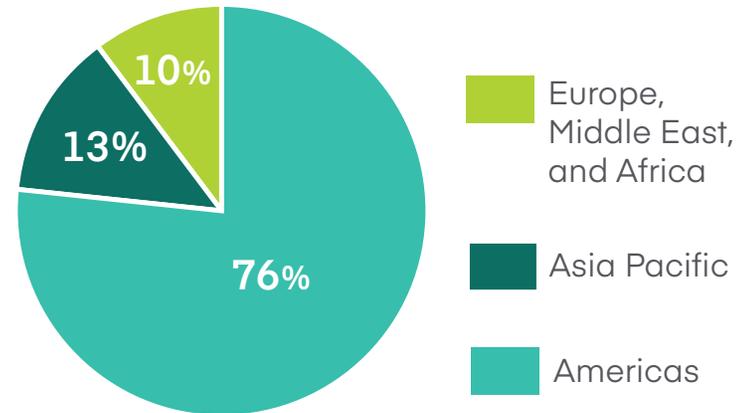
Participant Characteristics

143 Total Survey Participants

By Gender



By Region



Total Participation

Note: For those who indicated gender (n=131), 53 percent are female and 47 percent are male. Twelve respondents did not indicate their gender. The category of "Other (specify)" was not selected by any respondents. Some percentages may not add to 100 due to rounding.

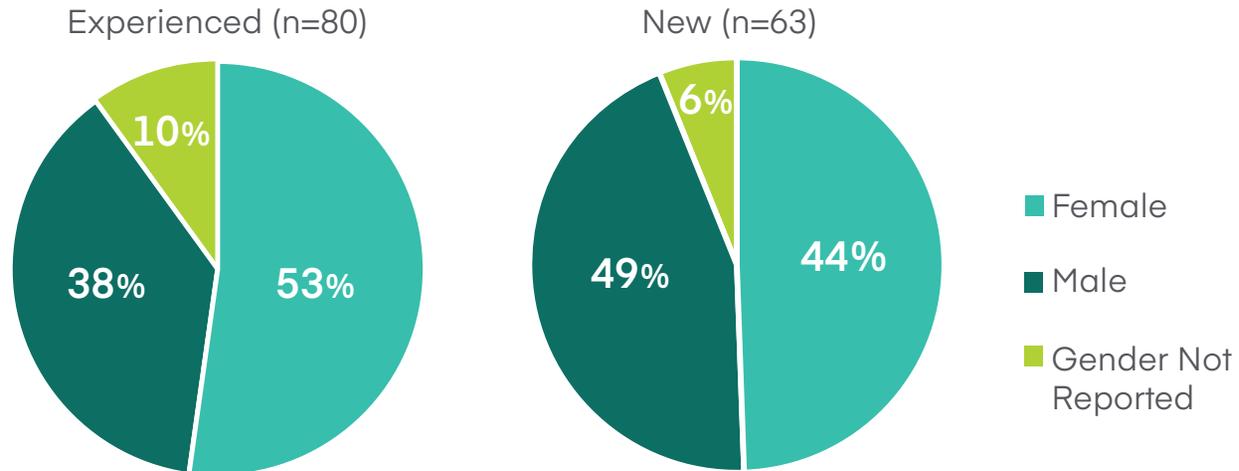
Overall Survey Participation

	Female	Male	Gender Not Reported	Total	% of Grand Total
Accredited	62	54	11	127	89%
Americas	51	46	10	107	84%
Asia Pacific	5	6	1	12	9%
EMEA	6	2	—	8	6%
Not Accredited	8	7	1	16	11%
Americas	2	—	—	2	13%
Asia Pacific	2	4	1	7	44%
EMEA	4	3	—	7	44%
All Schools	70	61	12	143	Regional % of Grand Total
Americas	53	46	10	109	76%
Asia Pacific	7	10	2	19	13%
EMEA	10	5	—	15	10%
Grand Total	70 (49%)	61 (43%)	12(8%)	143	

Note: Some percentages may not add to 100 due to rounding.

**Total
Participation**

Experience Level, by Gender



Note: For purposes of this survey, "Experienced" refers to current senior administrators who have had multiple appointments or have been in their current, first appointment since 2017 or earlier. "New" refers to senior administrators in their first appointment since 2018 or later.

For those who indicated gender among experienced senior administrators (n=72), 58% are female and 42% are male. 8 respondents did not indicate their gender. Among new administrators (n=59), 47% are female and 53% are male. The category of "Other (specify)" was not selected by any respondents.

Some percentages may not add to 100 due to rounding.

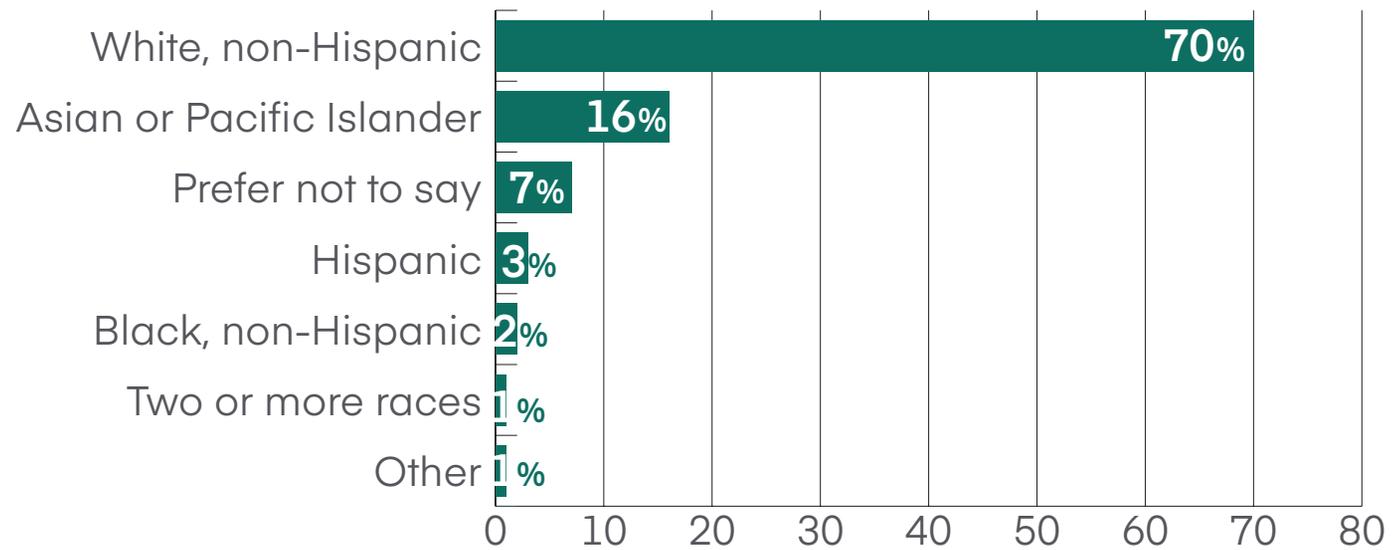
**Experienced
vs. New Senior
Administrators**

Experienced Senior Administrators						New Senior Administrators					
	Female	Male	Gender Not Reported	Experienced Total	% of Experienced Total	Female	Male	Gender Not Reported	New Total	% of New Total	Total Participation (Experienced and New)
Accredited	37	27	7	71	89%	25	27	4	56	89%	127
Americas	29	23	6	58	82%	22	23	4	49	88%	107
Asia Pacific	4	2	1	7	10%	1	4	—	5	9%	12
EMEA	4	2	—	6	8%	2	—	—	2	4%	8
Not Accredited	5	3	1	9	11%	3	4	—	7	11%	16
Americas	—	—	—	—	0%	2	—	—	2	29%	2
Asia Pacific	2	1	1	4	44%	—	3	—	3	43%	7
EMEA	3	2	—	5	56%	1	1	—	2	29%	7
Grand Total	42 (53%)	30 (38%)	8 (10%)	80		28 (44%)	31 (49%)	4 (6%)	63		143

Note: Some percentages may not add to 100 due to rounding.

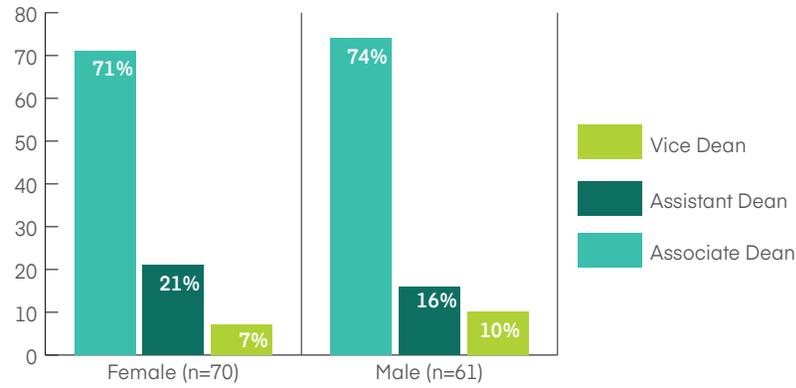
Experienced vs. New Senior Administrators

Race and Ethnicity of U.S. Senior Administrators (n=90)

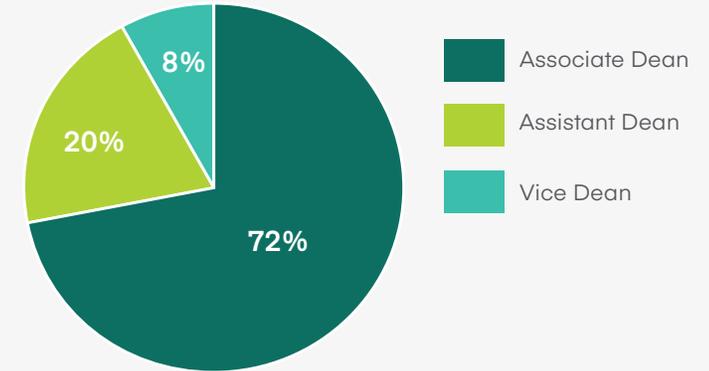


Note: U.S. schools only.

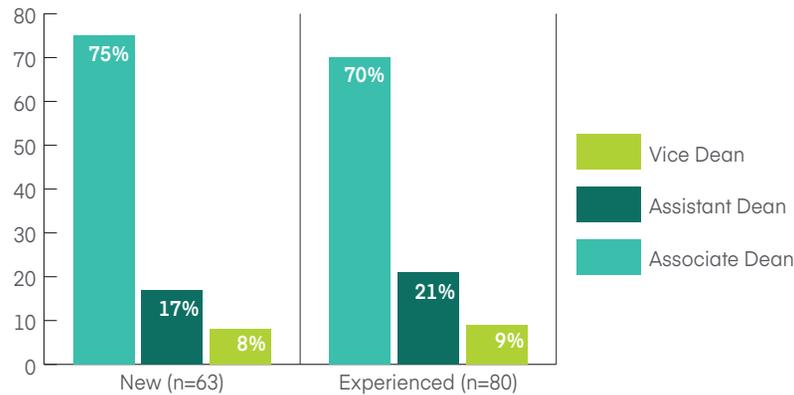
By Gender (n=131)



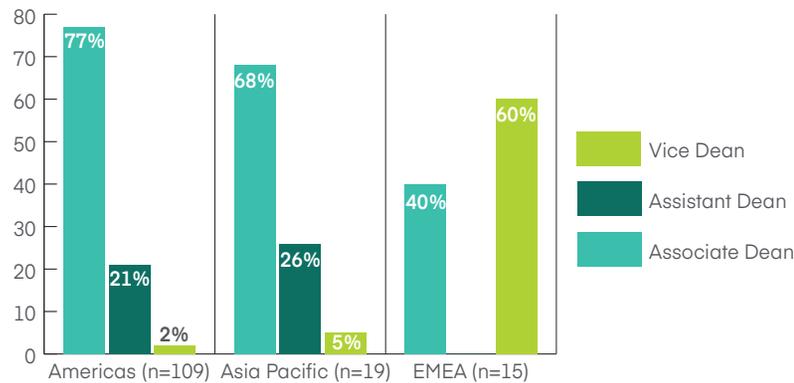
Senior Administrators, by Current Position



New vs. Experienced Administrators (n=143)

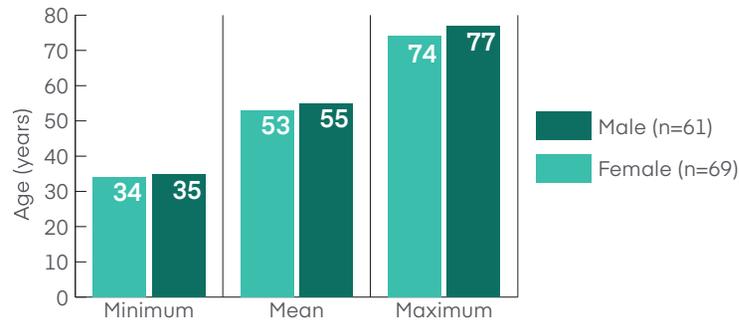


By Region (n=143)

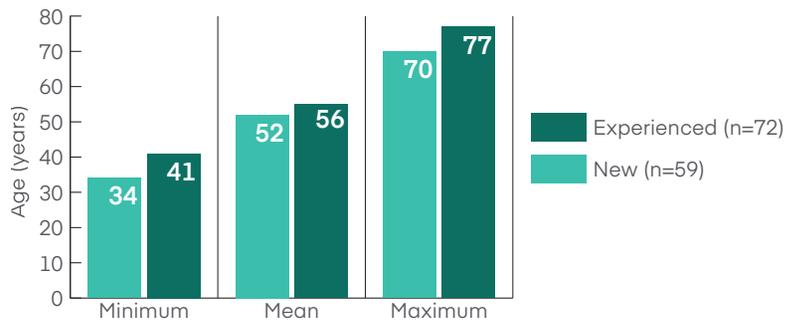


Current Administrative Position

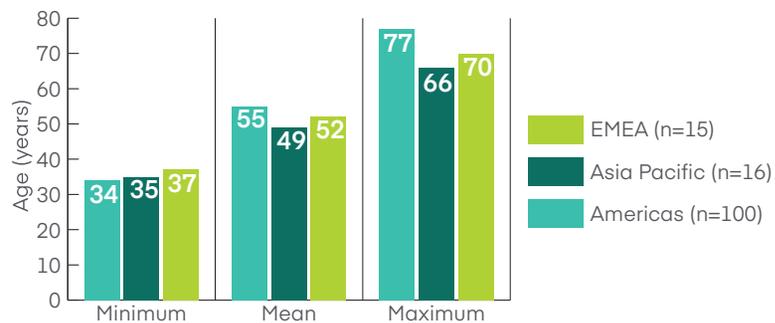
By Gender (n=130)



New vs. Experienced Administrators (n=131)



By Region (n=131)



 **Age of
Current Senior
Administrators**

Minimum

34

Mean

54

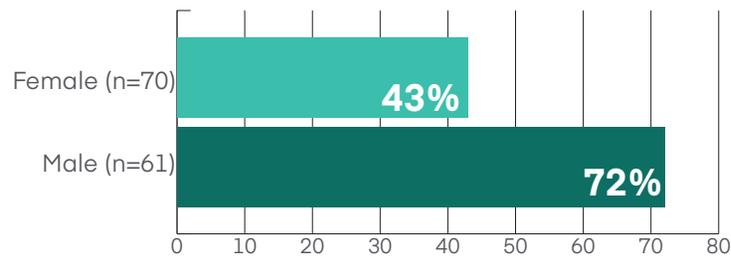
Maximum

77

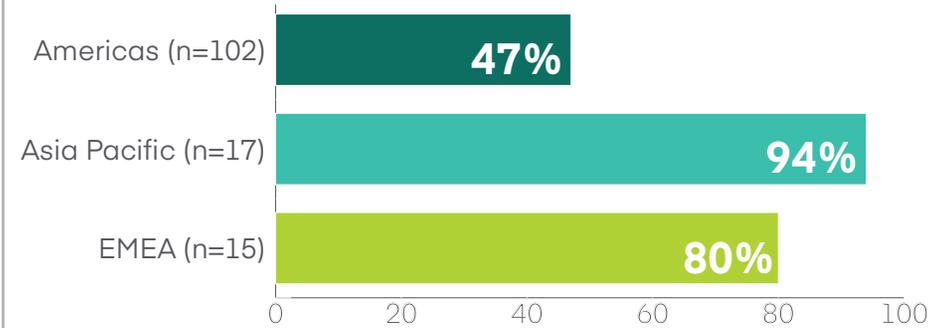
n=131

**Age of Senior
Administrators**

Senior Administrators With Active Faculty Position, by Gender (n=131)



Senior Administrators With Active Faculty Position, by Region (n=134)



Note: For purposes of this survey, an active position is one in which an administrator actively performs teaching and/or research duties as a faculty member of the institution.

Senior Administrators With Active Faculty Position

57% of Senior Administrators Have an Active Faculty Position



59% are full professors.

74% are tenured.

Languages Spoken Fluently by Senior Administrators

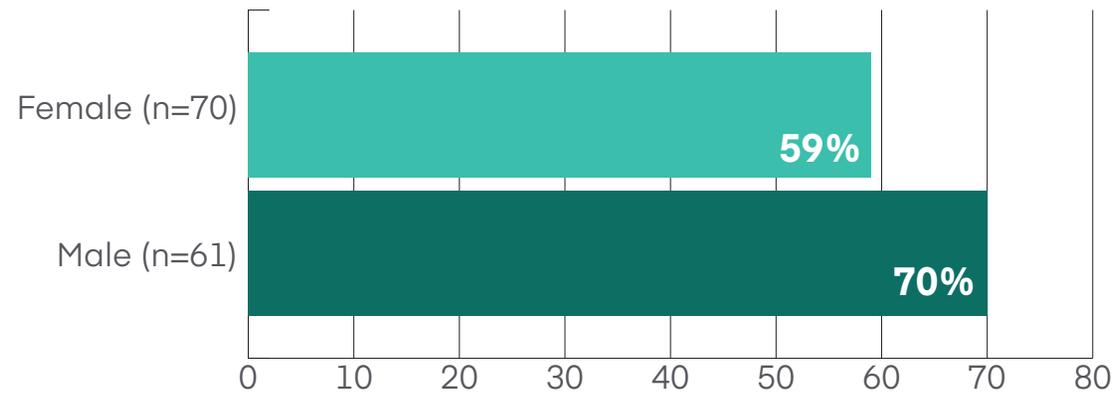
Region	1 Language	2 Languages	3 Languages	4 Languages	5 Languages
Americas (n=101)	69%	22%	9%	0%	0%
Asia Pacific (n=17)	6%	59%	29%	0%	6%
EMEA (n=15)	0%	60%	40%	0%	0%
Total (n=133)	53%	31%	15%	0%	1%

Languages
Spoken

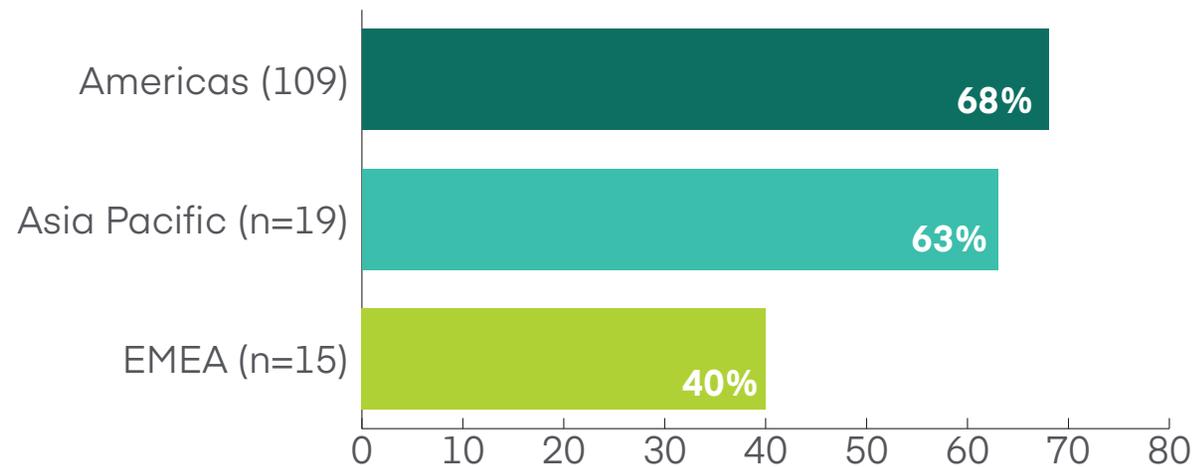
Pathways to Senior Administrator Role

64% are in their first senior administrator role. n=143

Senior Administrators in Their First Role by Gender (n=131)



Senior Administrators in Their First Appointment, by Region (n=143)



Position Immediately Prior to First Senior Administrator Role

By Gender

Position	Female (n=70)	Male (n=61)	Total (n=143)
Faculty member	30%	38%	32%
Department head/chair	16%	33%	23%
Program director	17%	13%	15%
Other academic or administrative	9%	7%	8%
Assistant dean	7%	5%	7%
Non-academic (e.g., government, business, NGO/ nonprofit)	6%	2%	4%
Interim current role	9%	0%	4%
Associate dean	4%	0%	3%
Vice dean	3%	3%	3%

Note: Total includes counts of respondents who did not report gender.

By Region

Position	Americas (n=109)	Asia Pacific (n=19)	EMEA (n=15)
Faculty member	28%	42%	47%
Department head/chair	23%	42%	0%
Program director	17%	11%	7%
Other academic or administrative (please indicate)	10%	0%	7%
Assistant dean	7%	0%	13%
Non-academic (e.g., government, business, NGO/ nonprofit)	5%	5%	0%
Interim current role	5%	0%	7%
Associate dean	5%	0%	0%
Vice dean	1%	0%	20%

Positions Prior to First Appointment

Position Immediately Prior to Current Role

By Gender

Position	Female (n=70)	Male (n=61)	Total (n=143)
Faculty member	20%	30%	24%
Department head/chair	13%	33%	22%
Assistant dean	21%	8%	15%
Program director	11%	15%	13%
Associate dean	13%	3%	8%
Other academic or administrative	6%	3%	6%
Interim current role	9%	0%	4%
Vice dean	3%	5%	3%
Non-academic (e.g., government, business, NGO/ nonprofit)	3%	0%	2%
Interim/acting dean	1%	2%	1%
Dean	0%	2%	1%

Note: Total includes counts of respondents who did not indicate gender.

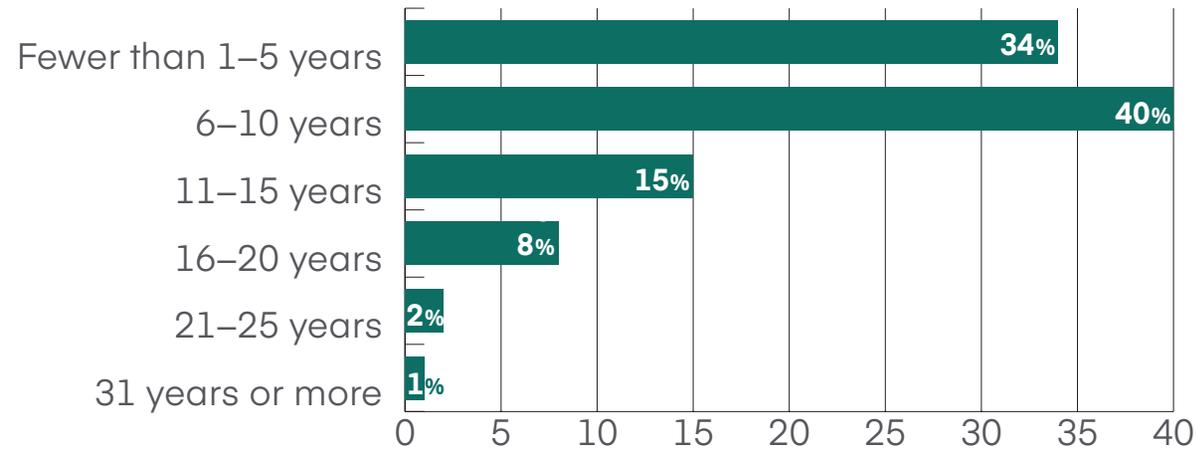
By Region

Position	Americas (n=109)	Asia Pacific (n=19)	EMEA (n=15)
Faculty member	23%	37%	13%
Department head/chair	21%	37%	13%
Assistant dean	17%	5%	13%
Program director	13%	5%	20%
Associate dean	9%	5%	7%
Other academic	7%	0%	0%
Interim current role	5%	0%	7%
Vice dean	1%	0%	27%
Non-academic (e.g., government, business, NGO/ nonprofit)	2%	5%	0%
Interim/acting dean	2%	0%	0%
Dean	0%	5%	0%

Position
Immediately
Prior to
Current
Role

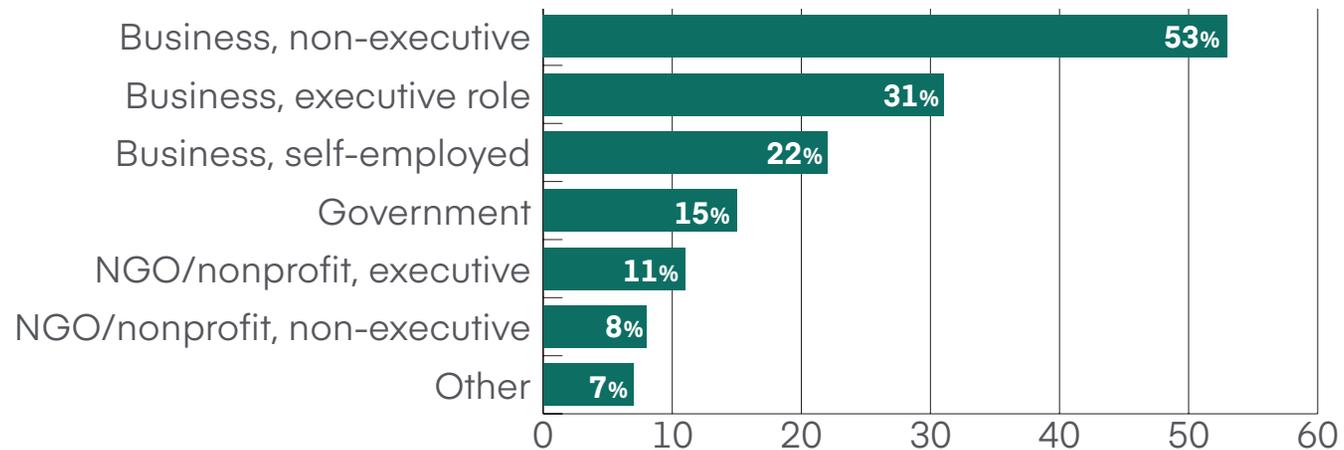
66% of senior administrators have held a non-academic position at some point in their professional career. *n=95*

Years of Non-Academic Experience (n=95)



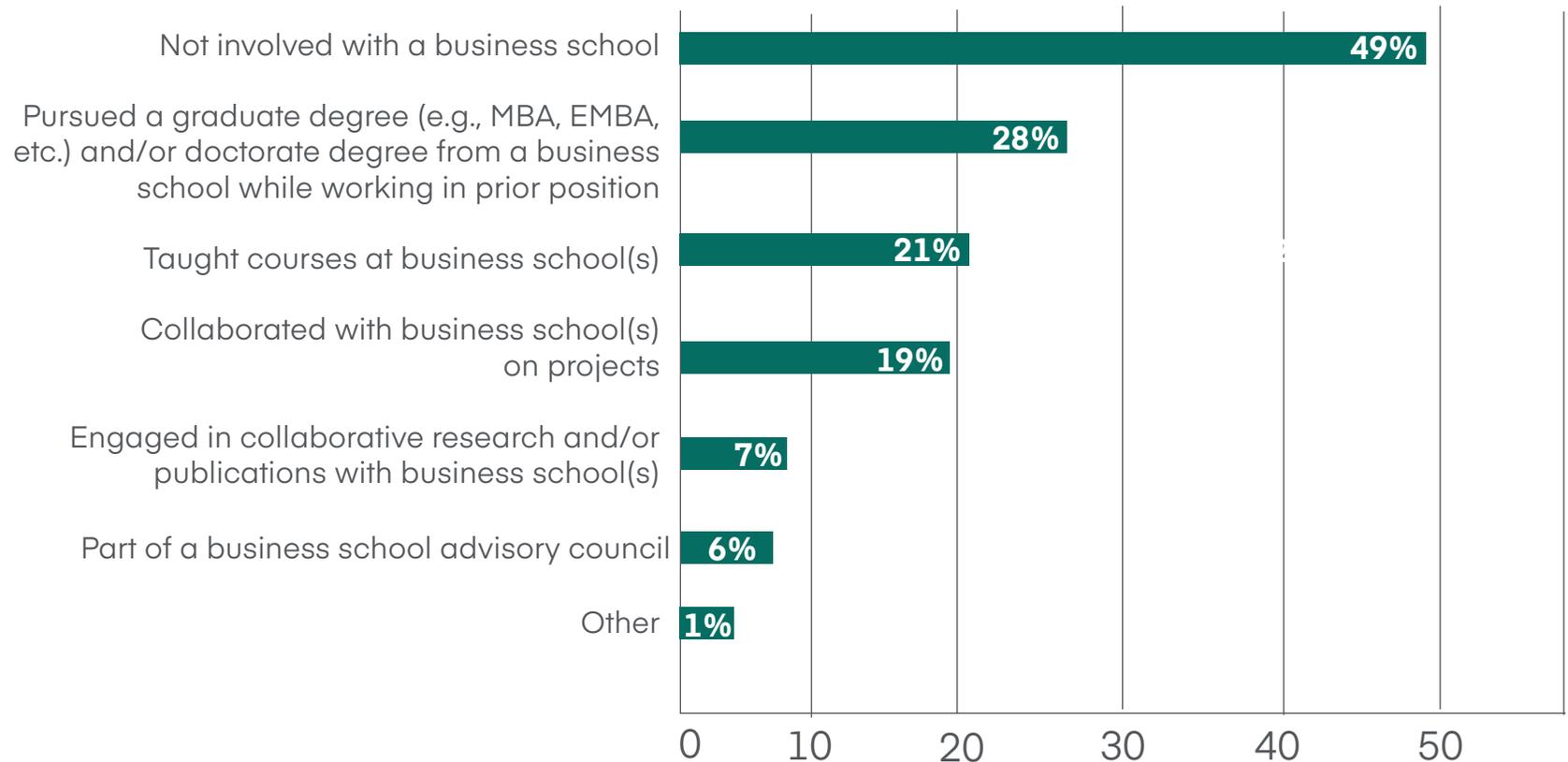
55% of senior administrators with non-academic experience said that their professional experience was very helpful to their administrator role. *n=94*

Non-Academic Positions Held by Senior Administrators (n=95)



Note: percentage does not equal 100, as respondents could select more than one item.

Relationship Type With Business School During Professional Years (n=95)



Note: Percentage does not equal 100, as respondents could select more than one item.

Search Process Leading to Current Appointment

Search Process	Female (n=70)	Male (n=61)	Total (n=143)
I was recruited/appointed by the dean	26%	38%	31%
I was not actively searching but was invited to apply	29%	25%	26%
I was actively searching and applied directly	10%	13%	14%
I was serving as interim and was promoted	14%	13%	13%
I was not serving as interim but was promoted	11%	3%	7%
Other	7%	5%	6%
I was actively searching and was nominated	1%	2%	1%
I was contacted by or involved with a search consultant	1%	2%	1%

Note: Total includes counts of respondents who did not report gender.

**Search
Progress
Leading to
Current
Appointment**

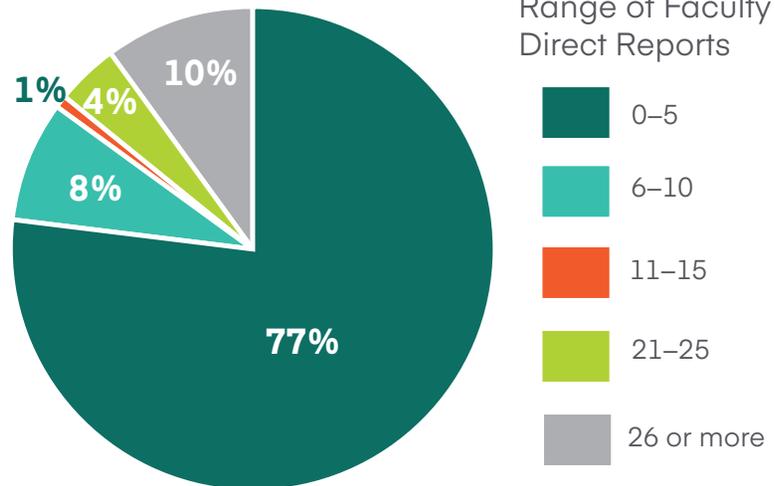
Average Time in Current Appointment (n=143)



Note: Total includes counts of respondents who did not report gender.

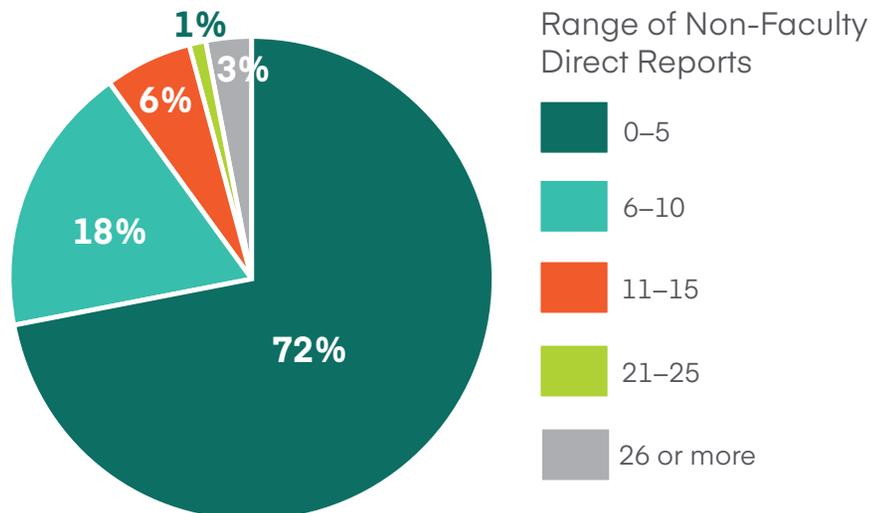
Senior Administrator Activities

Number of Faculty Direct Reports (n=143)



Direct Reports

Number of Non-Faculty Staff Direct Reports (n=143)

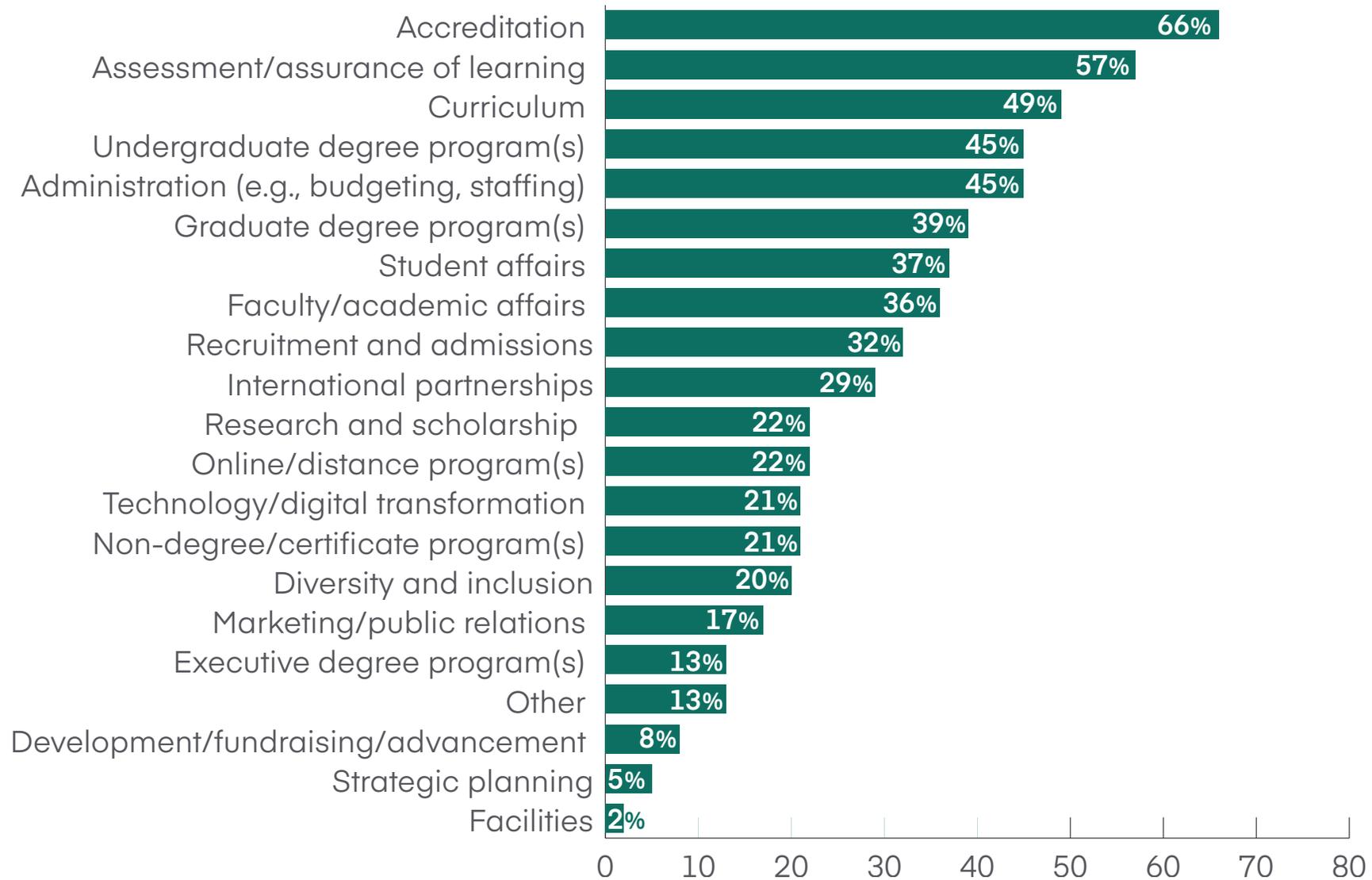


91%

of respondents directly report to the dean at their institution.

n=143

Senior Administrator Areas of Responsibility (n=143)



Note: Percentage does not equal 100, as respondents could select more than one item.

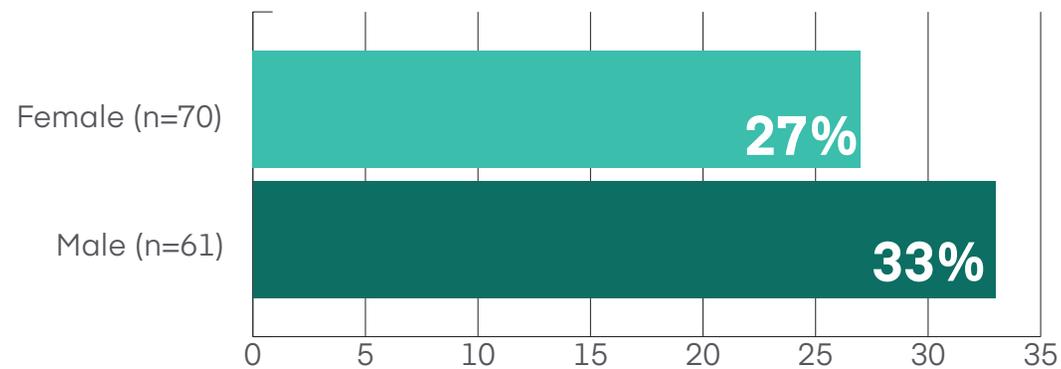
**29%**

of senior administrator respondents are interested in pursuing deanship.

n=134

Senior Administrators Interested in Pursuing Deanship

Interest in Pursuing a Deanship, by Gender (n=131)



Note: Total includes counts of respondents who did not report gender.

Of Those Interested in Pursuing Deanship

Perceived Levels of Proficiency and Desire for Development Across Dean Activities

Administration

Activity	Proficiency	Desire for Development	Proficiency–Desire for Development Gap
Accreditation management/ continuous improvement	4.10	4.44	0.34
Financial performance/budget management	3.69	4.34	0.65
Strategic planning	3.92	4.30	0.37
Brand reputation, communications, crisis management	3.64	4.43	0.79

Student Focused

Activity	Proficiency	Desire for Development	Proficiency–Desire for Development Gap
Curriculum/program development	4.31	4.14	0.17
Student recruitment/retention	4.00	4.26	0.26
Extracurricular/student engagement/local community activities	3.85	4.11	0.26

Note: Respondents who indicated they aspire to be dean were asked to rate activities that are typical of the role of a business school dean on a scale of 1 to 5 (1 = low and 5 = high) regarding their perceived current level of proficiency for each activity and their desire for developing proficiency in that activity in order to successfully become a business school dean one day. The top table displays results as weighted averages. Gaps greater than 0.7 can be regarded as notable.

Senior Administrators Interested in Pursuing Deanship

Faculty Focused

Activity	Proficiency	Desire for Development	Proficiency–Desire for Development Gap
Faculty recruitment	3.79	4.35	0.17
Faculty management and development	3.95	4.35	0.26

External Relations

Activity	Proficiency	Desire for Development	Proficiency–Desire for Development Gap
Fundraising/endowment	2.54	4.34	1.80
Academic community networking/engagement	3.49	4.32	0.83
Business community networking/engagement	3.38	4.49	1.10
Alumni relationship development	3.21	4.30	1.09
Government/political engagement	2.74	3.97	1.23

Societal Impact Issues

Activity	Proficiency	Desire for Development	Proficiency–Desire for Development Gap
Societal impact initiatives, e.g., diversity & inclusion, ESG, mental wellness, etc.	3.67	4.41	0.74

Note: Respondents who indicated they aspire to be dean were asked to rate activities that are typical of the role of a business school dean on a scale of 1 to 5 (1 = low and 5 = high) regarding their perceived current level of proficiency for each activity and their desire for developing proficiency in that activity in order to successfully become a business school dean one day. The top table displays results as weighted averages. Gaps greater than 0.7 can be regarded as notable.

Professional Development and Work-Life Balance

Sentiments on Professional Development and Work-Life Balance

	No Time	Very Little Time	Moderate Time	Sufficient Time	More Than Enough Time
Time available for professional development (n=133)	16%	47%	30%	8%	0%

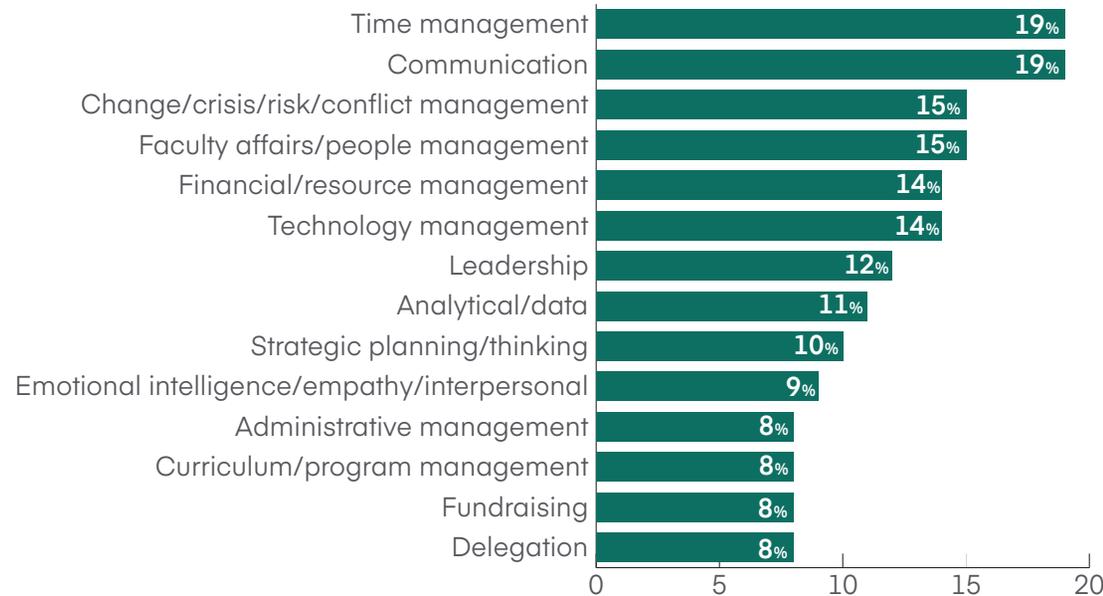
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I have a desired balance between my personal and professional life (n=134)	6%	25%	22%	28%	19%
I feel fulfilled by my work as dean (n=134)	1%	10%	17%	46%	25%
I feel positive about my career progression (n=134)	4%	10%	22%	36%	28%

Competencies in Which Senior Administrators Feel Most Proficient (n=130)



Note: Based on categorical analysis of open-text responses regarding competencies/skills that senior administrators feel most proficient in. Respondents could indicate multiple competencies/skills.

Top Competencies/Skills Senior Administrators Would Like to Develop More (n=118)



Note: Based on categorical analysis of open-text responses regarding competencies/skills respondents would like to further develop. Respondents could indicate multiple competencies/skills.

Most Important Competencies of Effective Senior Administrators (n=128)



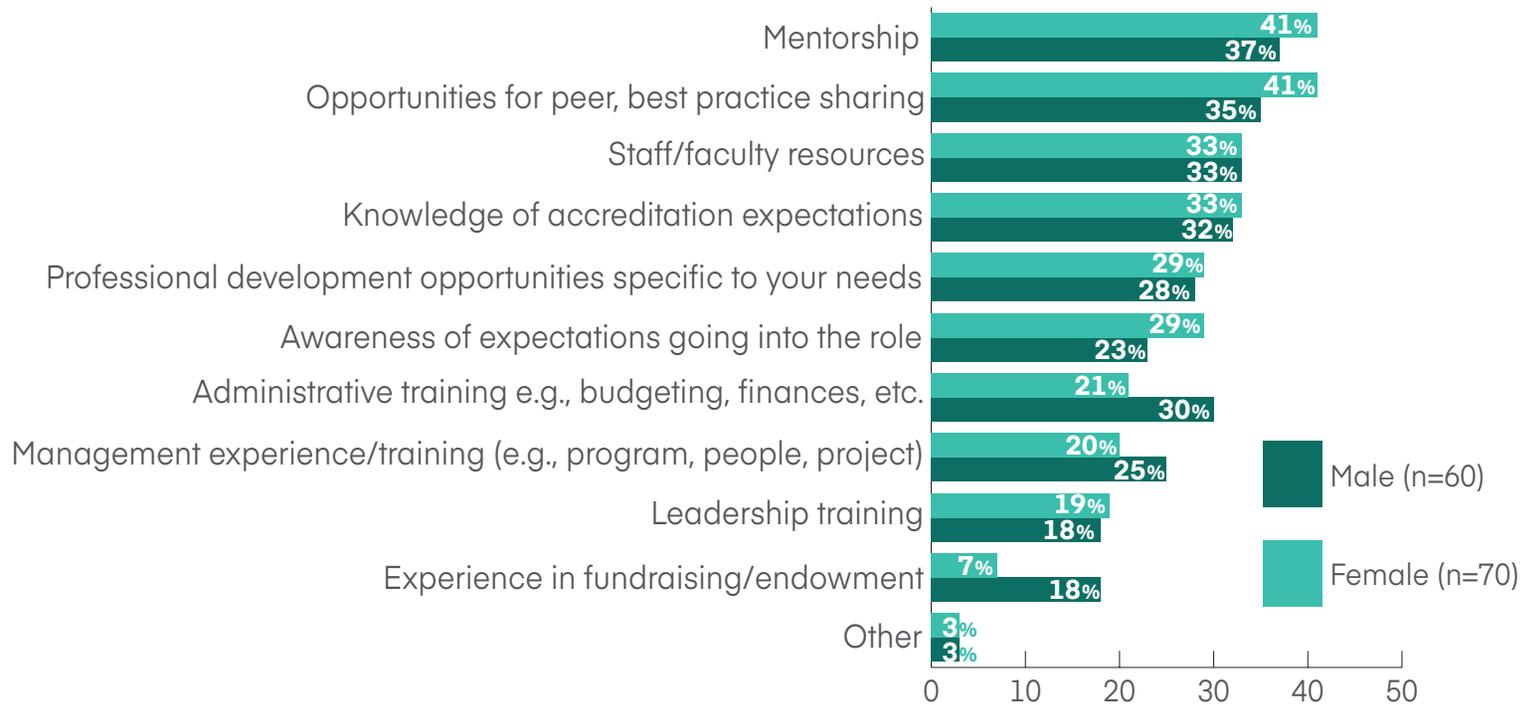
Note: Based on categorical analysis of open text responses regarding most important competencies/skills of effective senior administrators. Respondents could indicate multiple competencies/skills.

Desired Resources of First-Time Senior Administrators (n=132)



**Resources
Desired by
First-Time
Senior
Administrators**

Desired Resources of First-Time Senior Administrators, by Gender (n=130)



Note: Percentage does not equal 100, as respondents could select more than one item.

By Region

Resource	Americas (n=100)	Asia Pacific (n=17)	EMEA (n=15)
Mentorship	42%	35%	27%
Opportunities for peer, best-practice sharing	40%	24%	47%
Staff/faculty resources	31%	41%	40%
Knowledge of accreditation expectations	29%	53%	27%
Professional development opportunities specific to your needs	28%	29%	33%
Awareness of expectations going into the role	26%	24%	27%
Administrative training e.g., budgeting, finances, etc.	29%	24%	7%
Management experience/training (e.g., program, people, project)	23%	24%	13%
Leadership training	19%	6%	27%
Experience in fundraising/endowment	12%	12%	20%
Other	4%	0%	0%

Resources Desired by First-Time Senior Administrators



Americas

777 South Harbour Island Blvd.
Suite 750
Tampa, Florida 33602 USA

Europe, Middle East, and Africa

UP Building Piet Heinkade 55
1019 GM Amsterdam
The Netherlands

Asia Pacific

331 North Bridge Road
#10-04/05 Odeon Towers
Singapore 188720