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 "loooooves 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 1 in a new series here at USMNEWS.NET, takes a closer look at Doty's academic research record. In Part 1 we examine how Doty's record began back in 1990, and where it went after 1990.

It all Began in 1990 with Glick, Huber and Organization Science

Shortly after Doty completed his PhD coursework in management at the University of Texas, he took a post as assistant professor of management at the University of Arkansas in 1990. That same year he published an article in Organization Science. That article was co-authored with four other individuals -- William H. Glick, George P. Huber, C. Chet Miller and Kathleen M. Sutcliffe. Besides being an early publication in Doty's career, there are two aspects of this piece and its authors that deserve further attention.

First, the first two co-authors listed above were to become integral figures in Doty's academic career. Glick, currently the H. Joe Nelson, III Professor and Dean of the business school at Rice University, had been on the faculty at UT - Austin. Glick left UT for Arizona State University, and then later for Rice. During the span of his career, Glick became a renown scholar in the field of management. To date, Glick has produced more than 2,200 Google Scholar cites. Next in line is George P. Huber, the Charles and Elizabeth Prothro Regents Professor at UT - Austin. With over 6,500 Google Scholar cites, Huber's career at the University of Wisconsin and UT has been more than stellar. Huber is a true luminary in the field of management. With both Glick and Huber behind him, Doty had to be one of the most fortunate young business-field academicians in the United States during the early 1990s. The "academic gods" were truly smiling on Doty.

The second point is that Doty's name fits right behind Miller's, and just before Sutcliffe's, on this 1990 OS piece. Clearly, Doty was thrown a tremendously valuable "research bone" when he was listed as the fourth of five authors on an article that was published in what is now, according to sources, one of the top journals in management. Since 1990 that "OS bone" has produced about 80 GS cites -- a nontrivial total, and one that also is (approximately) equal to the total number of GS cites that CoB economics professor, Farhang Niroomand, has produced throughout his entire career (i.e., since 1983, approximately).
Doty’s association with management gurus Glick and Huber would not end with the 1990 contribution to OS. In 1993 the trio produced an article for the *Academy of Management Journal*, and in 1994 Doty and Glick followed up with a publication in the *Academy of Management Review*. These two articles, published in what sources say are the top two journals in management, have combined to produced somewhere in the neighborhood of 500 GS cites since 1993-94, representing roughly one-third of Doty’s GS cites total. Clearly, Doty’s association with Glick and Huber was extremely beneficial to his early career in academics.

**A Boost from a Texas Aggie**

A few years after receiving his PhD from Texas and moving on from there to the University of Arkansas, Doty got another gift from the "academic gods." That gift came to Doty, a Texas Longhorn, in the unlikeliest of forms: a Texas A&M University Aggie. That gift is known also as John Delery (PhD, Texas A&M), currently the Raymond F. Orr Professor at the UofAR. Delery was hired by Arkansas as an assistant professor of management a few years after Doty's arrival, and just before Doty moved on to Syracuse University.

Delery seemed destined to become a star in management. That has since borne out. Despite the fact that Delery's post-doctoral coursework career has consumed 21 percent less time than Doty's own post-doctoral studies career, Delery has already produced 1,551 Google Scholar cites, and, as reported above, he currently holds a distinguished professorship at the UofAR. This feat, accomplished by the trio of Doty's associates covered thus far (above) in this series, is something that Doty has yet to accomplish in his near-20 year career (since 1990).

Delery's starry destiny would ultimately boost Doty's own academic career. In 1996 the two of them published an article in the *Academy of Management Journal*. That article has since produced around 800 GS citations, representing about 50 percent of Doty’s total GS cite count. This 1996 article with Delery is bringing in about 67 GS cites per year. As sources put it, if the "academic gods" were smiling on Doty when sending Glick and Delery his way, they were exuberant when lavishing Delery's presence and influence on Doty's career.

**All Roads Lead to Networking**

Sources tell USMNEWS.NET that, in so many ways, Doty's academic behaviors resemble those of former CoB marketing professor Barry Babin. Babin was one of the CoB's high-dollar travelers, and on occasion he (Babin) would actually include "networking" in his list of official reasons for attending this or that academic conference. Babin also made use of well-placed marketing researchers throughout.

---

1 Delery’s GS cites total is only 2.8 percent behind Doty’s total. So, in 21 percent less time than Doty has consumed Delery has produced essentially the same number of GS cites.

2 Not to be forgotten, Doty’s 1993 article with Glick and Huber is drawing a significant number as well, coming in at 20 per year, while the 1994 article with Glick is drawing about 18 GS cites per year. Doty and Glick also published a 1998 article in *JOM* that is currently garnering about 13 GS cites per year.
his own career. These types of activities have been covered extensively by USMNEWS.NET.

As the details above indicate, Doty is also not beyond using management luminaries to advance his own career. Doty has even made use of Babin's network to further his (Doty's) own career and to salvage that of one of his (Doty's) Syracuse PhD students. This is a story Doty told to University of South Florida officials during his Sept-05 campus interview in Tampa. After Doty's former student received a "terminal" letter for insufficient research from her academic employer, Doty went into action by writing two papers with her, one of which was published in 2006 by the Journal of Business Research, which Babin edits. The second was published in 2005 by the Journal of Management. The only other recent paper published by Doty appeared in a 2005 issue of the Journal of Managerial Issues. As these three publications attest, when Doty is the top dog among a string of co-authors, as he was with these three, the journal quality falls precipitously from the levels attained when he collaborates with the likes of Delery, Glick and Huber. The paper quality seems to fall precipitously as well, given that these three publications combined are, at their current pace, drawing only 5 cites per year.

In Closing

Part 1 of this series has gone a long way in demonstrating that Doty's research career has been one mostly about "standing on the shoulders of giants." In Part 2, Doty's record will be further parsed and compared to those of the giants whose shoulders carried him from 1990 and beyond.

---

3 Sources have told USMNEWS.NET that Doty once bounded the stairwell from his second-floor office suite into Babin's office, emerged minutes later in a jovial mood, and informed a group of CoB faculty who were conversing in the corridors of JGH that he had just had just gotten a A-level journal publication. Days later news leaked that Doty had recently had a paper accepted by the JBR. Later one source pointed out how comforting it must be to have papers under review by journals edited by your subordinates. This story, and others like it, has been reported on by USMNEWS.NET.

4 This story also shows that the trials of Doty's former student worked to his advantage by propping up his foundering research agenda.

5 Though the first two of these journals are A-level outlets according to USM's mid-1990s journal rankings, sources indicate that none of these three would likely be rated higher than B-level journals at schools where Doty has been affiliated in the past (e.g., Syracuse). The third of these three might not even rate as high as a C-level at Syracuse and other places.