

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 4** in a new series here at USMNEWS.NET, takes a closer look at Doty's academic research record. **Part 4** is borne out of a hunch on the part of one of this series' producers. That hunch proved as accurate as the sun is hot, as explained below.

Following the Bread Crumbs

The preamble to each of the four parts in this series indicates that Doty has 1,595 Google Scholar citations. However, as **Part 2** in this series pointed out, Doty's research career has benefited tremendously from his associations with William Glick and George Huber, two of Doty's UT-Austin mentors who have made quite a name for themselves over their respective careers. Glick, who is currently the *H. Joe Nelson, III Professor* and Dean at Rice University, has more than 2,200 GS cites over his career. Huber, who is the *Charles and Elizabeth Prothro Regents Professor* at UT-Austin, has more than 6,500 GS cites over his stellar academic career. A particular table in **Part 2** of this series shows just how much Doty has benefited from his research collaborations with his famous mentors, Glick and Huber. That table is reproduced below as Table 1.

Table 1

Name	GS Cites to Research without Glick and/or Huber
<i>Delery, John</i>	1,551
<i>Doty, Harold</i>	915
<i>Miller, Chet</i>	388
<i>Sutcliffe, Kathleen</i>	2,004

As Table 1 above indicates, Doty loses a whopping 680 GS cites -- a figure representing 42.6 percent of his previous total of 1,595 -- when his work with Glick and/or Huber is omitted from our analysis. As **Part 2** points out, "[c]learly, Doty has needed (in a big way) Glick and Huber to help advance his research career . . ." To be sure, many academicians benefit greatly from the reputations and/or skills of their mentors. In this case, Doty did so as well, gaining 680 GS cites from associations with Glick and Huber. However, as Table 1 above points out, Doty still retains 915 GS cites with his collaborations with Glick and Huber are extracted, which seems quite remarkable.

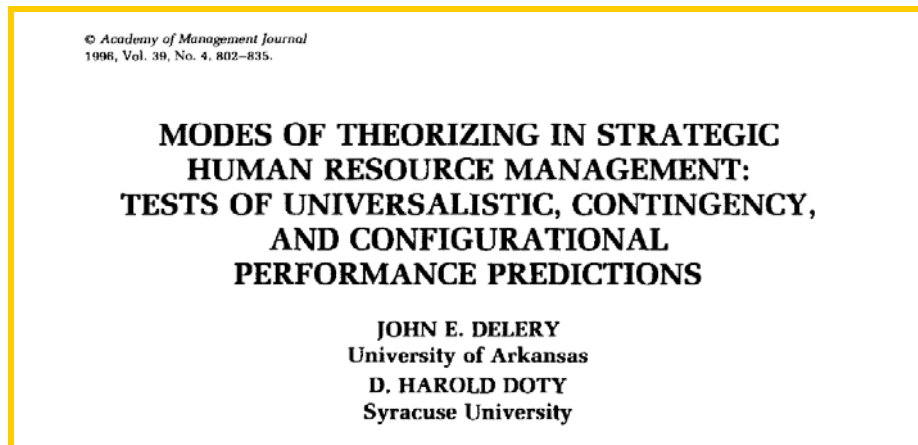
However, before settling in on the conclusion that Doty is a great scholar (based on these 915 GS cites), let's continue following the crumbs left behind by **Part 2** in this series. There, Doty's collaborations with his two UT-Austin classmates, Chet Miller and Kathleen Sutcliffe, and with his former University of Arkansas colleague, John Delery, are also analyzed. When Doty's citations in Table 1 above are cleansed of those to articles he co-authored with Miller, Sutcliffe and/or Delery, his GS cites total falls from 915 to 57. This finding is re-reported in Table 2 below. The fall to 57 is a loss of (an amazing) 858 GS citations, representing 93.8 percent of Doty's Table 1 GS citations count! And, almost all of these 858 lost GS cites come from Doty's 1996 publication with Delery in the *Academy of Management Journal*.

Table 2

Name	GS Cites to Research without Glick, Huber and/or Mates
Delery, John	677
Doty, Harold	57
Miller, Chet	388
Sutcliffe, Kathleen	2,001

Who is John Delery? At present, Delery is the *Raymond F. Orr Professor* at the University of Arkansas. He received his PhD in 1993, so he has been in academia only about 83 percent of the time that Doty has been in academia. Despite these statistics, Delery has about as many GS cites, with 1,551, as Doty, and Delery's work, unlike Doty's, appears to stand on its own, as **Parts 1, 2 and 3** in this series, and a recent installment in USMNEWS.NET's *Special Report* series, have shown. Finally, as far as our reporters can tell, this 1996 *AMJ* piece is the only one that Doty has co-authored with Delery.

All of these details led to a hunch on the part of one our reporters. Examining the quality of that hunch would take us to that very 1996 *AMJ* piece by Delery and Doty.



The insert above shows the top portion of the first page (page 802) of the Delery-Doty 1996 *AMJ* article. The journal outlet is verified (see top left corner of insert), as are the article's title ("Modes of Theorizing . . .") and its co-authors (Delery and Doty). Note also that Delery is the article's "first author," while Doty is its "second author."

Next, let's go to the bottom of the first page (page 802) of the Delery-Doty 1996 *AMJ* article. That piece of the first page (page 802) is inserted below.

We would like to thank Patrick M. Wright, Susan L. Shackelford, Daniel C. Ganster, and Nina Gupta for their helpful comments on earlier drafts of this article. The first author would also like to thank Lyle F. Schoenfeldt for his direction and guidance of the dissertation on which this study is based.

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As shown above, the bottom of page 802 of the Delery-Doty 1996 *AMJ* article, an article that has garnered over 800 GS cites to date, contains the customary authors' acknowledgment footnote. There Delery and Doty thank a number of people, including "Lyle F. Schoenfeldt." Schoenfeldt, as explained in the insert above, was Delery's PhD dissertation director at Texas A&M University (in the early 1990s). Delery and Doty "thank" Schoenfeldt for "his [Schoenfeldt's] direction and guidance of **the dissertation on which this study is based.**"¹ The footnote then goes on to indicate that this 1996 *AMJ* piece was partially funded by grants from two separate divisions of **Texas A&M University**, Delery's (PhD) alma mater.

Just as a reporter at USMNEWS.NET had suspected, it appears that Delery carried Doty, not the other way around (or any other way), on *the most important publication of Doty's career!* Here's the rest of the (likely) rub: Schoenfeldt, who directed Delery's PhD dissertation, had to have known that it was *AMJ*-worthy. Yet, his own name does not appear on its by-line. Why is that? Well, Schoenfeldt may have wanted Delery to get out in the academic world and make a big impression at the start. After all, this was Delery's dissertation and he (Delery) had put in a lot of work on it. As such, Schoenfeldt probably wanted Delery to make a statement early in his (Delery's) career.

That was not to be, as the more experienced Doty saw what he recognized as a piece of quality scholarship and then likely "horned" his (Doty's) way in on it. In other words, and as one source put it, the "gamer" in Doty came out and, by "horning in" on Delery's PhD dissertation (directed by TAMU's Schoenfeldt *and* funded by TAMU), Doty thwarted Schoenfeldt's (likely) desire to see Delery make a solo-statement.

Final Curtain

In the end, as sources point out, Doty "**stand[s] on the shoulders of giants,**" one way (famous mentors-turned-co-authors) or another ("horning in" on work of inexperienced colleagues). Given Doty's hubris, this eye-opening series has likely

¹ The emphasis in the quote was added by USMNEWS.NET reporters.

been one of the more significant here at USMNEWS.NET. We hope you have found it beneficial.