



WAIB - Back to the Beginnings ¹

Lorraine Eden, WAIB Founder and First President

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Abstract: Women in the Academy of International Business (WAIB), a networking group for women in the Academy of International Business (AIB) was the brainchild of Lorraine Eden, a professor at Texas A&M University. WAIB was first an idea at the 2000 AIB Phoenix meetings; the idea became a reality a year later at the AIB Sydney meetings. This piece reviews the early beginnings of WAIB, as based on historical emails, photos and documents. The piece concludes with a look forward to where WAIB might go in the future.

Introduction

The WAIB Executive have asked me to write a short message, as WAIB's founder and first president, for the WAIB website. I am delighted to do so. The message you are reading, however, has turned out to be a bit longer than the "short" one that was requested. Looking back at the early files about WAIB on my computer's hard drive has been a journey back in time, one that probably should be shared so that the history is not lost. So, please journey "back to the beginnings" with me and I think you'll agree with my conclusion: *Little did I know how incredibly strong and vibrant WAIB would be 17 years later!*

Conception

In November 2000, I was elected for a two-year term on the AIB Executive Board as VP Programs for the 2002 Puerto Rico meetings. On the board also were Steve Kobrin (President), Bernie Yeung (VP Programs for the 2001 Sydney, Australia meetings), Danny Van Den Bulcke (VP Administration), Jose de la Torre (Past President) and James Wills (Executive Secretary). That year, I was the only female member on the board.

While at the November 17-20, 2000 AIB meetings in Phoenix, I was struck by the fact that 19 percent of the registered participants were women, but there was no women's networking group within

¹ Helpful comments on this piece were received from Lyn Amine, Amanda Budde-Sung, Amanda Bullough, Julian Gaspar, Lev Gonick, Tunga Kiyak, Janet Murray and Malika Richards. I also want to acknowledge the many women and men who helped to launch and build WAIB. I have named some of them here, but there are many, many others who should also be thanked.

AIB. I belonged to CSWEP, a women's group in the American Economic Association and, as vice president of the Canadian Economic Association in 1991-1992, had started a women's caucus group CWEN (Canadian Women Economist Network).²

I have always been a believer in "carpe diem" (seize the day), which I interpret as meaning that if and when a person is in a position of authority where they can make a difference, they should "seize the day", not waste the opportunity, and make a difference. Within a week of the Phoenix meetings, I had talked with the other board members to get their OK for doing something at the AIB meetings in Sydney in 2001. I then emailed a small group of women AIB members and copied the board. How it happened is captured in an old email dated November 27, 2000, which I believe formally marks the date when WAIB was "conceived", that is, its conception date. Note that the original email went out to 21 women AIB members.

From: *Eden, Lorraine*

Sent: *Monday, November 27, 2000 10:41 PM*

To: *Stefanie lenway (E-mail); Eleanor Westney (E-mail); Susan Douglas (E-mail); Mira Wilkins (E-mail); 'Nancy J. Adler' (E-mail); Anne Tsui (E-mail); 'Tatiana Kostova' (E-mail); Debora Spar (E-mail); Heidi Vernon (E-mail); Linda Lim (E-mail); Jane Lemaster (E-mail); Linda Gerber (E-mail); Marie Thursby (E-mail); Petra Christmann (E-mail); Sri Zaheer (E-mail); Susan Feinberg (E-mail); Suzy Howell (E-mail); Dacin, Tina; Lena Zander (E-mail); Arleen Hernandez (E-mail)*

Cc: *Laurel King (E-mail); Steve Kobrin (E-mail); Bernard Yeung (E-mail); D. Van Den Bulcke (E-mail); James R. Wills Jr. (E-mail); Tim Devinney (E-mail)*

Subject: *women in the Academy of International Business*

Importance: *High*

Hello everyone, Please excuse the general salutation!

At the AIB meetings in Phoenix last week, I was fortunate to be able to chat with many of you. This is one of the big attractions of attending conferences -- to see old friends and make new ones. While chatting with Susan Feinberg as the conference was winding down, I recalled that ten years ago, when I was vice president of the Canadian Economics Association, I'd taken advantage of my being on the CEA executive to organize a dutch-treat breakfast for two dozen women [all done by snail mail] at the annual meetings of the CEA. Out of that breakfast was born the Canadian Women Economists Network (CWEN; <http://www.yorku.ca/cwen/>) which still meets every year at the CEA meetings (see Roberta Robb's presidential address, <http://www.yorku.ca/cwen/pres00rpt.htm> which talks about the challenges). I belong to other women's groups, for example, the women's caucus in the International Studies Association (<http://csf.colorado.edu/isa/wcis>). The "grandmother", largest and best funded of these women's organizations is perhaps CSWEP (<http://www.cswep.org>), the Committee on the Status of Women in the Economics Profession to which I belonged when my AEA membership was current. The Academy of Management also has a section on Gender and Diversity in Organizations (<http://www.aom.pace.edu/gdo/>) but its focus is more directed to research on gender and diversity than to networking among women AOM members. I suspect you can all name a variety of similar women's networking groups.

However, there isn't one in AIB. Maybe it's time there was?

As you may know, Bernie Yeung and I were recently elected as AIB vice presidents for meetings in 2001 and 2002. Bernie is doing the program for Sydney next year and I will do the one in San Juan in

² <http://www.cwen-rfe.org/organization/cwen-past-presidents/>

2002. So, after talking with Susan and afterwards with Laurel King, a couple of days ago, I contacted Steve Kobrin and Bernie Yeung about the possibility of having a get together (breakfast, lunch or reception) for women faculty and graduate students at the AIB meetings in Sydney. They think it is a good idea. So, I would like to go forward with this, first in Sydney and then in San Juan.

My question to you is: do you think it's a good idea, and if so, would you be willing to both attend (if you're going to the meetings), pay for your lunch/breakfast (if need be) and help organize it? The key help I would ask for prior to the meetings is to forward this email to other women AIB members, or potential members, that you know whom you think would be interested in being part of a women's network/caucus within AIB. Maybe I can collect the email responses, or we could open up a registration section for a women's network on the AIB website (Laurel - what is your advice here?). My hope is to encourage women doctoral students and junior faculty to meet and network with senior women faculty. Perhaps out of this first meeting can come a women's networking or caucus group that meets yearly at the AIB meetings.

With all best wishes, Lorraine Eden

The response was resounding enthusiastic and we were off and running. On February 13, 2001, AIB President Steve Kobrin emailed the board that he was drafting a note for the next AIB Newsletter and wanted some input for the letter. I emailed back to say, "I would like to put something in about the reception for women faculty and PhD students that Texas A&M will host in Sydney."

Laurel King, who was Jim Wills' assistant director at AIB Headquarters, picked up on this immediately. She organized a room, ordered food and drink, and organized the reception. Laurel emailed the following note to Bernie Yeung, the Sydney Program Chair, following up on Steve Kobrin's email.

*From: AIB [mailto:laurel@cba.hawaii.edu]
Sent: Wednesday, February 21, 2001 12:01 PM
To: Eden, Lorraine
Cc: 'Kobrin'; Jose de la Torre (E-mail); Bernard Yeung (E-mail); Danny Van den Bulcke (E-mail); Tim Devinney (E-mail); laurel@cba.hawaii.edu
Subject: Re: President's Message*

Dear Bernie, Please be sure to schedule a room for this event when you are setting up the program. Lorraine will let you know her preferred times. We could have it at the same time as a poster lunch and serve the same lunch in that room, but then PhD students with posters would not be able to attend. A breakfast would be fine, but there would be the cost of coffee and muffins, etc. to consider and we would have to be within the Texas A&M budget. At any rate, we should use one of the unoccupied rooms that we have. We have to be careful to leave enough time between sessions to set up for the next session though. Laurel

Laurel also emailed Bernie and me to say she would put a separate announcement "regarding the women's session in Sydney" in the newsletter. So I wrote the following announcement on February 27, 2001, which was published in the AIB Newsletter and Call for Papers for the 2001 AIB annual meetings in Sydney, Australia, and is still on the AIB website at <https://aib.msu.edu/events/2001/waib.htm>. The first WAIB reception, "WAIB - Women in the AIB, Networking for Women in the AIB", was held from 6:15 to 7:00 pm on Saturday, November 17, 2001, in Castlereagh 1 in the Sheraton on the Park Hotel. The description in the conference program read, "All women in the AIB are welcome to attend the first annual reception hosted by the Department of Management at Texas A&M University." My department head Angelo DeNisi provided the funding for the first WAIB Reception and also for the one the following year in San Juan, Puerto Rico. I will always be grateful to Angelo and the Management Department at Texas A&M for providing the initial support that brought the first WAIB members together.

**WAIB MEETING: WOMEN IN THE ACADEMY OF INTERNATIONAL BUSINESS (WAIB)
FIRST (ANNUAL?) MEETING AND RECEPTION**

Saturday, November 17, from 6:30 to 7:30 p.m.

Many national and international organizations have women's networks or caucuses as part of their annual convention meetings. Some women's groups meet primarily for networking (e.g., the Canadian Women Economists Network (<http://www.yorku.ca/cwen/>). Others focus on gender issues in their respective professions (e.g., the Women's Caucus for International Studies (<http://csf.colorado.edu/isa/wcis/>) and Gender Issues in Accounting (<http://www.campbell.berry.edu/faculty/rnehmer/gender/gender.html>)). Still others focus on gender-related research (e.g., Gender and Diversity in Organizations (<http://www.aom.pace.edu/gdo/>). Perhaps the longest running, best-financed group is the Committee on the Status of Women in the Economics Profession (<http://www.cswep.org>), which does all three.

The Academy of International Business does not have a women's networking group; although, at the AIB 2000 Phoenix meetings, 19 percent of the registered participants were women. The AIB Executive has therefore decided to hold a wine & cheese reception for women faculty and graduate students attending the AIB 2001 Sydney meetings. This reception will be sponsored by the Department of Management at Texas A&M University on Saturday, November 17, from 6:30 to 7:30 p.m., location TBA. Perhaps out of this initial reception may emerge a women's networking group that meets yearly at the AIB meetings? We'll see.

Please block out the date and time on your calendar and plan to attend the first WAIB reception! For more information, please contact Lorraine Eden at leden@tamu.edu.

What I remember of that first meeting in Sydney was the large number of women – and many male AIB members from the AIB Executive Board and the Fellows! – who came to the reception. We were all so excited to be getting together for the first time. Laurel put out a bowl for business cards and it rapidly filled. I also remember 7 pm (the time when the reception was to be over) coming and going; people just stayed and the conversation level remained high for a long time afterwards. From that bowl of business cards came WAIB's first list of 65 members in December 2001.

The First Few Years

The AIB Executive Board continued to be a strong supporter of WAIB. From the beginning, WAIB was designed to be an entity within AIB rather than a stand-alone organization. We requested, and the AIB Executive Board granted, our request that the AIB VP Administration, whose responsibility on the board was overseeing and being the link with the AIB Chapters, also be given the responsibility of overseeing and being WAIB's link to the Executive Board. WAIB thus became the first formal non-Chapter organizational entity inside of AIB.

Our CIBER at Texas A&M was another early supporter of WAIB. Kerry Cooper, a finance professor, was head of international business programs and executive director of the CIBER and of the Center for International Business Studies (CIBS) in the Mays Business School at Texas A&M. Kerry together with CIBS/CIBER managing director Julian Gaspar provided me with resource support – in particular, the wonderfully inventive and indefatigable webmaster Rebekah (Beckie) LeFlore -- for WAIB through the early years. Beckie designed the original WAIB logo³, put together and ran the WAIB website

³ The first WAIB logo, which appears at the top of this piece, was assembled by Beckie from photos at the first WAIB reception in November 2001. Eleanor Westney, one of the first women AIB Fellows, is second from the left.

(which was hosted on the CIBS server), worked with me to assemble and publish the first few editions of the WAIB Directory, and organized our get-togethers at the AIB meetings.⁴

One of the first things that Beckie and I did was to set up a website for WAIB. The front page of the website on May 14, 2002, outlined the organization's goals:

Women in the Academy of International Business (WAIB) is a new organization within the Academy of International Business (AIB). Established in November 2001, WAIB is a women's networking group whose goals are to:

- *Encourage networking among women faculty, administrators and PhD students in international business studies by holding a WAIB reception and business meeting at the AIB annual meetings, publishing a newsletter, and hosting an electronic list serve discussion group.*
- *Offer one-on-one mentoring, linking female junior faculty and doctoral students with senior women faculty and administrators, as a way to increase the number of women who specialize in international business studies education, research and administration.*
- *Encourage research on gender-related issues in international business.*

I also learned how to create a mail merge, using a program that probably no longer exists, World Merge 4. A shortened version of the first group email using that program, sent out on May 8, 2002, is below.

*To: [[EMAIL]]
From: "Lorraine Eden" <leden@tamu.edu>
Subject: WAIB update*

Dear [[FIRSTNAME]] [[LASTNAME]],

Hello from the Academy of International Business! Laurel King, Managing Director of AIB, and I have assembled a list of all the women faculty and doctoral students who are AIB members, or who have requested to be members of WAIB (the women's networking group within AIB). Your name is on our list! If you would like to be removed from this list please email me back at either leden@tamu.edu or aib2002@tamu.edu and we will do so immediately.

I would like to bring you up to date on some of the WAIB activities that have happened so far or are upcoming.

- 1. We now have a website at <http://cibs.tamu.edu/waib>, which is run by Beckie LeFlore, webmaster/guru in the CIBER at Texas A&M. Please have a look. If you have materials to go up on the website please email Beckie at RLeFlore@cgsb.tamu.edu.*
- 2. We are planning to have a second WAIB wine & cheese reception at the AIB 2002 meetings in San Juan, on Saturday, June 29, from 5-6 p.m. Please check the Final Program for the specific room and time. We will have a short program at the meeting, led by Katherine Terrell and Anna Meyendorff from the University of Michigan.*
- 3. I hope, by next week, to have a LIST SERVE set up where by WAIB members can post messages (similar to AIB-L). One early purpose for this list serve is as a clearing house for individuals who would like to share hotel accommodations at AIB 2002. If you would NOT like to be on this list serve, please email me back and ask to NOT be included. Otherwise, I will assume that -- initially*

⁴ In May 2006, WAIB recognized Beckie LeFlore for her service. See the award at the end of this article.

for now -- you would like to be included.

4. *Here is the information we have on file for you. [MERGED INFO] Please let me know if any of it needs updating. Eventually, we hope to share this information with all the other WAIB members (first, most likely, in paper format distributed at the AIB 2002 meetings). Again, if you would like to NOT be included, please let me know.*
5. *Lastly, please forward this email to anyone who I have inadvertently left off the list, or who you think would like to be a WAIB member, and ask them to contact me, providing the information listed above. They will be included in our first list of WAIB members.*

I look forward to seeing you in Puerto Rico! With all best wishes, Lorraine Eden, 2002 Program Chair

Back in December 2001, Beckie had typed up the bowl of business cards from the first WAIB reception in Sydney and created WAIB's first email list of 65 members. That list, together with a list of women AIB members supplied by Laurel King on February 4, 2002, became the base for the WAIB list serve, which we opened on May 13, 2002, with 173 members. The WAIB list serve, with the email address waib@csf.colorado.edu, was set up with the purposes outlined in its "Discussion Group Use Guidelines".⁵

The Purpose of WAIB-List

Women in the Academy of International Business (WAIB) is a new organization within the Academy of International Business (AIB). WAIB is a women's networking group whose mission is:

- *To collect information that could be very helpful in encouraging networking among this group, improving employment opportunities, and improving working conditions for women faculty.*
- *To publish a newsletter, posted on the AIB website, specifically targeting women faculty and Ph.D. students in international business.*
- *To focus on mentoring women doctoral students and junior faculty and be instrumental in influencing the number of women deciding to specialize in international business studies, particularly in developing countries.*
- *To offer a listserv where notices can be posted, and topics relevant to women faculty and Ph.D. students in international business can be discussed.*
- *To organize a one-on-one mentoring program, linking a senior woman faculty member at one institution with a female junior faculty member or Ph.D. student at another institution.*
- *To hold an annual reception and business meeting for women faculty and Ph.D. students in conjunction with the AIB annual conference.*
- *To establish a scholarship that will allow WAIB to select and sponsor one or more women Ph.D. students, from a developing country, to attend the annual meeting.*
- *WAIB will integrate women's networks and/or caucuses as part of our annual convention*

⁵ How the WAIB list serve started should also be noted. In 1991-92, I had been a Pew Fellow at the Kennedy School. Lev Gonick was another Pew Fellow in my class. Lev, together with Don Roper at the University of Colorado, was running one of the first email networking list serves, Communications for a Sustainable Future (CSF) at <http://csf.colorado.edu>. Many academic organizations were nurtured electronically by the University of Colorado's willingness to provide them with free hosting services. By the time WAIB started, I was already involved in administering CSF email networks for the Pew Fellows and the International Political Economy section of the International Studies Association so it made sense to ask Lev if WAIB could also host its emails on CSF. I am grateful to Lev Gonick, Don Roper and the University of Colorado for providing the resources that enabled the early growth of internet usage among university and college faculty.

meetings.

- *WAIB will also focus on gender issues within respective professions as well as gender-related research.*

WAIB held its second, also very successful reception on June 29, 2002, at the AIB annual meetings in San Juan, Puerto Rico, just before the AIB Gala and Dinner.

A week earlier, on June 21, 2002, Beckie and I had published the first WAIB Directory. It contained the names, email addresses, phone and fax numbers, rank, university and country information for 186 WAIB members. The directory's purposes were outlined on the inside cover; see below.

Women in the Academy of International Business (WAIB) is a new organization within the Academy of International Business (AIB) established in November 2001 at the AIB annual meetings in Sydney, Australia. WAIB membership is open to both men and women members of AIB. WAIB is a women's networking group whose goals are to:

- *Encourage networking among women faculty, administrators and PhD students in international business studies by:*
 1. *holding a WAIB reception and business meeting at the AIB annual meetings*
 2. *publishing an electronic newsletter*
 3. *hosting an electronic list serve discussion group, WAIB-L (waib@csf.colorado.edu).*
- *Offer one-on-one mentoring, linking female junior faculty and doctoral students with senior women faculty and administrators, as a way to increase the number of women who specialize in international business studies education, research and administration.*
- *Encourage research on gender-related issues in international business.*

This WAIB Directory is the first edition, listing all WAIB members as of June 20, 2002. The directory was assembled by Lorraine Eden, with the assistance of Laurel King, Rebecca LeFlore and Lei Zhao. It is provided for the benefit of WAIB members and should not be circulated to individuals who might use it for non-academic or non-professional purposes. Any errors or omissions should be reported to Lorraine Eden at the address below.

Turning over the Reins

WAIB had grown since its inception as an email to 21 women on November 27, 2000, to 186 members in a formal WAIB Directory a mere 19 months later. I served as founder and first president of WAIB for another year and then decided the organization had grown enough for me to "pass the reins" over to a formally elected executive. They would create WAIB's constitution and start to broaden WAIB's activities. I talked with many of the women who had been working with me to launch WAIB, asking if they would be willing to run for election or to recommend others who would. Based on those phone calls and emails, I created a first election slate and on July 2, 2003, emailed all the WAIB members on the CSF list service with the draft slate. A shortened version of that email is below.

*From: Eden, Lorraine
Sent: Wednesday, July 02, 2003 10:57 PM
To: Waib-L (waib@csf.colorado.edu)
Subject: update on WAIB activities
Importance: High*

Dear WAIB-L member,

At the business meeting, we will be electing our first formal slate of officers. In an earlier email, I requested that individuals nominate others (with their permission, of course) or themselves for these positions.

The following individuals, listed below, have agreed to let their names stand for election. Other individuals may be nominated from the floor during the business meeting preceding the reception. We could also add more positions (e.g. more members-at-large) to the executive if people wish to serve.

If you are not attending the AIB conference and would like to register your vote or nominate someone (please get their permission first), please do so by emailing me directly at leden@tamu.edu no later than the day before the reception.

Here are the names and short bios of the individuals who have agreed to let their names stand for election [BIOS REMOVED]:

- *President: Lyn S. Amine. Professor of Marketing and International Business at Saint Louis University.*
- *Vice President: Susan Trussler. Director of the Center for International Business at the University of Scranton in Pennsylvania.*
- *Secretary/Treasurer: Hildy Teegen. Associate Professor of International Business and International Affairs at American University in Washington D.C.*
- *Member at Large: Susan Forquer Gupta. Assistant Professor at the University of Milwaukee.*

In terms of other positions, Marjorie Lyles (Indiana), AIB Vice President for Administration, will continue as the liaison between the AIB Executive and WAIB. My intention, for a year or max two, would be to stay on the executive as Past President, taking care of the WAIB-L list serve and the website. (We need to move WAIB-L as the CSF list serve is closing the end of August - more on this in later email).

Among the first tasks of the group will be to write a constitution for the association and develop an agenda of more formalized activities, as well as hosting a WAIB event at AIB, updating the WAIB Directory and so on.

At the AIB meetings in Monterey, California, WAIB held its first elections. The whole slate was elected, as I reported on the election results in the July 21, 2003, WAIB Newsletter.

WAIB held its first formal elections at the AIB meetings in Monterey. Nominations were submitted by WAIB members to Lorraine Eden in the month before the election. A tentative slate of officers was sent by email to WAIB members just before the AIB meetings and ballots were circulated at the WAIB meeting in Monterey. Marjorie Lyles, AIB Vice President Administration and WAIB's link to the AIB Executive, ran the election. The election results were: Lyn Amine (President), Susan Trussler (Vice President), Hildy Teegen (Secretary-Treasurer) and Susan Gupta (member-at-large). Let's congratulate our new Executive and wish them well in their activities over the next 12 months. Among the first tasks of the new WAIB Executive will be writing a constitution for the organization, which will need to be approved by the members at next year's meetings in Istanbul.

My president's report on the 2003 WAIB meetings in Monterey noted that the WAIB reception attracted 70 members and had been sponsored by four CIBERs (Michigan, Indiana, Hawaii and Texas A&M). I also noted that the second WAIB Directory had been mailed to members in June. WAIB members were "asked to forward copies to their department heads and deans to ensure the widest possible distribution." This comment reflected one of the original reasons for setting up WAIB. I had noticed in the 1990s that women were seldom nominated for positions, invited to give talks, or asked to participate in

panels at conferences. Here's what I said in the July 2003 WAIB Newsletter:

The WAIB Directory is seen as a key method for raising the profile of women within the Academy. Containing the names, email addresses and profiles of almost all women faculty and doctoral student members in the Academy of International Business, the Directory can be used in searches for departmental hiring, board members for journals, participants for conferences and workshops, visiting speakers, and so on. It also provides a way for individuals working in the same research and/or teaching areas to network with one another.

The new WAIB Executive went to work on writing a constitution. The Executive also held our first WAIB panel at the AIB meetings in Stockholm on July 13, 2004. That panel, organized and chaired by WAIB President Lyn Amine, featured four panelists: Susan Forquer Gupta, Peggy Chaudhry, Nancy Napier and Susan Trussler. Both Susans later went on to become presidents of WAIB. Every year since then WAIB has run at least one very successful panel at the AIB meetings and often two or three.

Taking Stock

I can now pass this history of WAIB over to the presidents who have so successfully run the organization after me. Let me close with the goals I outlined for WAIB in a document I never circulated.

Lorraine's Goals for WAIB (May 11, 2011)

- *Women faculty and doctoral students, as researchers and educators in universities around the world, are an underrepresented group in Business Schools. No cross-country statistics are available as to their names, location, rank, salary, etc. Collecting this information could be very helpful in encouraging networking among this group, improving employment opportunities, and improving working conditions for women faculty. For example, CSWEP keeps statistics on the numbers of women graduating with economics PhDs (<http://www.cswep.org/Annual99.htm>)*
- *We would like to publish a newsletter, posted on the AIB website, specifically targeted at women faculty and PhD students in international business, similar to the CSWEP one for women economists (<http://www.cswep.org/newsletter.html>).*
- *A networking group, such as WAIB, which focused on mentoring women doctoral students and junior faculty, could also be instrumental in influencing the number of women deciding to specialize in international business studies, particularly in developing countries. A list-serve where notices could be posted, and topics relevant to women faculty and PhD students in international business discussed, would help provide this mentoring role. See, for example, the list serve maintained by the Women's Caucus for International Studies (<http://csf.colorado.edu/isa/wcis/listserve.htm>).*
- *We would also like to organize a one-on-one mentoring program, linking a senior woman faculty member at one institution with a female junior faculty member or PhD student at another institution. As an example, see the Women's Mentoring Program at the University of Wisconsin at Madison (<http://www.wisc.edu/provost/women/howinv.html>).*
- *We would like to hold an annual reception and business meeting for women faculty and PhD students in conjunction with the AIB annual conference. Funding this event would facilitate mentoring and networking within the organization. All of the organizations listed above have an annual meeting of their women members during the regular conference.*
- *Another possibility would be to establish a scholarship that would allow WAIB to select and sponsor one or more women PhD students, from a developing country, to attend the annual meeting. The*

student(s) must have a paper accepted for presentation at the meetings as a condition of applying for the funding.

Looking back at my May 2011 notes, I am pleased to report that WAIB has addressed and accomplished all of these early goals.

- WAIB has a Directory of members and regularly publishes a Newsletter.
- After Beckie LeFlore retired, Dan Li at Indiana University volunteered to take over the WAIB website and host it at her university. The website grew along with the WAIB membership under Dan's active stewardship. In 2017, the website is now migrating to its third home on the AIB website.
- WAIB has a formal mentoring program for female doctoral students and junior professors.
- WAIB holds a reception and business meeting each year at the AIB conference.
- WAIB gives not just one but multiple Helping Hands scholarships to support women from developing and emerging economies to attend the AIB meetings.
- Moreover, WAIB now does a lot more than these early goals.
 - WAIB formally wrote and adopted a Constitution in 2005 (later modified, still in place).
 - WAIB now organizes typically three sessions at the AIB meetings on gender-related topics, sessions that are very well attended and often standing room only.
 - WAIB gives a variety of annual awards in addition to funding junior scholars. I've extremely proud of the fact that I was the first recipient of the WAIB Woman of the Year award in 2016.
 - WAIB now has Facebook and LinkedIn pages and a Twitter account. Under Lyn Amine's active stewardship of these sites, WAIB has adopted social media as a means of building a solid sense of community among its members who are scattered across the globe.
 - In 2017, some members of the WAIB Executive, with the support and guidance of Editor-in-Chief Rosalie Tung, guest edited a special issue of the journal *Cross Cultural and Strategic Management (CCSM)* on gender and international business.
 - WAIB has, I believe, been important in raising awareness of the lack of women in senior positions and perhaps partly responsible for more attention being paid to gender balance on committees and in leadership roles.⁶

⁶ For example, when I became an AIB Fellow, I was the 7th woman elected to the Fellows; today there are 17 women Fellows, see <https://aib.msu.edu/aibfellows.asp>. Female membership on the AIB Executive Board has grown too; the current board is evenly balanced with five women and five men (<https://aib.msu.edu/executiveboard2017-18.asp>). Three women now hold the three leadership positions in the AIB Fellows: Dean Nakiye Boyacigiller, Secretary/Treasurer Elizabeth Rose and Deputy Dean Rosalie Tung (<https://aib.msu.edu/aibfellows.asp>). Four of the 30 AIB Presidents since 1960 have been women, all holding office in the last 11 years: Stefanie Lenway (2006-2008), Mary Ann Von Glinow (2010-2012), Rosalie Tung (2015-2016) and Lorraine Eden (2017-2018).

Whither WAIB?

I have taken you through a “Back to the Beginnings” look at the early years of Women in the Academy of International Business. To recap, WAIB started with:

- An idea and an email to 21 women in November 2000
- A networking reception and a bowl of 65 business cards in November 2001
- A CSF list serve with 173 members in May 2002
- A WAIB Directory with 186 members in June 2002

Seventeen years later, as of August 25, 2017, WAIB now has 891 members; about 28 percent of all AIB members, male and female, now belong to WAIB. Clearly, women PhD students and faculty in international business have made great strides over the past 17 years, both within AIB and in the international business community. Does this success mean that it's time to disband WAIB? Is the need for a women's networking organization still there as the third decade of the 21st century looms ahead of us?

I believe AIB still needs WAIB and here are some reasons:

- The audiences at WAIB sessions at the AIB annual meetings continue to grow, suggesting that female doctoral students and junior faculty members perceive a need for mentoring and networking.
- The statistics on women in international business and management are still disheartening, as Susan Forquer Gupta and I document in our Introduction to the CCSM Special Issue, and as documented in the many articles in that Special Issue.⁷
- The gender pay gap between male and female salaries across all ranks in academia still persists.⁸
- In addition to the pay gap, the “pyramid problem” between male and female faculty, by rank in academia, documented by Mary Ann Mason in a March 9, 2011, article in the *Chronicle of Higher Education*, is still going strong.⁹ Women are moving through the academic pipeline, but are still failing to achieve full professor status. Fewer yet have professorships or chairs, and even fewer are in academic leadership roles. The problems are exacerbated, at all levels, the more prestigious the institution.
- Negative attitudes and stereotyping of women still persist, even in the hallowed halls of academia. A recent study by Alice Wu at UC Berkeley analyzes postings on the forum “Economics Job Market Rumors” and finds strong evidence of negative stereotyping of women economists on the job market.¹⁰ Gender biases in student evaluations of faculty have also been well documented.¹¹

⁷ Eden, Lorraine and Susan Forquer Gupta. 2017. Culture and Context Matter: Gender in International Business and Management. *Cross Cultural and Strategic Management*, 24.2: 194-210. Available for download at: <http://www.emeraldinsight.com/toc/ccsm/24/2>

⁸ <http://www.chronicle.com/article/Gender-Pay-Gap-Persists-Across/239553>

⁹ See <http://www.chronicle.com/article/The-Pyramid-Problem/126614> (2011) and <http://www.acenet.edu/news-room/Pages/New-Report-Looks-at-the-Status-of-Women-in-Higher-Education.aspx> (2016).

¹⁰ The Inside Higher Ed article is posted at: <https://www.insidehighered.com/news/2017/08/21/internet-can-be-brutal-place-women-economics-paper-finds>. The paper can be downloaded here: https://www.dropbox.com/s/v6q7gfcv9feef5/Wu_EJMR_paper.pdf?dl=0.

¹¹ See, for example, the recent paper by Anne Boring. 2016. Gender biases in student evaluations of teaching. *Journal of Public Economics*, 145 (January): 27-41. Available at: <http://www.sciencedirect.com/science/article/pii/S0047272716301591>

- Many studies are now documenting and collecting statistics on sexual harassment and assault on university campuses.¹²

Most of the evidence I list above for why a women’s networking group is still important for AIB members is even stronger once one moves outside of the OECD countries. The situation for women faculty and doctoral students is much bleaker in emerging and developing countries. At least, I believe the situation to be bleaker based on conversations with WAIB members and listening and participating in WAIB sessions. Information on the status of female doctoral students and faculty in business schools around the world, much less in developing countries, appears to be scarce and perhaps nonexistent.

Looking ahead for WAIB, I believe an important task will be fund-raising. One of my regrets is that I was unable to secure much funding other than for early help with the costs of the annual reception at the AIB meetings. Subsequent WAIB Presidents have been more successful than I with fundraising; most notably the Helping Hands campaign, which for several years now has provided travel funds for women from developing countries who have a paper on the program to help defray the costs of attending the annual AIB meetings. Still, WAIB could accomplish much more – possibly, for example, a survey on the status of women doctoral students and faculty in business schools around the world – as CSWEP does for female economics faculty in the USA– might be doable if WAIB had more secure and substantial funds.

I continue to believe that WAIB has a vital role to play not only within the Academy of International Business, but also in the colleges and universities where its members are located. WAIB members can be “agents of change” at home in their own institutions and communities as well as within AIB. So, there is work to be done, and to paraphrase an old adage, “WAIB Can Do It!”

Final Lesson

The lesson I would like to leave my colleagues and friends in WAIB and in AIB as a whole is that “carpe diem” is a good motto to live by. I believe this to be particularly true for women because they are so very rarely in leadership positions. When the opportunity does come along to make a difference, we should seize that opportunity and try to make the world a little bit better place for the women – and the men – around us and those who will come after us.

Lorraine Eden

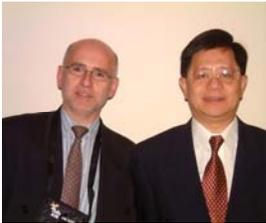
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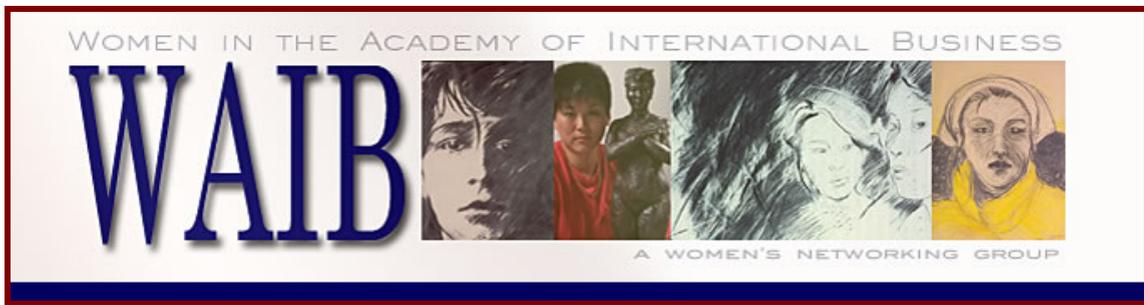
September 21, 2017

¹² See for example these recent newspaper articles: <https://news.illinois.edu/blog/view/6367/408726>, <https://thetab.com/uk/2016/10/31/uk-universities-plagued-culture-sexual-harassment-says-new-study-24177> and <https://psmag.com/education/why-dont-we-know-more-about-sexual-harassment-of-grad-students-by-faculty>.



Some photos from
the 2001 and 2002
WAIB meetings





Rebekah LeFlore

Rebekah (Beckie) LeFlore has demonstrated a long-term concern for issues related to the personal and professional development of women in international business, manifested by her exceptional support for the organization, Women in the Academy of International Business (WAIB). The Academy of International Business (AIB) is a 3,000 member organization of business school faculty and graduate students in 65 countries, who work and study in the area of international business. WAIB is an interest group within AIB. WAIB has almost 450 members, primarily women business school faculty and PhD students, around the world. Beckie has been an ex officio member of WAIB since its inception in November 2001, and her activities have been instrumental in the rapid growth in the organization. One important way WAIB attracts new members, and existing members keep in touch with each other, is through the WAIB website at <http://cibs.tamu.edu/waib>. Beckie LeFlore designed this website and has been the webmaster since its inception. The website is hosted by the Center for International Business Studies at Texas A&M, and Beckie has done this on her own time and without financial remuneration. Through the website, Beckie kept in touch with women faculty and graduate students in business schools around the world. A few of the special things Rebekah LeFlore has done to foster the professional development of international business women include:

- Maintained a website where existing members updated their information, and new members joined, at: <http://cibs.tamu.edu/waib/join.asp>.
- Co-edited the annual WAIB Directory. The directory facilitated networking, and contributed to the hiring women faculty and graduate students, invitations for conferences, and selection committees for awards, around the world.
- Assembled a list of gender-related websites and resources, available to anyone on the Internet, at <http://cibs.tamu.edu/waib/resources.htm>.
- Assembled a list of professional business women's and professional women's educational links, putting WAIB in contact with women's organizations around the world, at <http://cibs.tamu.edu/waib/links.htm>.

On behalf of the WAIB Executive and its members, we hereby recognize the exceptional service Rebekah LeFlore has provided to Women in the Academy of International Business during its first five years, 2001-2006.

A handwritten signature in black ink that reads "Lorraine Eden".

Lorraine Eden, WAIB Founder

Signed on behalf of the WAIB Executive and its Members (May 2006)