

CoB Genetics 101: The Simple Truth about “Merit” in the CoB

One of the simplest items at usmpride is “The CoB Family Tree: Tracing our Roots for All to See.” It could be that the biggest piece of evidence with regard to how much/little CoB administrators value research lies in the simplest of places, such as that document.

When instructors are omitted, that document lists the Dean who hired each of the 49 faculty members. Of these 49, 18 were hired by Tyrone Black, 13 were hired by Joseph Greene, 8.5 each by Harold Doty and Bill Gunther, and one was hired by Rod Posey (see document for how transitional hires were counted).

Under the leadership of Dean Greene (1949-1985), the CoB had yet to develop a “research culture.” Its faculty engaged in teaching and service, and new hires did not face research expectations. After Tyrone Black assumed the reigns, the CoB began to develop a research culture. In that effort the CoB began to hire based on research potential, and it began the work of realigning its reward system in an effort to promote scholarship. These changes culminated with AACSB Accreditation in the mid-1990s that was based, at least in part, on a research-oriented portfolio.

Much of the work that began under Black continued through the Posey and Gunther regimes, and into the Doty regime. We are now, in 2006, 20 years past the end of the Greene era – an era wherein teaching was the primary focus. If the CoB is truly in the era of scholarship, wherein research is the primary driving force within the reward structure, one would have to believe that the Greene-era hires would be faring worse than faculty hired in the post-Greene, or post-teaching focus era. What do the numbers say?

Table 1 below shows the “Roots” of the Top 20 finishers in the 2006 merit raise process.

TABLE 1
2006 Merit Raise Results: The Top 20

Number	Hired Under	Naïve Exp	Realistic Exp
8.0	Greene, Joseph	5.3	<5.3
6.0	Black, Tyrone	7.3	>7.3
3.5	Gunther, William	3.5	>3.5
2.5	Doty, Harold	3.5	≤3.5
0.0	Posey, Roderick	0.4	>0.4

Note: Information taken from various reports at usmpride.com.

So, as the table above indicates, 8 (40%) of the Top 25 merit raises went to faculty hired during the Joseph Greene era --- the “teaching era” in the CoB (even though only about 26.5% of the 49 CoB faculty were hired by Dean Greene). Simply based on their representation in the CoB population, one

would (naïve) expect 5.3 Greene hires among the Top 25. If one considers the fact that Greene served during a teaching era for USM, then a more realistic expectation would place fewer than 5.3 Greene hires among the Top 25. Thus, the Greene recruits were substantially over-represented in the 2006 raise process.

As for the others, 6 (30%) of the Top 25 were hired by Black (36.7% of CoB faculty are Black-hires). There are 2.5 (12.5%) and 3.5 (17.5%) Doty and Gunther hires, respectively, among the Top 25 (though they account for 17.4%, in each case, of all CoB faculty).

Given the "research culture" that has (supposedly) developed in the CoB, beginning with the Black era, one would expect that Greene hires (pre-1987 hires) would be substantially *under*represented in the 2006 merit raise process. Instead, one finds quite the opposite. In fact, they are the only group *over*represented.

What is it about these Greene hires that sets them apart? One might speculate that they are the most capable researchers in the CoB. I doubt that hypothesis would stand up to any kind of analysis. What is it? The only thing we can come up with is that **Greene hires account for 50% of the current CoB Administration and all of the Greene hires are in PERS.** What do *you* think?