

## A TALE OF TWO MINDSETS: MARKETING DEPARTMENTS AND NEW FACULTY RECRUITMENT IN A TIME OF SHIFTING VALUES

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### ABSTRACT

When marketing departments and other academic organizations recruit new faculty to fill open positions, it is in the best interest of the respective organization to hire individuals whose values are congruent with those of the organization (Curran and Hyman 2000). Since the direct costs (recruiting costs and high market-rate new faculty salaries) and the indirect costs (reduced faculty cohesiveness, loss of institutional memory, loss of alumni loyalty) are potentially high, making the right hiring decision is critical for the long-term health and productivity of the entire department. The somewhat permanent nature of the university tenure-track faculty system makes such decisions even more important. Nelson (1997, p. B4), for example, states that *"the best tenure decisions are made by hiring, not tenure committees. Most of our undesirable tenured faculty members should not have been hired in the first place."*

Recognizing the importance of hiring new faculty with congruent cultural values, it is also important to understand the evolution of marketing department culture. Curran and Hyman (2000) suggest that the culture of an organization is a product of its employees and its environment over time. The founders of an organization establish the initial cultural values and the policies and procedures to go along with them. Current employees interpret the initial values then institutionalize and internalize them. When new employees join the organization, they are socialized so that their values are aligned with those of the organization. This indoctrination and socialization process is important because studies show that organizational value congruence is directly related to job satisfaction, job tenure, and employee retention (Adkins et. al 1996, Chatman 1991). And equally important, building the ideal marketing department culture requires a strong commitment to a single educational philosophy, competence in delivering an excellent education,

and consistency in attracting, developing, and keeping faculty with a shared vision (Chonko and Caballero 1991).

Hiring "value-congruent" faculty is a daunting enough task when organizational culture is a somewhat stable phenomenon. As AACSB requirements demand increased levels of peer-reviewed publications and the cultural values within business schools and their departments shift to accommodate their respective interpretations of what this means, however, faculty search committees are pressured to hire new faculty members who can publish accordingly. The bad news is that other important marketing department and university responsibilities remain unrewarded, ignored, or disproportionately placed on the shoulders of tenured associate and full professors who are also newly tasked with additional peer-reviewed publication expectations themselves. The temporary gap in teaching needs is often met with adjunct faculty, but this solution does nothing to alleviate the now-neglected need for academic advising, curriculum development, or committee service to the university. At "teaching" universities where teaching loads are heavy and research support is meager or non-existent, this shift in departmental cultural values and expectations contributes to an increasing crisis of identity. Should new faculty be hired to match the comprehensive needs of the students and the university, or should new faculty be hired to publish peer-reviewed journal articles? And, in the wake of increasing AACSB accreditation requirements, who will tend to the responsibilities of the marketing department and its students while new faculty are away from campus publishing? Our panel of tenured, new tenure-track, and adjunct faculty will discuss some of these growing dilemmas and propose possible solutions.

**References Available on Request**