Five key inhibitors of women’s advancement in business schools

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In this presentation, I will outline five important factors which impede women’s advancement in business schools. First, there is no clock from Associate Professor to Full Professor. Unlike the tenure clock which requires an Assistant Professor to have an up or out decision made by the end of their sixth year, there is no such clock for promotion to Full Professor. This means that people (men or women) may be left at that level for a considerable number of years and their senior colleagues are in no hurry to prepare a case for promotion to Full Professor unless that person initiates the matter and has the record to back that up. Second, there is a heavy emphasis on A publications at the exclusion of other good peer-reviewed publications, as well as major teaching and service contributions. Even among tenured faculty, top-tier publications receive a disproportionate amount of weight in the evaluation process, which makes the bar very high for people with family obligations who aspire to be promoted to Full Professor or become a Dean. Business schools also have a masculine culture and a very hierarchical culture which creates a propensity both for opportunistic behavior from those in power and silence from those without power. Finally, because of commonly held stereotypes women are also regularly asked and elected to serve on committees which take up their time and contribute nothing to their career advancement.