

**How Many Publications Does It Take To Get Tenure And/Or Promotion
In The College of Business at USM?
Analysis of One Vita**

One question faculty in the CoB often ask is “How many publications do I need to get [tenured and/or] promoted?” Almost always, individuals are left in a fog, receiving a response such as “You just need to do more research,” or “Six refereed publications is usually a good target, but not always.”

Inevitably, candidates for promotion and tenure request case studies for guidance: How many articles did the last person to go up for [promotion to tenure or] promotion to this rank have?” The response is usually, “That’s confidential,” leaving the individual to his or her own devices to figure out just what is required in terms of research.

Examine, if you will, the CoB’s research “leader,” Harold Doty. In his job interview for the position of CoB Dean at USM (ca. 2003), Doty stated that [paraphrasing] he is just an “okay” teacher, but he is *really good at research* [emphasis added to reflect the tenor of Doty’s statements at the time]. Just how good at research is he? Examine Doty’s history of rank and research to see what they suggest:¹

Year	Position	Refereed Journal Articles Published
1990	Assistant Professor, University of Arkansas (Fall)	Glick, Huber, Miller, Doty, and Sutcliffe in Organizational Science
1991		
1992		
1993		Doty, Glick, & Huber in the Academy of Management Journal
1994		Doty & Glick in the Academy of Management Review
1995	Associate Professor, Syracuse University (Fall)	
1996		Delery & Doty in the Academy of Management Journal
1997		
1998		Doty & Glick in Organizational Research Methods
1999 – 2002		
2003	Professor and Dean of the College of Business, USM (Summer)	

When Doty arrived at the University of Arkansas in the fall semester 1990, his tenure clock began. What would have been the outcome had he arrived in Hattiesburg instead of Fayetteville? Doty’s 6-year tenure window opened in August of 1990 (his hypothetical arrival at USM) and closed in January of 1996 (the point at which his hypothetical USM dossier would have been sent to the Dome). During that period, Doty gleaned the following publications;

Year	Journal of Publication	Journal Ranking (ca. 1996)²
1990	Organizational Science	Other Scholarly Activity ³
1993	Academy of Management Journal	A
1994	Academy of Management Review	A
1996	Academy of Management Journal	A

Would Doty have been tenured and promoted to Associate Professor at USM based on this record?

Now examine Doty’s “run for Full Professor.” His Associate Professor window would have opened in January 1996 and closed whenever Doty decided to put forth a dossier for promotion to Full Professor. As is, Doty was granted Full Professor status upon his hiring at USM, June 2003. Between January 1996 and June 2003, Doty gained the following publication:

Year	Journal of Publication	Journal Ranking (ca. 1996)
1998	Organizational Research Methods	Other Scholarly Activity

Would Doty have been promoted to Full Professor status at USM based on this research activity above and beyond his research activity for promotion to Associate Professor?

Questions/Items Of Note:

Would Doty’s record have earned him tenure and promotion to Associate Professor at USM in 1996?

Glick was Doty’s dissertation chairman. While having a working relationship with your chair is nice, has the umbilical cord ever really been cut?

Glick is a recognized scholar in this area of study. Is there a reputation effect helping some of these publications along?

Why is there a seven-year period (1997-2003) in which Doty exhibits only one refereed journal publication?

Would an Assistant Professor of Business at USM be tenured and promoted on the basis of four articles, even if three were 'A' publications? That is, would the dossier make it all the way to the IHL, or would it be hand delivered to Greene Hall marked "Return to Sender"?

The vita that Doty presented to the USF Dean Search Committee (his choice of formatting and presentation) labels the Publications section "Selected Research Papers." We think this is misleading, because that vita at that moment listed every publication verifiable via Business Source Elite PLUS presentations, proceedings, book chapters, etc. We think the word "Selected" is strategically placed to lead the reader to believe that Doty has much more research than he actually does, and that some research was omitted in the spirit of parsimony.

¹ Compiled from the vita Doty provided to the University of South Florida while a candidate for the position of Dean at that institution's College of Business Administration in the fall semester of 2005. The information provided on that vita was supplemented by Business Source Elite.

² The ca. 1996 Journal Classification System remains the CoB standard. No other ranking system has been approved by CoB faculty. This ranking system is contemporaneous with Doty's research productivity.

³ Journals not classified under the ca. 1996 Journal Classification System are considered Other Scholarly Activity.