

PROMOTION RECOMMENDATION
The University of Michigan-Dearborn
College of Business

Janice Molloy, assistant professor of human resources and organizational behavior, Department of Management Studies, College of Business, is recommended for promotion to associate professor of human resources and organizational behavior, with tenure, Department of Management Studies, College of Business.

Academic Degrees:

Ph.D.	2008	The Ohio State University, Columbus, OH
M.B.A.	1997	University of Rochester, Rochester, NY
B.S.B.A.	1991	The Ohio State University, Columbus, OH

Professional Record:

2013 – present	Assistant Professor, University of Michigan-Dearborn
2008 – 2012	Assistant Professor, Michigan State University
2002 – 2008	Research and Teaching Assistant, The Ohio State University,
1998 – 2002	Management Consultant, Hewitt Associates, San Francisco, CA

Summary of Evaluation:

Teaching: Professor Molloy is rated as excellent in teaching. She has taught seven different courses since joining the College of Business (CoB). She requires individual and team level work, including exams, memos, and group projects. She puts a lot of effort into creating original course materials and developing innovative teaching methods. She has taken to heart the program goals for the B.B.A. and has incorporated the most relevant goals to her class into her classes. For example, she practices writing skills through quizzes and individual assignments. Students may request a coaching report on their writing skills, which she will prepare. She then meets with the students to discuss this report. While many faculty require writing in their courses, very few give constructive feedback as to how to improve writing. Professor Molloy does this.

Research: Professor Molloy is rated excellent in research. She has published six papers within the last three years of joining the CoB. Four of her publications are in journals rated as “superior” by the CoB and two are in journals rated as “very good.” Overall, Professor Molloy has seven publications rated as “superior,” four rated as “very good,” and one “refereed,” for a total of twelve journal publications. She has published in the *Journal of Management*, *Journal of Applied Psychology*, *Academy of Management Review*, *Academy of Management Discoveries* and *Strategic Management Journal*, among others.

Recent and Significant Publications:

Morris, S., Alvarez, S., Barney, J. & Molloy, J. “Firm-specific human capital investments as a signal of general value: Revisiting assumptions about human capital and how it is managed,” *Strategic Management Journal*, 2016 (forthcoming).

- Klein, H., Cooper, J., Molloy, J. & Swanson, J. "The assessment of commitment: Advantages of a unidimensional, target-free approach," *Journal of Applied Psychology*, 99(2): 222-231, 2014.
- Mackey, A., Molloy, J. & Morris, S. "Scarce human capital in managerial labor markets." *Journal of Management*, 40(2): 399-421, 2014.
- Brymer, R., Molloy, J. & Gilbert, B. "Human capital pipelines: Competitive implications of repeated inter-organizational hiring." *Journal of Management*, 40: 438-502, 2014.
- Klein, H., Molloy, J. & Brinsfield, C. "Reconceptualizing commitment to redress a stretched construct: Revisiting assumptions and removing confounds." *Academy of Management Review*, 37(1): 130-151, 2012.
- Molloy, J., Chadwick, C., Ployhart, R., & Golden, S. "Making intangibles 'tangible' in tests of resource-based theory: A multidisciplinary construct validation process." *Journal of Management*, 37(5): 1496-1518, 2011.

Service: Professor Molloy is rated excellent in service. In her short-time with the college, Professor Molloy has actively provided service to the department and the college. One of her most important service contributions is her successful efforts to improve the Human Resource Management (HRM) discipline within the college. She was an active participant in the redesign of the HRM major and minor. In addition, she co-advises the Society of Human Resource Management (SHRM). She coached the first team competing in the SHRM case competition. She regularly attends the local SHRM chapter meetings in order to build awareness of the CoB college HRM program, aid CoB students' internship and job searches, and introduce CoB students to HR professionals. Professor Molloy also is very active in service to the discipline. She is co-founder of the Strategic Human Capital Interest Group for the Strategic Management Society. Her role in co-founding this group has been found noteworthy by her colleagues nationwide. She also is a reviewer for a number of highly ranked management journals.

External Reviewers:

Reviewer A: "I would note that taken together her publication record is consistent with would what be expected of a successful tenure case at a major public research university ... Professor Molloy has approximately 650 cites (Google Scholar) and the citation counts are increasing each year ... [I]n my view this is clear evidence that her work is important and influential."

Reviewer B: "Clearly, my assessment of the quality of her work is also very positive, and I relate it highly relative to her peers as well."

Reviewer C: "[O]verall, Dr. Molloy's scholarly works has been superior compared to what I would regard as the typical candidate worthy of tenure and promotion. Her work has been published and presented in prominent platforms (quality journals, high-profile books, leading conferences), has made an impactful contribution to the lines of inquiry she has chosen to pursue, and is focused in fruitful areas of research."

Reviewer D: "Her recent publications in *Strategic Management Journal*, *Journal of Applied Psychology*, and *Journal of Management* are impressive in my opinion. These top-ranked publications set her above her peers at similarly ranked university researching in similar areas."

Reviewer E: "As for my impressions of the quality, quantity, focus and scholarly impact of Dr. Molloy's work, I would have to say that on all measures her work is outstanding. I actually cannot remember a record at this stage that was equal to or substantially better ..."

Reviewer F: "I believe that Dr. Molloy's work puts her in the top ten percentile of people working in the field of strategic human resources."

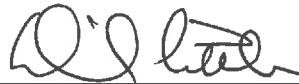
Reviewer G: "In terms of scholarly impact, two papers (published recently in 2012 and 2009) already have more than 100 citations (a benchmark that is generally considered to be an indication of very high impact and quality). A couple of others are likely to exceed that standard given their recent publication and growing number of citations ... Prof. Molloy's scholarship is leading edge and impressive and has clearly established her scholarly abilities."

Summary of Recommendation:

We are pleased to recommend, with strong support of the College of Business Executive Committee, Janice Molloy for promotion to associate professor of human resources and organizational behavior, with tenure, Department of Management Studies, College of Business.



N. Raju Balakrishnan, Dean
College of Business



Daniel Little, Chancellor
University of Michigan-Dearborn

May 2017