

# **Tenure (and jobs)**

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# **Who Gets Tenure and why**

## **Methods**

- 1. Self-reported survey of all 142 CHRIE-school administrators (Deans, Department Heads, Directors etc...)**
- 2. Total 69 surveys returned.**
- 3. Chose administrators because of their experience with hiring and tenure.**

# **Survey**

**Rate 11 tenure requirements on 1-5 scale**

## **Research**

**refereed**

**non-refereed**

**presentations**

## **Teaching**

**experience**

## **Service**

**internal and external**

## **Personal achievements**

**highest degree attained**

**industry work experience**

**PhD field**

**collegiality**

**master's degree**

# Results

**Three most important determinants for tenure**

- 1. PhD (or other terminal degree)**
- 2. Refereed publication record**
- 3. Teaching experience**

**Unimportant items**

- 1. Master's degree**
- 2. Hospitality industry service**
- 3. Hospitality industry work experience**
- 4. PhD in hospitality (not other fields)**

# Replication of 1994 study

## Significant changes

1. Hospitality industry work experience in 1994 was #1
2. College teaching experience #2
3. Hospitality industry service record #3
4. Ph.D. #4

**Changes indicate movement away from industry --- which is very troubling.**

**We serve an industry. If faculty cannot relate to that industry, then connection fails. Possible results: fewer student hires, less industry reliance on academia for answers, fewer opportunities for data collection.**

# **Top 5 Graduate and Undergraduate degree granting programs**

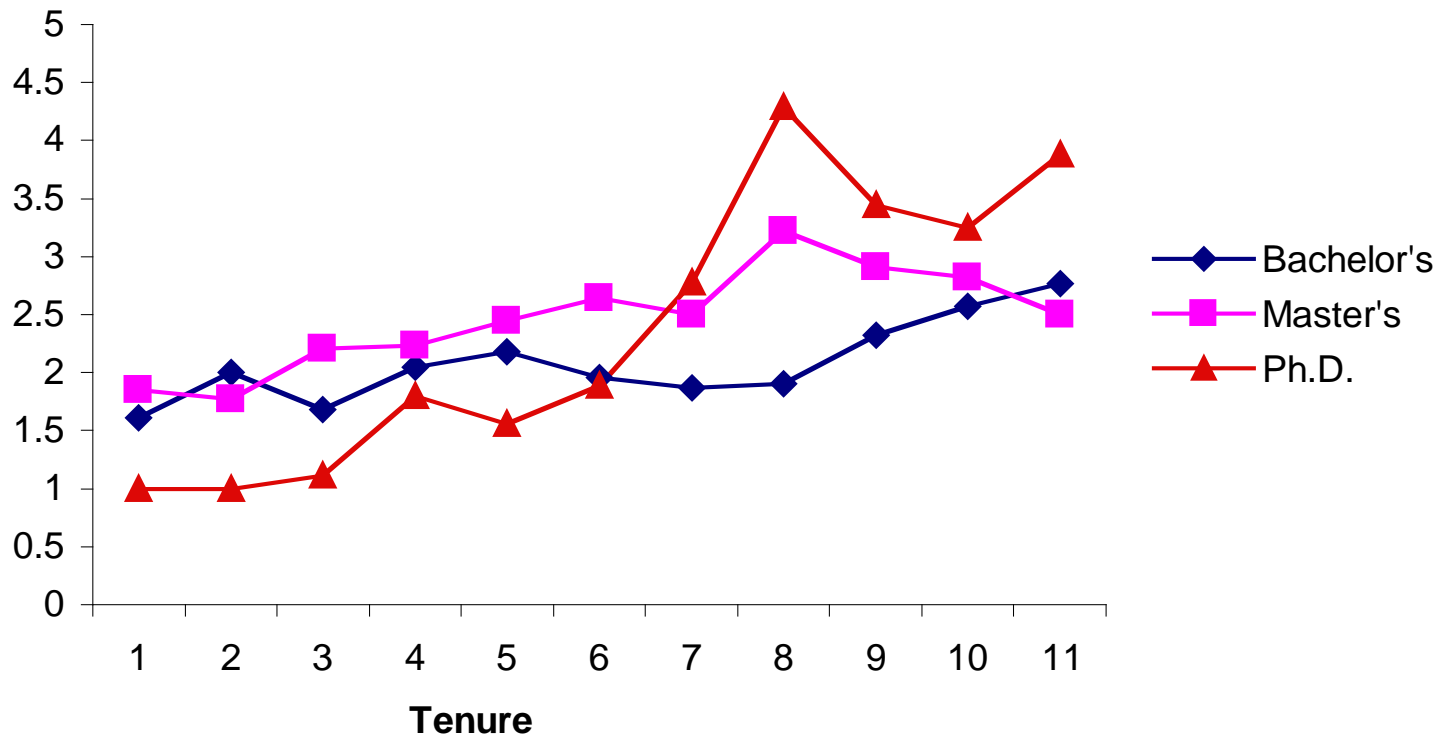
## **Grad programs**

- 1. Ph.D. or equivalent degree (PhD is default position)**
- 2. refereed publication record**
- 3. college teaching experience**
- 4. Collegiality**
- 5. presentation record**

## **Non-grad program**

- 1. Ph.D. or equivalent degree**
- 2 college teaching experience**
- 3. non-refereed publication record**
- 4. Master's degree**
- 5. internal service record**

**What's missing?**



1-PhD or equivalent

2-refereed

3-teaching experience

4-presentation record

5-collegiality

6-internal service record

7-non-refereed

8-masters degree

9-external service record

10-hospitality work experience

11-Phd in hospitality

Note to readers: We realize a line graph suggests gradations across the 11 factors. This is not the case as they are all distinct factors, but we believe a line graph is a much clearer depiction of the results than a bar graph that would include 33 bars.

# Order of Tenure Requirements

(one way ANOVA by highest degree)

Requirements	Ph.D.	Master's	Bachelor's	F-value
	Rank	<i>M</i>	Rank	<i>M</i>
1. Ph.D. or equivalent terminal degree	1 tied	1.00	2	1.85
2. Refereed publication record	1 Tied	1.00 <sup>a</sup>	1	1.77
3. College teaching experience	3	1.11 <sup>a</sup>	3	2.21 <sup>b</sup>
4. Collegiality	4	1.56	5	2.45
5. Presentation record	5	1.80	4	2.23
6. University, college, program service record	6	1.89	8	2.64
7. Non-refereed publication record	7	2.78 <sup>a</sup>	6 tied	2.50
8. Hospitality industry work experience	8	3.25	9	2.82
9. Hospitality industry service record	9	3.44 <sup>a</sup>	10	2.91
10. Ph.D. in hospitality management field	10	3.88 <sup>a</sup>	6 tied	2.50 <sup>b</sup>
11. Master's degree	11	4.29 <sup>a</sup>	11	3.22

Note: Means with a different superscripted letter (a,b) are significantly different at .10.

†  $p < 0.1$ , \*  $p < 0.05$ , \*\*  $p < 0.01$

# Conclusions

1. **During faculty selection we talk about how much industry experience or how close the candidate is to industry, and the search committee specifically looks at this issue, but....**
  - a. **Service less important to PhD granting institutions and not important overall**
  - b. **Hospitality work experience not generally important (and becoming less important) (Cornell puts an industry person on their search committees)**

# More conclusions....

2. Hospitality management education started as a professional degree, becoming much more academic. This raises serious questions about the future of hospitality management education:
  - a. What will industry-academic model look like in future?
  - b. Will industry have a need for academia?
  - c. Will students (who likely are receiving more academic/less practical training) be useful to industry (more useful, less useful)?
  - d. Will faculty bring real-world examples into their classrooms?
  - e. Upon what should faculty pay and reward system be based?

# More conclusions....

- 3. Baccalaureate degree granting institutions are closer to industry (non-refereed publications, more work experience)...will they reap more rewards in the future (jobs, consulting, donations, endowments etc...)--they will if more of these grads attain high ranks in industry (give to their alma mater)**
- 4. Graduate education--is it headed in the right direction?  
The emphasis has shifted from experience to exotic statistics. This means emphasis has also shifted from content to methods. Industry does not really care about methods.**

# More conclusions....

5. The “so what” question. May no longer apply, but at what cost? If industry begins to think that we academics are more interested in statistics, method and theory than in preparing students to work in real jobs, will they still want to hire our students? If not, what will we all do for a living?