

Corrected & Updated, 21-May-08

Carrying HoDo

How Harold Doty "St[ood] on the Shoulders of Giants"

The recently released [2008 Google Scholar cites report](#) shows that former CoB Dean and current CoB management professor, Duane Harold Doty, sits atop the current CoB with 1,595 GS cites. Many of those CoB faculty who have pondered this result are somewhat at a loss for words because they've never seen Doty display any behaviors while at USM (since summer of 2003) that bear any resemblance to academic research. What they do know is that Doty stood before them during his interview in the spring of 2003 and proclaimed that, though he considered himself only an average teacher, he "looooooves research." That statement didn't square with the fact that Doty had gone into academic administration at Syracuse University in 1995, eight years before that interview and only five years after taking his initial academic job (at the University of Arkansas). This report, **Part 3** in a new series here at USMNEWS.NET, takes a closer look at Doty's academic research record. In **Part 3** we examine Doty's actual publication list, and we compare it to those of his cohorts (mates) -- John Delery, Chet Miller and Kathleen Sutcliffe.

Doty's Little Box

As **Parts 1** and **2** in this series indicated, Doty's research career has seriously benefited from associations with UT-Austin mentors William Glick and George Huber, as well as that with his former University of Arkansas colleague, John Delery. **Part 2** also examined the Google Scholar cites for Doty, Delery and two of Doty's UT-Austin classmates -- Chet Miller and Kathleen Sutcliffe. That issue (**Part 2**) demonstrated that these two management scholars have not only been more successful than Doty in their collaborations with scholars other than Glick and Huber, they have also been much more successful than Doty in their solo endeavors. Similar findings were presented for Delery, Glick and Huber.

This installment examines actual publication records for Doty and the three scholars who have had the same, or similar careers in terms of time spanned. The data used here in **Part 3** come from a search of two popular databases: *Academic Search Premier* and *Business Source Premier*. Doty's journal publications since 1990 are presented below in Table 1.

Table 1: Harold Doty

Year	Publications
2006	Journal of Business Research
2005	Journal of Management Journal of Managerial Issues
1996	Academy of Management Journal
1994	Academy of Management Review
1993	Academy of Management Journal
1990	Organization Science

As Table 1 indicates, Doty has published only seven journal articles (that can be found in the two databases listed above) over his almost two decade old academic career. This relatively small quantity, when shown in the format in Table 1 above, led one source to refer to Table 1 above as "Doty's little box."

As **Parts 1** and **2** pointed out, the first three of Doty's articles in Table 1 above were co-authored with Glick and/or Glick and Huber, the two highly-regarded management scholars from UT-Austin. Glick is currently the *H. Joe Nelson, III Professor*, and Dean, at Rice University, while Huber is currently the *Charles and Elizabeth Prothro Regents Professor* at UT-Austin. **Part 1** in this series indicated that Glick has more than 2,200 Google Scholar cites, and Huber has more than 6,500 GS cites.

The first of Doty's publications -- a 1990 piece in *Organization Science* -- was also co-authored with Miller and Sutcliffe, two of Doty's classmates (from UT-Austin). Not only do Glick and Huber have endowed chairs, Miller and Sutcliffe do so as well. **Part 2** pointed out that this is a distinction Doty has never held, despite being in academia as long as Miller and one year longer than Sutcliffe. Miller, who finished his PhD dissertation in 1990, as did Doty, is now the *Farr Leadership Fellow* at Wake Forest University. Miller currently has just under 1,000 GS cites. Sutcliffe is now the *Gilbert and Ruth Whitaker Professor* at the University of Michigan. She currently has about 2,200 GS citations.

Doty's fourth publication -- a 1996 article in the *Academy of Management Journal* -- was co-authored with Delery, who is now the *Raymond F. Orr Professor* at the University of Arkansas. Delery currently has 1,551 GS cites, a total similar to Doty's even though Delery's PhD dissertation (at Texas A&M University) was not completed until 1993. One final point about Doty's research record addresses a point often stressed, according to sources, by EFIB Chair George Carter. Doty's record, like so many CoB faculty records, is quite "gappy." Doty's 2003 *AMJ* sealed up a two-year publication gap (1991-92), while his 2005 *JoM (JMI)* closed off an eight-year publication gap (1997-2004). Doty is currently working (hopefully) on sealing off a 1.5-year publication gap (1997-present).

As **Part 2** in this series indicated, when the research records of Delery, Doty, Miller and Sutcliffe are parsed to omit work with Glick and/or Huber, Doty's remaining record, in terms of GS cites, exceeds that of Miller only. When the records of each of these four are further parsed to also exclude work with each other, Doty's record is dead last. If only solo-authored work is examined, Doty's record falls off the scale completely. In the solo-authorship case Doty's record is only 18 percent of Miller's, and less than 5 percent of Delery's and Sutcliffe's, respectively. This installment, **Part 3**, follows the spirit of the **Part 2** GS cites comparisons by (1) examining the journal publication records of Delery, Miller and Sutcliffe, and (2) comparing them to Doty's (Table 1 above).

Delery Does It Better

Table 2 below contains Delery's research record. Delery has published three articles in the *AMJ*. Doty has two *AMJs* and one *AMR*, which is about the same. Each has a *Journal of Business Research*, while Delery's *ASQ* is at least as good, according to

sources, as Doty's *OS*. Doty's two remaining hits, one each in *JoM* and *JMI*, are easily cancelled out by Delery's *ORM*, *JOB* and *HRMR*.

Table 2: John Delery

Year	Publications
2005	Academy of Management Journal
2003	Journal of Business Research
2002	Strategic Management Journal
2001	Personnel Psychology Strategic Management Journal
2000	Organizational Research Methods Industrial Relations Strategic Management Journal
1999	Administrative Science Quarterly
1998	Journal of Organizational Behavior Academy of Management Journal Journal of Applied Social Psychology Human Resource Management Review
1996	Academy of Management Journal

After the offsets detailed above, Delery is left with three *SMJs*, and one in each of three other journals, including *PP*, *IR*, *JASP*. That's six publications left over for Delery, the value of which is at least one-quarter to one-third of Doty's complete record in Table 1 above. This means that Delery has had, to date, 125 to 133 percent of Doty's career in only about 83 percent of the time consumed by Doty's research career. About the only knock on Delery's research program is the current 2.5-year publication gap (2006-present) that he is working on closing. However, this gap is nothing like the worst one -- an eight-year gap -- in Doty's background.

It's Miller Time

Chet Miller's research career is depicted in Table 3 below. As with Delery, three of Miller's *AMJs* cancel out Doty's two *AMJs* and one *AMR*. Miller has an *OS* to offset Doty's *OS*, and Miller's articles in *AME* (2) and *OS* should easily be enough to offset Doty's *JBR*, *JoM* and *JMI*.

Table 3: Chet Miller

Year	Publications
2007	Journal of Organizational Behavior
2006	Academy of Management Journal
2005	Academy of Management Journal Journal of Organizational Behavior Academy of Management Executive
2004	Academy of Management Executive
2000	Strategic Management Journal
1999	Strategic Management Journal
1998	Strategic Management Journal
1997	Academy of Management Journal
1994	Academy of Management Journal

1991	Academy of Management Journal
1990	Organization Science
	Organization Science

These particular offsets (just above) leave Miller with two *AMJs*, three *SMJs*, and two *JOBs*. That's seven articles, which, when combined, are about as good as Doty's entire career. This means that, during the same 1990-present span used by Doty, Miller has had Doty's research career two times. This is simply amazing. Again, the only knock on Miller might be the three-year publication gap (2001-03). However, as with Delery, this gap is small compared to Doty's 1997-2004 publication desert.

Sutcliffe's Own "Big House"

Finally, we turn to the research record of Kathleen Sutcliffe, which is shown in Table 4 below. One of Sutcliffe's *AMRs* and her two *AMJs* perfectly offset Doty's two *AMJs* and one *AMR*. Similarly, one of her *Organization Science* hits and her *JBR* offset Doty's *OS* and *JBR*. This leaves only Doty's *JoM* and *JMI*, which are easily offset by Sutcliffe's two *IPMJs*, and her one *JBV*, *Organization Studies*, and *CS*.

Table 4: Kathleen Sutcliffe

Year	Publications
2007	International Public Management Journal
	Journal of Business Venturing
2006	Journal of Management Inquiry
	Journal of Organizational Behavior
	Organization Studies
	Organization Science
	Academy of Management Review
	Journal of Management Inquiry
	Journal of Business Research
2005	International Public Management Journal
	Academy of Management Review
	Organization Science
	Organization Science
2003	Harvard Business Review
	California Management Review
2002	Academy of Management Journal
	British Journal of Management
2001	Organization Science
2000	Communication Studies
1999	Review of Organizational Behavior
1998	Strategic Management Journal
	Strategic Management Journal
1994	Academy of Management Journal
	Academy of Management Review
1990	Organization Science

These offsets leave Sutcliffe with two *AMRs*, three *OSs*, two *SMJs*, two *JMIs*, and one each in *ROB*, *BJM*, *CMR*, *HBR*, and *JOB*. This group represents twice as many hits as

what is contained in Table 1, and, according to sources, is worth at least 1.25 times what "Doty's little box" is worth. This means that Sutcliffe has produced 225 percent of what Doty has produced, and in only about 94 percent of the time used by Doty. In other words, Sutcliffe has had Doty's research career 2.25 times, and she has required only about 94 percent of the time (Doty required) to do it. So, while Doty's career can be contained in a "little box" it takes something more akin to an academic version of Michigan's "Big House" to contain what Sutcliffe has accomplished.¹

Final Thoughts, Part 4 Trailer

In each of the comparisons above, the only knock on the Doty cohorts is the existence of smallish publication gaps. However, in Miller's case the gap is sealed off with a publication in the *Academy of Management Executive*, which is followed up the next year with an *Academy of Management Journal*. Similarly, the first of Sutcliffe's three-year publication gaps is sealed off by publications in both the *AMJ* and the *Academy of Management Review*, while her second three-year gap gets sealed by two publications (same year) in the *Strategic Management Journal*.

Doty, on the other hand, seals off a sizable, eight-year gap with publications in the *Journal of Managerial Issues* and the *Journal of Management*. At the kinds of institutions where Doty's cohorts (mates) are affiliated, the first of these two would likely rate no higher than a C-level journal, while the second would likely rate no better than a B-level journal. So, while the others' gaps are closed off with A-level, if not premier-level journal publications, Doty's is closed with leaky, relatively low-level journal publications.

Finally, the preview contained at the end of **Part 2** in this series stated that **Part 4** in this series would slam the door on any argument against the hypothesis that Harold Doty has "**st[ood] on the shoulders of giants**" when it comes to his research career. Now, it is the opinion of the reporters who have worked on this series that the door is already shut, and that it was slammed shut by this issue, **Part 3**, if not by **Part 2** earlier. That leaves **Part 4**, the issue that contains new evidence obtained by USMNEWS.NET. What **Part 4** will do now is put a deadbolt lock on that door. Stay tuned.

Corrected & Updated, 21-May-08

A review of **Part 3** in the series, "Carrying HoDo . . .," revealed a few errors. These are explained below, starting with the section on Kathleen Sutcliffe. The version of Table 4 below shows where the corrections are made.

¹ Sutcliffe's record exhibits a couple of three-year publication gaps, but this is more than made up for by the quality of her research record and by comparison to Doty's sizable 1997-2004 publication gap.

Table 5: Kathleen Sutcliffe

Year	Publications
2007	International Public Management Journal
2006	Journal of Business Venturing
	Journal of Management Inquiry
	Journal of Organizational Behavior
	Organization Studies
	Organization Science
	Academy of Management Review
2005	Journal of Management Inquiry
	Journal of Business Research
	International Public Management Journal
	Academy of Management Review
	Organization Science
2003	Organization Science
	Harvard Business Review
	Harvard Business Review
2002	California Management Review
	Academy of Management Journal
2001	British Journal of Management
2000	Organization Science
1999	Communication Studies
1998	Research in Organizational Behavior
1994	Strategic Management Journal
	Strategic Management Journal
1990	Academy of Management Journal
	Academy of Management Review
	Organization Science

Starting with the simplest correction, the orange frame above shows that Sutcliffe's 1999 article in *ROB* was incorrectly labeled as the *Review of Organizational Behavior* originally. The correct reference to *ROB* is *Research in Organizational Behavior*. Next, the red frame around the 2007 publication in the *International Public Management Journal* reflects that this publication was actually a book review, not a research article. Our source, *Business Source Premier*, noted it as such, but that note was missed by *USMNEWS.NET* researchers originally.

The red frames around Sutcliffe's 2005 and 2006 publications in the *Academy of Management Review* also reflect book reviews, and not journal articles. For these two the *Business Source Premier* did not accurately reflect the nature of the contribution in the search

results. Unlike the previous two corrections for Sutcliffe, this one will have a significant impact on the analysis, as explained below. Finally, the orange frame around the second 2003 publication in the *Harvard Business Review* reflects that this article was missed by USMNEWS.NET researchers originally. Its addition will also significantly impact the Sutcliffe analysis.

In re-analyzing Sutcliffe's record, please note the following changes (in red): "These offsets leave Sutcliffe with ~~two~~ ~~AMRs~~, three OSs, two SMJs, two JMIs, ~~two~~ ~~HBRs~~ and one each in ROB, BJM, CMR, ~~HBR~~, and JOB. This group represents almost twice as many hits as what is contained in Table 1, and, according to sources, is worth at least ~~1.25~~ ~~0.50~~ times what "Doty's little box" is worth. This means that Sutcliffe has produced ~~225~~ ~~150~~ percent of what Doty has produced, and in only about 94 percent of the time used by Doty. In other words, Sutcliffe has had Doty's research career ~~2.25~~ ~~1.50~~ times, and she has required only about 94 percent of the time (Doty required) to do it. . ."

Table 6: John Delery

Year	Publications
2005	Academy of Management Journal
2003	Journal of Business Research
2002	Strategic Management Journal
2001	Personnel Psychology
	Strategic Management Journal
2000	Organizational Research Methods
	Industrial Relations
	Strategic Management Journal
1999	<u>Administrative Science Quarterly</u>
1998	Journal of Organizational Behavior
	Academy of Management Journal
	Journal of Applied Social Psychology
	Human Resource Management Review
1996	Academy of Management Journal

Next we move to a correction to Table 2 (shown above), which lists the journal publications for John Delery. The red frame around Delery's 1999 publication in the *Administrative Science Quarterly* reflects a book review, and not a journal article. For this one the *Business Source Premier* did not accurately reflect the nature of the contribution in the search results. As with the previous corrections for Sutcliffe, this one will have a significant impact on the analysis, as explained below.

In re-analyzing Delery's record, please note the following changes (in red): "Table 2 . . . contains Delery's research record. Delery has published three articles in the *AMJ*. Doty has two *AMJs* and one *AMR*, which is about the same. Each has a *Journal of Business Research*, while two of Delery's *ASQ* is *SMJs* are at least as good, according to sources, as Doty's *OS*. Doty's two remaining hits, one each in *JoM* and *JMI*, are easily cancelled out by Delery's *ORM*, *JOB* and *HRMR*. After the offsets detailed above, Delery is left with three one *SMJs*, and one in each of three other journals, including *PP*, *IR*, *JASP*. That's six four publications left over for Delery, the value of which is at least one-quarter one-tenth to one-third one-fifth of Doty's complete record in Table 1 above. This means that Delery has had, to date, 125 110 to 133 120 percent of Doty's career in only 83 percent of the time consumed by Doty's research career. About the only knock on Delery's research program is the current 2.5-year publication gap (2006-present) that he is working on closing. However, this gap is nothing like the worst one -- an eight-year gap -- in Doty's background."

Table 7: Chet Miller

Year	Publications
2007	Journal of Organizational Behavior
2006	Academy of Management Journal
2005	Academy of Management Journal Journal of Organizational Behavior Academy of Management Executive
2004	Academy of Management Executive
2000	Strategic Management Journal
1999	Strategic Management Journal
1998	Strategic Management Journal
1997	Academy of Management Journal
1994	Academy of Management Journal
1991	Academy of Management Journal
1990	Organization Science Organization Science

Finally, we move to a correction to Table 3 (shown above), which lists the journal publications for Chet Miller. The yellow frame around Miller's 2006 publication in the *Academy of Management Journal* reflects a multi-authored note from the editors, and not a research article. For this one the *Business Source Premier* did not accurately reflect the nature of the contribution in the search results. As with the previous corrections for Sutcliffe and Delery, this one will have a significant impact on the analysis, as explained below.

In re-analyzing Miller's record, please note the following changes (in red): "Chet Miller's research career is depicted in Table 3 . . . As with Delery, three of Miller's *AMJs* cancel out Doty's two *AMJs* and one *AMR*. Miller has an *OS* to

offset Doty's *OS*, and Miller's articles in *AME* (2) and *OS* should easily be enough to offset Doty's *JBR*, *JoM* and *JMI*. These particular offsets (just above) leave Miller with ~~two~~ **one** *AMJs*, three *SMJs*, and two *JOBs*. That's ~~seven~~ **six** articles, which, when combined, are about as good as **one-third to one-half of** Doty's entire career. This means that, during the same 1990-present span used by Doty, Miller has had Doty's research career ~~two~~ **1.33 to 1.50** times. This is simply amazing. Again, the only knock on Miller might be the three-year publication gap (2001-03). However, as with Delery, this gap is small compared to Doty's 1997-2004 publication desert."

Even with these corrections, one of which supported the conclusion of the original version of the report while others worked in the opposite direction, the overall conclusion of the original report still holds. That is, Doty's (near-)contemporaries -- Chet Miller, John Delery, and Kathleen Sutcliffe -- have all surpassed his own record when it comes to journal publications. Across the three cases, the estimates by which the journal publication records of these three exceed that of Doty's range from 10 to 50 percent. One of the latter statements about Miller from the original report concluded (see above): "This is simply amazing." Corrections included, it still is.