

31st & Pearl

It's in the Character, not in the Schooling

The recent **Breaking News** story ([Seven-Year Itch](#)) that indicated that a coalition of CoB faculty is already emerging, even before the final visitor, Glenn Pitman, arrives on campus for an interview, is quite intriguing. Not only does my own source confirm that such a coalition is developing, I am also told that members of the coalition are using the argument that Arnold's educational background, with an UG degree in accounting, a master's degree specialized in finance, and a PhD in marketing, will work to insulate the CoB from the kind of parochial leadership seen by CoB faculty under the administrations of William Gunther and Harold Doty. Gunther, an economist by training, and Doty, a self-professed expert in human resource management strategy, seemed to employ governance behaviors that favored, in one way or another, their home units over all else CoB. In that way, the CoB failed to move forward as a unified entity under them.

The argument being made for Arnold suggests that Arnold's training will work naturally to spread his interests wider, given that he has a schooling footprint in each of the CoB's three main departments (SAIS, EFIB, and MGT&MKT). Looked at only superficially, one can see why some think this argument will sell throughout the corridors of Joseph Greene Hall. But, through a closer examination, it rings hollow, like so much else put forward by the "Heroes and Storytellers" Division of the CoB.

If Gunther and Doty were partial to their home departments, and as a result often treated other areas unfairly, it's not because their educational backgrounds lacked the diversity needed to play fair and work cooperatively. No . . . if they failed to even-handedly deal with CoB faculty and staff, it's because their character, the moral and ethical fiber that characterizes each of them, lacked the content necessary to lead with authority, with firmness *and* fairness. You don't get this content from completing a sequence of diverse business courses in accounting, finance, and marketing, as Arnold did. It comes from elsewhere, and by the time you become Dean, you either have it, or you don't. Doty's inhumane dealings with people, and Gunther's sense of entitlement, suggest that neither had it. And, the *quid pro quo* nature of Arnold's current situation suggests he lacks it as well. No . . . Arnold will likely lead just as Gunther and/or Doty once did, and the CoB will not be better for it.