

# 1979

## A Look Back at the CoB's AACSB Application of 30 Years Ago

USMNEWS.NET has obtained a copy of the USM College of Business Administration's AACSB Accreditation Application of 1979. Many current CoB faculty are comparing the organization today to the one of the Joe Greene era, and this document allows for a serious assessment of where USM's College of Business stands today.

This installment (#1) examines the CBA of 1979's policies for recruiting new faculty. We begin with the following text from pages 58-59 of that report:

### III. PERSONNEL

#### A. FACULTY POLICIES AND PROCEDURES

##### 1. Describe your procedure for recruiting and selecting faculty members.

Faculty recruitment is primarily the responsibility of departmental chairmen. Initial contacts are made through correspondence and telephone calls with graduate schools, attendance at professional conventions, and unsolicited applications. Individual faculty members are also encouraged to suggest candidates and help make contacts. We advertise openings at some professional meetings but have not been successful with this approach.

After a review of the data sheets on applicants by the department chairman and other faculty in the specific department with an opening, the best qualified applicants are invited to the campus for personal interviews with the department chairman and the Dean. Other faculty members are also given an opportunity to meet and visit with the applicants.

The department chairman then recommends employment of a specific applicant. The Dean of the College of Business Administration, in consultation with the Vice President for Academic Affairs and the President, tenders an offer to the applicant subject to a forthcoming contract from the President's office and final approval by the Board of Trustees of Institutions of Higher Learning. If the applicant does not accept the appointment, the same procedure is followed with the next best qualified applicant until the position is filled.

##### 2. List the advantages and limitations you experience in recruiting faculty. advantages

- a. Places primary responsibility on the department chairman who will be responsible for activities of the faculty member.
- b. Provides an opportunity for prospective faculty to meet potential colleagues and administrative officials.
- c. An excellent opportunity for personal and professional development exists in the College of Business Administration.
- d. A competitive salary scale for this area.
- e. A central location to four metropolitan areas.

Disadvantages

- a. Heavy emphasis on undergraduate teaching due to a relatively small graduate program.
- b. Some prospective faculty members desire to live in a larger metropolitan area with better consulting possibilities.

Based on the text above, today's CoB and the CBA of 1979 are eerily similar. Let's start at the beginning. **III. A. 1.** clearly vests most, if not all, hiring decision authority with the departmental chairmen. As stated there, "Faculty recruitment is primarily the responsibility of department chairmen." Not only that, the phrase "Initial contacts are made through . . . telephone calls with graduate schools. . ." indicates that the department chairmen go out in search of candidates.

The two points above are important, especially given evidence indicating that the marketing chair and the Dean's office made a number of recent hires, to compensate for the losses of Barry and Laurie Babin, and Tara Lopez, without any fanfare. The appearance of names like "David Glascoff" and "Gallayanee Yaoyuneyong" on the MGT & MKT marquee came as a surprise to many in the CoB. Even worse has been the recent behavior of EFIB Chair George Carter, who announced to EFIB faculty at the beginning of a late July 2007 week that a search was underway to hire a new Director for the EFIB's Center for Economics Education. Carter's e-mail notification included a statement indicating that the search would be closed *by the end of that very same week*. Not only that, Carter informed the EFIB that only two (2) candidates had applied, and that he and a two-person *ad hoc* search committee favored Susan Doty, one of the two applicants and wife of former CoB Dean Duane Harold Doty. Carter's behavior harkens back to the days of a Joseph Greene-led CBA, and makes for a nice representation of the 1979-style of personnel policies of the CBA.

**III. A. 1.** also includes the astonishing phrase "We advertise openings at some professional meetings but have not been successful with this approach." It's difficult to imagine that at professional meetings, where candidates flock like wildebeests on the African plains, the CBA of 1979

could not find qualified candidates for hire.<sup>1</sup> Of course, what this phrase may refer to is that the 1979 CBA had difficulties finding “the perfect hire for the CBA” at professional meetings. To see how, in that regard, what’s old is new again, take a look at our recent column [The Perfect Hire for the CoB](#). That column argues that tenure busts, divorcees, individuals with a penchant for living large, etc. all make good candidates for jobs in today’s CoB. As that column argues, it’s all about the administration’s ability to control. It’s doubtful that the CBA of 1979 was much different, and that the CBA’s administration preferred to use the cold call instead of professional meetings in order to better ascertain the “types” of prospective employees it would face. Except for a brief period in the 1990s, it has always been about control in USM’s College of Business.

Next, according to **III. A. 1.** the primary purpose of the campus visit, or the “fly-out” as today’s candidates refer to it, is to allow for personal interviews by the department chairman and the Dean. Allowing other faculty to meet with the candidate(s) was a secondary consideration in 1979. Consider some of the recent job searches of 2007 mentioned above. In the case of the CEE Directorship, Susan Doty was the only candidate on campus, and her “visit,” assuming anything official occurred, did not include meetings with faculty or presentation of a research paper. According to sources, previous candidates were all required to come to USM to meet with administrators/faculty and deliver research papers. Even then, however, sources say EFIB Chairman Carter emphasized to the department that then-Dean Harold Doty considered the EFIB’s choices as advisory only.

**III. A. 2. advantages a.** states that consolidation of hiring authority in the hands of the department chairman is the primary “advantage” of the 1979 CBA’s hiring processes. This is so, as the 1979 document above states, because the chair “. . . will be responsible for the activities of the [future] faculty member.” This statement is essentially a codification of the CBA administration’s desire (in 1979) to employ a plantation-style system of faculty governance. How can 2007 be that much different, when we see actions of the “Black Tuesday” sort, wherein EFIB Chair Carter subverted a faculty governance vote with a surprise, agenda-less meeting, supported by both of the CoB’s then-central administrators, Doty and then-CoB Associate Dean (and professor of economics) Farhang Niroomand? Some of the actions of former MGT & MKT Chairman Barry Babin, particularly his role in the digital MBA episode, also look like 1979-style governance.

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<sup>1</sup> Some would argue that the report’s earlier use of the term “conventions,” instead of “conferences,” hints at the type of organization the 1979 CBA represented. Of course, it’s no secret that the CBA was *not* a research oriented organization by 1979.

## Two Additional Comments

Two additional comments about the excerpted document above seem relevant. The first concerns the language about individual faculty members being encouraged to suggest job candidates and help make contacts. This seems to be in play for *certain faculty* in 2007. For instance, the desires of Mary Anderson (assistant professor of accounting) appeared to trump those of others when it came to selecting preferred candidates for the SAIS Directorship, possibly because other accountants were fenced out of the decision-making process.<sup>2</sup>

If sources are correct, EFIB Chairman Carter has recently hired two ABD faculty for the CoB's Gulf Coast campus. One is reportedly ABD from Grenoble, the other from Texas Tech. These choices appear to have been influenced by two current CoB faculty, John Lambert (IB) and Farooq Malik (FIN). As reported by USMNEWS.NET, these two faculty have been compliant in the 1979-style governance to which today's CoB seems to be returning.

The second comment concerns the brief mention (see **III. A. 2. disadvantages a.**) that one of the disadvantages the 1979 CBA faced when hiring new faculty is the heavy emphasis on *undergraduate* teaching. It's difficult to imagine how, with so little scholarship, the 1979 CBA faculty could provide an adequate *graduate* education. Not much is different today, in 2007. Associate professor of management, Kenneth Zantow, is a graduate instructor. As USMNEWS.NET readers are well aware, Zantow required a "4<sup>th</sup> Year Review" (in 2004-05) to remain on board the CoB. Graduate instruction in the CoB also includes others with similar research portfolios. Today's Graduate Programs Director, Francis Daniel, has been an *untenured* assistant professor for a decade, and is still chasing George Carter's record for the longest time on tenure track.

The next installment (#2) in this series will examine how the 1979-reality holds up to the 21<sup>st</sup> Century stories told about economics professor Edward Nissan. That installment shows, as other reports here at USMNEWS.NET have, how CoB administrators sometimes create an alternate version of reality in order to promote the interests and desires of certain faculty favorites. Though the next installment focuses on Nissan, take for example two sets of comments made in 2006-07 by the CoB's Dean. The first set comes from Alvin Williams' inauguration

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<sup>2</sup> As USMNEWS.NET reported, Anderson's mentor from Louisiana Tech University emerged as a leading candidate for the SAIS Directorship during 2006-07. In classic 1979-style, that search was handled by a department chairman. In something beyond 1979-style, that chairman was Barry Babin, a *marketing* professor and close confidant of then-Dean Harold Doty.

comments of April-07. Interim CoB Dean Williams described former CBA Dean Joe Greene as a man of civility and integrity. However, at the Dec-06 CoB faculty meeting, former CoB Dean Doty mocked Greene (in Doty's comments about the upcoming 2007 merit raise process) by stating that one of his (Doty's) predecessors awarded raises to *whoever had the children last*, as opposed to using measures of productivity. It was widely recognized at the time that Doty was making reference to Greene. Wouldn't a man of integrity use measures of productivity to award raises? Or, is the "who had the children last?" story – one widely circulated throughout the CoB – misattributed to the management policies of Greene? Perhaps the CBA's 1979 AACSB Application can help us sort things out.