

Special Report

What's Real and What's Not? Examining Doty's USF Letter

This Special Report examines the Letter of Application that Harold Doty sent to Business Dean Patricia Burns of the University of South Florida on 6/11/05. Below you will find Doty's letter, with **[numbers]** inserted by usmpride.com investigators that relate to comments that are inserted at the end of this document.

6/11/05

Dr. Patricia A. Burns
Dean and Professor
Chair of COBA Dean Search Committee
University of South Florida
4202 E. Fowler Ave., ADM226
Tampa, FL 33620

Dear Dean Burns:

I am writing at this time to complete my application for the position as Dean of the College of Business Administration at the University of South Florida. I have already submitted an electronic version of this letter, my vita, and several references via email. However, the electronic application process does not support the full spectrum of materials I would like to submit for consideration. Thus, I have supplemented the electronic application process with the additional materials included in this package. I have included a sample of the materials that reflect the progress we have made at the Southern Miss business school since I accepted my current position as Dean. I am particularly proud of our strategic planning progress. We have redefined the mission of the business school to fully support the broader university mission **[1]**, and have specifically designed different initiatives to support the goals adopted during the university planning process. Our strategic planning efforts have helped to modify the direction of the College of Business so that we have complete goal congruence with the University of Southern Mississippi. Additionally, we have developed a business plan for the college's Business Advisory Council. This business plan has further aligned the business school with the business community. As a result of this alignment, the business school has enjoyed broad-based support from the business community. More importantly, our placement rate for students is improving, and we are better able to generate financial support from the community.

The primary factor attracting me to the University of South Florida is that the university appears to be a vibrant intellectual community focused on quality education, quality research and social advancement located in a progressive, cosmopolitan city. I have maintained an interest in USF since I received my doctorate in 1990 and thus have continued to follow the university's progress **[2]**. I have marveled at the recent increase in key performance metrics including the level of funded research, the research reputation of the faculty, the expansion to multiple teaching sites and campuses, and the student growth rate. At the college level I have seen the business school continue to increase in reputation and expand in size. These factors suggest to me that the business school is valued by the university and that there is likely to be a good working relationship between the COBA and the rest of the university. During the last two years I have made multiple business trips to Tampa and have been impressed with the city on each visit **[3]**. While Tampa is not as large as Houston (where I grew up) the city has the same "feel" – alive, energetic, and diverse. In combination, these factors indicate that I might fit well both with the university and with the city. Such fit is, in my opinion, an important precursor to a successful and productive deanship.

A second factor that attracts me to the dean's position at USF is the size of the business school. My current business school has about 2200 students and about 75 faculty members. At this size, we are probably well above the median size for AACSB accredited business schools. However, we are not really large enough to support the full range of teaching, research, and outreach activities I would like to support. For example, the College of Business at Southern Miss has a single research center in full operation – our Center for Financial Services **[4]**. The faculty and I have launched two new research and outreach centers this year, a Bureau of Business and Economic Research and a Center for Economic Education, and have a third new center in the initial planning stages **[5]**. When these four centers are in full operation our resources will be almost fully engaged. Our smaller student body also imposes curriculum limitations. We do not have enough students to support a full range of degree offerings in each discipline. For example, we cannot at this time pursue e-commerce or logistics, areas that would be beneficial to our local area economy. It appears that the College of Business Administration at USF is sufficiently large to support a much larger program offering, and already has many of the programs and centers in which I am interested.

I am also interested in returning to a business school that supports an active Ph.D. program. The current faculty marketplace is such that doctoral programs may once again become an important source of business school reputation and competitive advantage. Current trends indicate that we are approaching a critical shortage of Ph.D. qualified business school faculty. Given the predicted shortage, there is no better time for a business school to focus on growing and improving the doctoral program. Throughout my career, I have remained dedicated to contributing to doctoral education. I have now participated in the redesign of two doctoral programs, and continue to work with my past doctoral students [6]. I have mentored doctoral students both in the role of dissertation advisor and as department chair. Over the years I have always considered participation in a doctoral program as the best part of a faculty member's job. Thus, I would enjoy returning to a business school that nurtures and values its Ph.D. program.

In addition to the doctoral programs at USF, I am attracted by the other academic programs and continuing education opportunities supported by the College of Business Administration and the Tampa area. As indicated on my vita, I have teaching experience at all levels -- undergraduate, masters, doctoral, and executive. I have also used a variety of instructional delivery methods [7]. I believe that my experiences with these other programs and instructional delivery approaches will help me contribute to building the full portfolio of offerings at the University of South Florida business school.

I believe that many of my other experiences and qualifications leave me well prepared for the leadership role the position requires. First, I am currently responsible for managing the operations and offerings of the Southern Miss College of Business at two campuses, two additional teaching sites in south Mississippi, and a variety of study abroad programs. This experience is well suited for the diverse operations at USF. I believe that my research record, teaching experience, and professional service record are sufficient that faculty members at USF's College of Business Administration can respect my scholarship. My administrative responsibilities over the last seven years have reduced my time in the classroom and my research productivity but I continue to publish and to teach [8]. I have just completed my second full term as a member of the Editorial Board for the *Academy of Management Journal* and I continue to review. While I have no delusions about being a star teacher or researcher at the same time I am a dean, I believe that I have demonstrated my ability to perform well on the traditional teaching, research, and service dimensions of performance. Such performance lends credibility to my statements, actions and efforts to improve the teaching and research profile of a business school.

The skills I have developed over the last several years while interacting with alumni and the business community both at Southern Miss and at Syracuse further enhance my ability to be a successful business school dean at USF. One indicator of my ability to interact with the business community is the level of support we are developing for the Southern Miss business school. For example, our business community is supporting a new program we initiated this spring called Professors in Practice. Local businesses provided space for three business professors to spend a week shadowing upper level managers. The intended outcome of this program is to increase the professors' exposure to current business practices and to increase the relevance of our professors' classroom instruction. The initial feedback from both the professors and the businesses is very positive. Our professors were re-energized and updated by the experience. The business leaders are eager for us to expand the program [9].

Our business alumni are also the cornerstone of our funds development activities. Since I joined Southern Miss the College of Business has received commitments for 4.3 million dollars in cash, pledges, and planned gifts. I am especially pleased by this level of activity because I was without a development officer for the first six months on the job [10]. So far this year we have received well over one-half million dollars in cash for the College of Business. I realize that these numbers may not seem impressive for a university as large as USF. However, this level of activity has already made this year a record year for the USM College of Business [11].

Sincerely,
D. Harold Doty
Professor and Dean

[1] New reports here at usmpride.com suggest that Doty may have "borrowed" the CoB's new **Mission** ("Developing Careers") from a popular human resource management textbook published by Prentice Hall.

[2] This is *classic Doty*. Surely the faculty and administrators at USF saw clear through this one.

[3] Investigators at usmpride.com will enjoy perusing the **USM Travel Voucher** forms that relate to these “multiple business trips to Tampa” that USM CoB Dean Doty so writes so excitingly about.

[4] Doty likes Centers. But, what do any of the CoB’s Centers actually *do*? Not much of anything it would seem. Certainly USF would want more for its Centers.

[5] Just what is this “third” new Center going to be? We are guessing a Center for Entrepreneurship, although the Trent Lott Center occupants may have something to say about this one. Is the new Center for the Babins?

[6] Doty and former graduate student recently published an article in the *Journal of Business Research*.

[7] What is it with Doty and alternative delivery of instruction? Don’t believe for a minute that Jay Grimes pushes this deal more so than Doty. Remember, USM’s central administration backed off of the DMBA. Doty continues to push for it.

[8] Doty recently published an article in the *Journal of Business Research*, and he has a working paper “targeted” for submission to the *Journal of Business Research*. What has he taught while at USM? His lack of teaching is already rubbing off on Associate Dean Niroomand, who no longer teaches a course during Fall semesters.

[9] From all indications, this program is dead. Nothing has happened since Spring of 2004.

[10] This one is a shame. Doty had serious plans for the Development Officer he inherited --- get him out of town.

[11] What is this money he refers to, and has Niroomand spent it already?