

31st & Pearl

Doty's Strategic Mismanagement

A document entitled "College of Business Assessment Activities Summary: 2003-2005" surfaced recently on www.usmpride.com. The document's appearance on the muckraking website marked the first time many COB faculty members had seen the document, which outlines the COB's AACSB assessment plan in detail.

Drafted shortly after COB Dean Doty's arrival in 2003, the document has since been updated to reflect changes in COB processes, curriculum, etc. Having a document such as this and updating it is indeed proper for a school that has as its goal to become recognized as a quality institution. What is improper, however, is the secrecy surrounding the document itself, secrecy that gives no little insight into Doty's management style.

Doty is a self-proclaimed "Human Resources Strategy" expert. Deconstructing that self-assessment at face value would lead a rational person to believe that Doty has, to use a business term, a competitive advantage in creating and implementing strategies to effectively manage people. Unfortunately for the COB faculty, all evidence is to the contrary, and this most recent revelation is, to quote a famous rock and roll band, "just another brick in the wall." Having a plan such as the one outlined in the document and not sharing it with the entire faculty is unacceptable.

Doty's unwillingness to share information with his faculty underscores a broader issue, his need for control even when he is relatively unqualified for the task. Doty, whose only previous experience with the AACSB reaccreditation process was as a department chair at Syracuse University during that institution's reaccreditation efforts in 2001, cannot seem to grasp the concept of shared governance. The document in question was drafted with little or no faculty-wide input. Further, the means used to achieve some of the goals Doty sets in the document cannot be justified by the ends specified. There is no excuse for not allowing broad faculty input and incorporating that input into such an important document, especially when the document's author is wet behind the ears in AACSB terms.