



MARKETING FOR HIGHER EDUCATION



Marketing for Higher Education SIG Newsletter

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SIG Updates



Atefeh Yazdanparast, University of Evansville, SIG Chair

I am honored to serve as the Chair of the Marketing for Higher Education SIG. It is rewarding to be working with an extraordinary team of SIG officers. I would like to thank our former Chair, Dr. Glen Brodowsky, Professor of Marketing, California State University, San Marcos, for his leadership and vision. My sincere thanks also goes to our esteemed Vice Chairs, Dr. Mathew Joseph, Professor of Marketing, St. Mary's University, and Dr. Anthony Lowrie, Associate Professor of Marketing, Emerson College for their service and support of the SIG. With the efforts of our SIG leaders, our SIG has grown significantly from 164 members in 2014 to 228 members strong in 2015.

I am pleased to welcome our new SIG officers, Dr. Devdeep Maity, Assistant Professor of Marketing, Delaware State University, and Dr. Alexa Fox, Assistant Professor of Marketing, Ohio University, to the leadership team. Dr. Maity is serving the SIG as the Vice Chair of Members Relations, and Dr. Fox is our Vice Chair of Marketing and Communications.

Last August, at the 2015 American Marketing Association Summer Educators' conference,

we held our first special session on the Future of Higher Education. Our esteemed speakers, Drs. Sheth, Dhar, Ahearne, and Bacon as well as our outstanding moderator, Ms. Akinc, shared invaluable insights on various aspects of the higher education industry and discussed the future trends in this highly competitive context. The Higher Ed SIG also hosted a SIG social event at the Volare Restaurant in Chicago, where Doc SIG and Higher Ed SIG members socialized and enjoyed Italian food.

As we prepare for the upcoming conference in Las Vegas, I want to acknowledge the value of your support and invite you to follow us on our [Facebook page](#) and connect with us on our recently launched [LinkedIn page](#) to receive updates regarding the upcoming events, call for papers, special sessions, and discussions on topics related to marketing of higher education. It is my hope that your support and continued membership serve as catalyst for the SIG's growth and quality service to the academic community and higher education industry.

Message from the Vice Chairs



Devdeep Maity, Delaware State University, SIG Vice Chair

I am honored and excited to be a part of Marketing for Higher ED SIG. I would like to express my sincere thanks to the existing SIG leadership for their dedication, direction and service towards the SIG. Along with the SIG chair, I would like to welcome our newest Vice Chair Dr. Alexa Fox. I am looking forward to be working with the talented group.

In accordance with our SIGs strategic goals, we have currently undertaken the task of launching a quarterly newsletter, with the current issue being the first one. Our goal is to invite scholars to share their experiences pertaining to a variety of topics and to create a shared platform for collaboration of scholarly work. In the current issue, we have integrated Inter-SIG collaboration and networking experiences of a SIG sponsored reception at Volare restaurant in Chicago as well as AMA interview experiences of the doctoral candidates, who are currently on the job market. We have collated writings from several authors to offer a diverse perspective on the same topic. Suggestions on potential topics for the future issues are welcome and can be emailed at Sig.highered@gmail.com

I hope you have an enjoyable read.



Alexa Fox, Ohio University, SIG Vice Chair

I, too, am honored and excited to be a part of the Executive Board of the Higher Ed SIG. As Vice Chair of Marketing & Communications, I look forward to working with the team to deliver relevant content to our members, both at AMA conferences, as well as between AMA conferences, via our newly implemented newsletters and Facebook and LinkedIn pages. I also look forward to meeting and

networking with you, our members, who make this SIG a great one. Have a wonderful and productive semester!

Special session on Future Trends in Marketing of Higher Education

Atefeh Yazdanparast, University of Evansville



The Marketing for Higher Education SIG held a special session on "Future Trends in Marketing of Higher Education: Special Focus on Business Schools" on August 15th, 2015 at Sheraton Chicago Hotel. Session followed a moderated panel format (moderated by Bridget Akinc, Boston College). Panel experts, Dr. Jagdish Sheth, Dr. Ravi Dhar, Dr. Micheal Ahearne, and Dr. Donald Bacon, provided invaluable remarks on how the higher education industry is changing, global challenges in higher education, future of MBA programs, role of brand reputation in higher education, AMA's role in raising awareness for higher education marketing, emerging trends in higher education and effective pedagogies, as well as the importance of experiential education. Session continued following Q&A style and panelists responded to questions presented by the moderator and session attendees. Higher Education SIG presented an award to session speakers in appreciation and recognition of their time and effort.



Higher Education SIG and Doctoral SIG Social Event (Part 1)

Abhimanyu Bhattacharya, Indiana University



Networking is a must, not only for real world business managers, but also for those in business academia. Perhaps its importance is even more exemplified for doctoral students who are yet to build those connections so important for future collaborations as well as job market successes. Also, it helps students who are new to networking or who are shy by nature to break out and meet people in a relaxed and rather informal atmosphere. The Doctoral SIG (Special Interest Group) traditionally arranges a dinner for the doc students and we were looking forward to the one for this Summer AMA, which would take us away from the spacious floors of the Sheraton to a quaint Italian eatery in Downtown Chicago called Volare.

What made this years' Doc SIG dinner even more special was that the eminent folks from Marketing for Higher Ed SIG joined us for the occasion. I am of the opinion that SIG collaborations are great, breaking the members out of their silos and allowing them to have different perspectives or even

generate new research ideas (since that's what we all long for at the end, don't we). Over linguini and risottos we chatted not only about the best ways to convert interviews to fly outs (or whether surveys are still good enough to get you published in 'A' journals --- short answer yes) but also about whether students in business schools are customers and whether they view themselves as such (short answer --- only a few do). Thanks to our HigherEd SIG members, we got to talk about whether cases or lectures are more apposite for teaching undergrads and whether the MBA is still as relevant as it once was. As doc students most of us are given an opportunity to teach, but we are almost never exposed to cutting edge thinking in marketing education, which I found to be a complex but fascinating domain in its own right.

Nuances of research aside, the dinner also provided us with an opportunity to meet people from all parts of the world covering all of the continents, including some from Italy who were appraising the food with an air of superiority. Further, we got to know how to research, and even the PhD process, is done so differently in various parts of the world. For example, my colleague from Germany told me how the PhD is more of a one three yearlong project where many people even join the industry after completion.

The conversations flowed easily and while research was often the centerpiece, we chatted about topics ranging from how our kids are so different (perhaps even our Neanderthal ancestors too said the same thing about their children) to the requirements of tenure in various universities. For some this was a welcome diversion from the stress of looking for jobs and appearing for interviews. For others this would mean the start of long lasting relations and partnerships which would carry well into the future. Indeed, the rain grew stronger outside and most of us didn't notice even a drizzle, so engrossed were we in our conversations.

I hope this year's dinner signals a start to many such inter-SIG social events in future AMAs. It presents an excellent opportunity to network with faculty (and students) specialized in different sub domains and get to know about their work. And of course, some sumptuous Italian food always helps.



Higher Education SIG and Doctoral SIG Social Event (Part II)

Brian Taillon, New Mexico State University

As marketing scholars from all over the world filled the streets of Chicago, the "Windy City" provided an energetic and exciting backdrop for the 2015 Summer Marketing Educators' Conference. This conference, in particular, is a critical and exceptionally stressful event for marketing doctoral students participating in the Academic Placement Career Fair, the largest job fair in marketing academia. Some students described this experience to be similar to "speed-dating" and found themselves scheduled to interview with over The pressure was on and the halls of the conference center were abuzz with students, encouraging, consoling and cheering on their friends and colleagues as they went from one interview to the next. The process not only tested stamina, but also challenged students to demonstrate exceptional interview aptitude while at the same time articulating their specific research and teaching interests. Although the Career Fair is only 3 days long, students spent months preparing their materials, practicing job talks, and researching open positions. AMA's Doctoral Student Interest Group (DocSIG) understands the difficulty and stress this process places on students and works hard throughout the year to collaborate with other SIGs to meet the unique needs of its membership.

DocSIG is designed specifically for marketing doctoral students and offers opportunities for students to develop professional skills in the areas of research, writing, teaching, presenting, reviewing and other areas that aid in job placement and career development. During this year's summer conference, DocSIG released the results of its highly anticipated Who Went Where Survey. The survey is conducted annually and serves as a benchmark of the marketplace and a resource for both students and employers. The findings of the report provide insight into the search process, publication records, characteristics of hiring institutions, and salary information.

According to the data, students sent out an average of 71.6 letters to potential employers, received 14.1 AMA interviews, were invited to 5.1 campus visits, accepted 2.1 of those campus visits and received 2.1 job offers. The average 9-month salary was found to be \$130,092, which is up slightly from last year. Jamie Grigsby, the DocSIG Chair of Research and doctoral student at Kent State University, presented a preview of the report during a joint lunch meeting between the PhD Project and DocSIG. Additionally, DocSIG offered a special session, presenting both the Who Went Where Survey and an informative panel that discussed the hiring process in marketing academia from the perspective of the employer. Although the job fair was undoubtedly a major focus of the summer conference, there were many opportunities for students and faculty to network. For example, DocSIG hosted a networking breakfast where Dr. Mathew Joseph presented Niket Jindal, doctoral student, from the University of Texas at Austin, the 2015 Mathew Joseph Emerging Scholar Award. This important award celebrates strong achievement in scholarly research and underscores the importance of partnerships. This year, DocSIG was thrilled to collaborate with Marketing for Higher Ed SIG to host a casual dinner reception at a nearby restaurant.

Marketing for Higher Ed SIG generously hosted a DocSIG Saturday night for an evening of good food and lots of fun! This event was well attended and provided a great forum for students to relax after a long day of interviews and sessions. It is not every day that students get to casually talk about their research and career objectives with faculty from other universities while at the same time hearing from their disciplines' experts. This opportunity provided an informal way for students to bounce ideas around and get feedback on some of their projects. Also, and perhaps most importantly, students were able to expand their network, gain insight on the cultures of other schools and make connections that may someday help them find a job. Together, DocSIG and Marketing for Higher Ed SIG made a great team.

This type of inter-SIG collaboration opens the door of "endless possibilities." It is so important and meaningful to bring together young and curious minds with experienced and caring mentors. The members of Marketing for Higher Ed SIG gave their DocSIG colleagues more than just a nice evening; they gave them a new network that can grow and flourish for many years to come!

Job Market Stories (part I)

Lee Allison, Oklahoma State University



As anyone who has done it will tell you, participating in the American Marketing Association (AMA) Academic Placement Career Fair (Summer Educators' Conference) is both fun and exciting. Even so, anyone in the know is also likely to tell you that it's a once in a lifetime experience, and perhaps add as Martha Stewart would, "This is a very good thing." The stress. The pressure. The towers!

Agreed. The logistics of navigating the venue with so many back-to-back appointments definitely required some attention. I flew into Chicago a day in advance of the first interviews, so that I could scout out the space and attend the candidate placement reception. There, Stephanie Noble gave an outstanding presentation wherein she offered great tips to make it all run smoothly for the candidates. Armed with her advice, the AMA's conference app and my smartphone, I was confident I had this aspect of the weekend under control. I even served as a guide for some first day latecomers who requested assistance. Bouncing between interviews in two hotels, hotel common areas, independent suites, boardrooms, and the placement area booths, I sailed through with aplomb and punctuality until the last Sunday interview. Surprise! The Chicago Sheraton has at least three distinct on-site locations christened eponymous to the home state. File this under the "just when you think you have it all under control" category.

Minor hiccups will happen. My perspective is that I was well prepared for the days' events. I was fortunate in that my advisor, Karen Flaherty, and my marketing department faculty at OSU, demonstrated tremendous commitment by offering several rounds of mock interviews beforehand. Frankly, those interviews were much more formal and intense relative to the very conversational nature of the interviews I experienced in Chicago. Dare I say it; the most surprising thing about my experience was that the interviews were actually quite pleasurable and fun. I was completely unprepared for just how enjoyable it was to sit with future colleagues in the field. Several themes emerged in various conversations. It seems one particularly lively debate that continues to be waged in higher education relates to a notion of students as customers. Another seems to be concern over resources and enrollments given the continual entry of new players and formats in the marketplace. Driving curriculum concerns seem to be a call for enhancing business offerings related to analytics and social media. Particularly exciting to me was the clear strength and advancement of sales as both a program for curriculum and respected profession. In almost every interview, the institution's mission and vision for fulfilling it was noted broadly, and then more specifically, in relation to their search for candidates. Overall, it was fascinating to learn more about each institution's operating environment, along with the perspectives faculty members held regarding the mission and focus of their respective universities. Such conversations revealed the truly multi-faceted nature of how higher education is designed, administered and delivered to students. I felt like I'd stepped into an ice-cream shop only to realize for the first time that there's much more to consider than chocolate and vanilla.

Finally, my take is that there is much hype that characterizes the placement fair as largely a high stress endurance event, but this view is really just that. Hype. The process is actually a place for a candid look at the needs and concerns of any given institution and their strategic vision to meet these needs going forward. Certainly, I was tired after four days of interviewing, but I'm happy to report that I found it to be entirely manageable, and a truly enriching, enjoyable experience. Again, channeling Martha, "AMA placement fair is a very good thing!"

Job Market Stories (part II)

Andrew Crecelius, University of Missouri

The waiting was the worst. I sent my materials out into the ether, and hoped that some school (maybe even that school!) would dial my number. The calls seemed to trickle in at first and I wondered if I'd made a horrible mistake. But eventually, I got a nice set of meetings scheduled and, though the despair was gone, a new anxiety surrounded the interview itself. How would I stand out in a sea of suits and flipcharts? Would one of my interviewers fall asleep? Would I crash and burn when I talked to my dream schools?

I channeled this anxiety into preparations. Draft after draft of presentation decks. Brutal mock interview after brutal mock interview – seriously, does faculty try to make the mock interview a miserable experience? And it paid off! I went to Chicago, secondhand presentation case in hand (special thanks to Vamsi Kanuri!), ready to impress with my slick slide deck and flipchart jiu-jitsu. I was brimming with adrenaline – it was showtime.

And you know what? There was no show. I didn't present my research, at least not in the usual sense. I used my Flipchart three times, only moving through my materials cover-to-cover once. As one interviewer (a little too delightedly) informed me, "There is a moratorium on flipcharts this year." But there was something better: real discussions. I got to have candid talks with small groups of distinguished scholars for four days.

Of course we talked about my research, in varying levels of detail. We spoke of teaching needs and course releases and summer support. But most of my interviews featured what one might call nonstandard elements. I'm a 'sales guy', and many of the schools I talked to were interested in me for precisely this reason. Some wanted to know how I could contribute to the research and outreach missions of a current or planned sales (or sales-adjacent; e.g., entrepreneurship) center. Others probed whether I would be interested in starting a sales certificate program – everybody wants one these days! And still others were keenly interested in my experience teaching sales classes.

I was especially impressed by most faculty's ability to recognize how vital such classes are.

Courses in personal selling, sales management, key account management, etc. are the most impactful offerings available to a marketing major. Besides the fact that spending on sales dwarfs spending on advertising, it's an incredibly practical career path for a recent graduate to pursue. Entry-level sales jobs abound, and such roles allow young professionals to develop skills that enable them to efficiently work their way up the corporate ladder. University departments have, as a whole, been slow to recognize this – but better late than never! It seems sales education is finally getting the attention it deserves.

In the end, I had a very enjoyable experience at AMA. I believe this is because I was willing to go with the flow and adapt to the 'Flipchart moratorium.' Over four days, I learned a lot about the perception of sales research and sales education in a variety of departments. It saddens me just a bit to know that (assuming I get a job – fingers crossed!) I will not have another opportunity for so many discussions like those I had this August.

Job Market Stories (part III)

Bryan W. Hochstein, Florida State University

At this year's summer AMA Educator's Conference I was on the job market, which allowed me to meet with many universities through the interview process. The AMA Transition Guide was a great help in preparing and setting expectations for the "interview-a-

thon" at the conference. I found the process to be enjoyable and live up to expectations.

The main highlight of my interview experience was the opportunity to meet with top scholars from a variety of institutions of higher education. Several of the interviews followed the traditional path of a research presentation, teaching overview, and mutual question/answer session. However, many of the interviews (all levels of universities) followed a less structured and more conversational format. I found these refreshing and discovered that these universities are interested in a "holistic" perspective of the job candidate. I will elaborate on the "holistic" perspective in regard to the three traditional areas of research, teaching, and service.

In interviews that I term "holistic" the research component of the interview followed a refreshingly open discussion style. During the discussion, I was able to explain my research topic and how it relates to my area of specialty. In the more traditional interviews I was expected to follow my prepared slides which focused on a smaller segment of my research. I preferred discussion style because it allowed for a larger discussion of my overall research agenda. This type of discussion also seemed more worthwhile for the search committees because research success is a portfolio of projects, not just one project. From both perspectives it seemed the discussion format allowed a better opportunity to gauge areas of research fit between the candidate and the institution.

In all interviews the teaching component of the interview was discussion based. I was pleasantly surprised (as the parent of a college student) at how interested "R1" schools are in candidate teaching ability.

Some of my best discussions of effective online teaching practices and innovative classroom techniques were during interviews with non-teaching focused universities. I enjoyed these conversations, but found them difficult because of concerns of "over-selling" teaching with a research university.

However, I am glad to report that the teaching component of the academic job is apparently important to universities across the spectrum.

The final aspect of an assistant professor position is service. However, service is the least discussed during interviews. A small percentage of my interviews, spent a dedicated amount of time on university and community service. The lack of emphasis on service is likely due to time constraints more than a lack of focus. Service seems to naturally occur within universities, so perhaps it does not need to be discussed. But, from a candidate's perspective, I appreciated interviews that spent some time on the service expectations of the position because they provided a complete picture of the overall position.

In closing, I thoroughly enjoyed the AMA interview process. The rather unique nature of this process has made me a better communicator and presenter. The process has also added to my knowledge of how different universities approach interviewing and assistant professor positions. I see value in the process as the experience has added dimension to my understanding. I expect this added dimension will have positive effects for both myself and my future institution.

Call for Papers: Special Issue Deadline: 31 January 2016

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