

The Doty Sidestep: How to Bypass Faculty Governance

From July 1, 2003, until April 9, 2007, Duane Harold Doty was the dean of the College of Business and Economic Development/College of Business at the University of Southern Mississippi. A hallmark of the Doty regime was actively seeking to circumvent faculty governance processes when those processes threatened to limit Doty's ability to finalize "check boxes" on his dean's resume. "The Doty Sidestep: How to Bypass Faculty Governance" is a multi-part series highlighting some of Doty's most egregious efforts to put his wants above the mission of USM and the governance processes that protect USM faculty.

The series is a cautionary tale for those who might consider allowing Doty a second chance at managing a business school.

Part 3: The Healthcare Marketing Program

In March 2005, Max E. Draughn and his wife Susan endowed the Max E. Draughn Pharmaceutical Sales Program in the College of Business at USM. CoB administrators immediately began piecing together a Pharmaceutical Sales Program that wouldn't be too costly in terms of extra course offerings and extra faculty lines. In this effort, they were successful. The Marketing faculty proposed such a program to the Undergraduate Programs Committee in Fall 2005 and began recruiting for the Draughn Professor of Pharmaceutical Sales in that same term.

The Pharmaceutical Sales Program was widely supported in the CoB, receiving no opposition at the UPC level and only minimal resistance at the college faculty level. The USM Academic Council put its stamp of approval on the program, as did the Provost and President. The new program was submitted to the Institutions of Higher Learning (USM's Board of Trustees), where it hit a snag. The IHL was concerned that USM's new Pharmaceutical Sales program would be too closely related to the Pharmaceutical programs at the University of Mississippi. Thus, the IHL remanded the program to USM for recasting, revision, and resubmission.

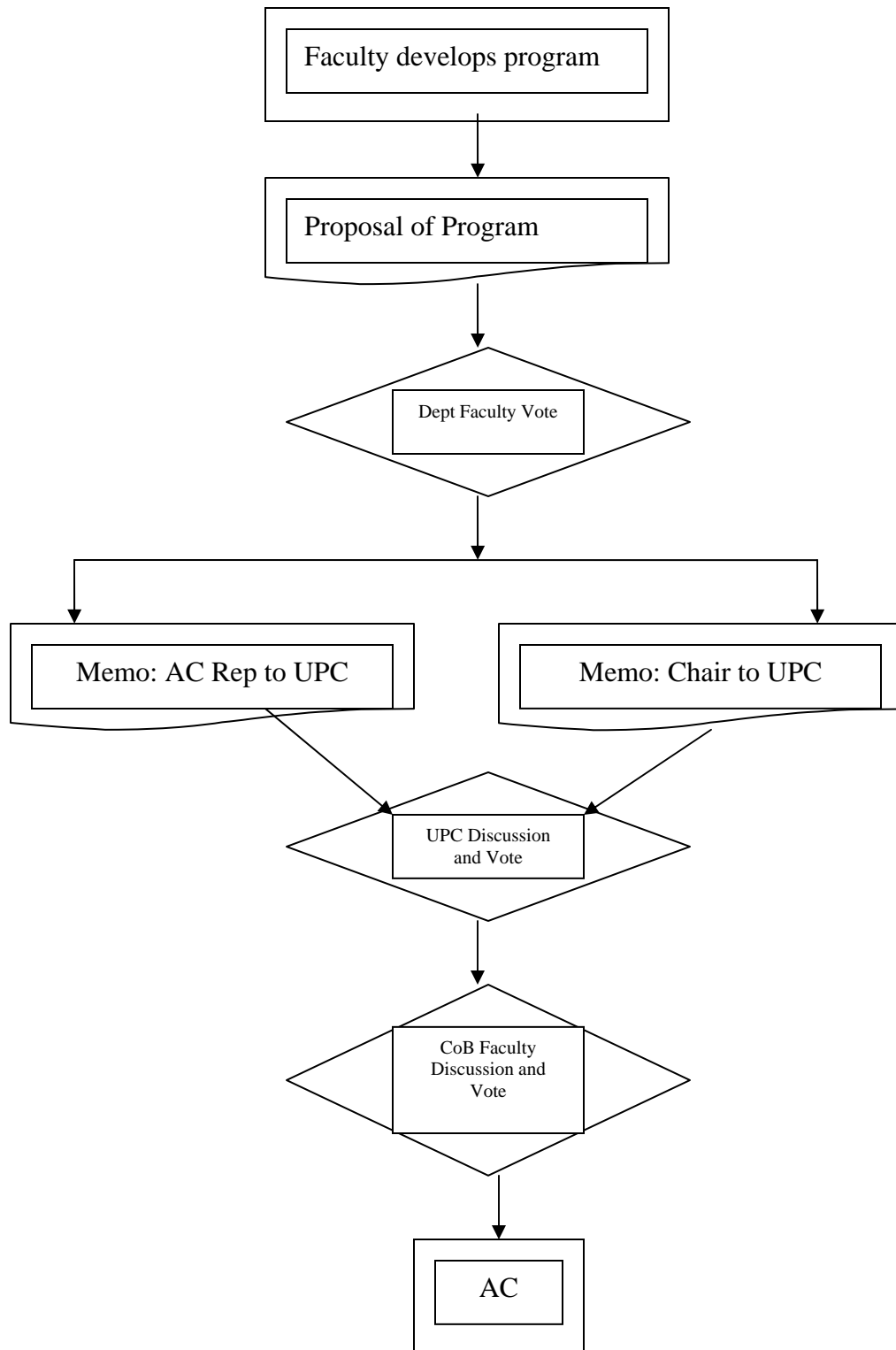
During this time, USM's Marketing Department had chosen its preferred candidate for the Draughn Professorship of [????], the position's name uncertain with the IHL decision. The preferred candidate was Michael Wittmann. Wittmann held a

Ph.D. in Marketing from Texas Tech University, an MBA from the University of Alabama, and a bachelor's degree from USM. Wittmann was an Assistant Professor of Marketing at the University of North Texas, hardly a research mecca, and Wittmann's CV was unimpressive, with zero publications in top-tier journals. With Wittmann's eventual hiring, Doty vested one of the CoB's three named professorships in an untenured Assistant Professor. But that's just a side note in the life of the CoB's pharmaceutical sales rep training program.

In Fall 2006, the Marketing faculty resubmitted the program under the name Healthcare Marketing. The marketing faculty proposed that the program would include medical equipment sales in addition to pharmaceutical sales and would, therefore be sufficiently different from the previous submission. The UPC approved this revised program, and the approval process moved forward.

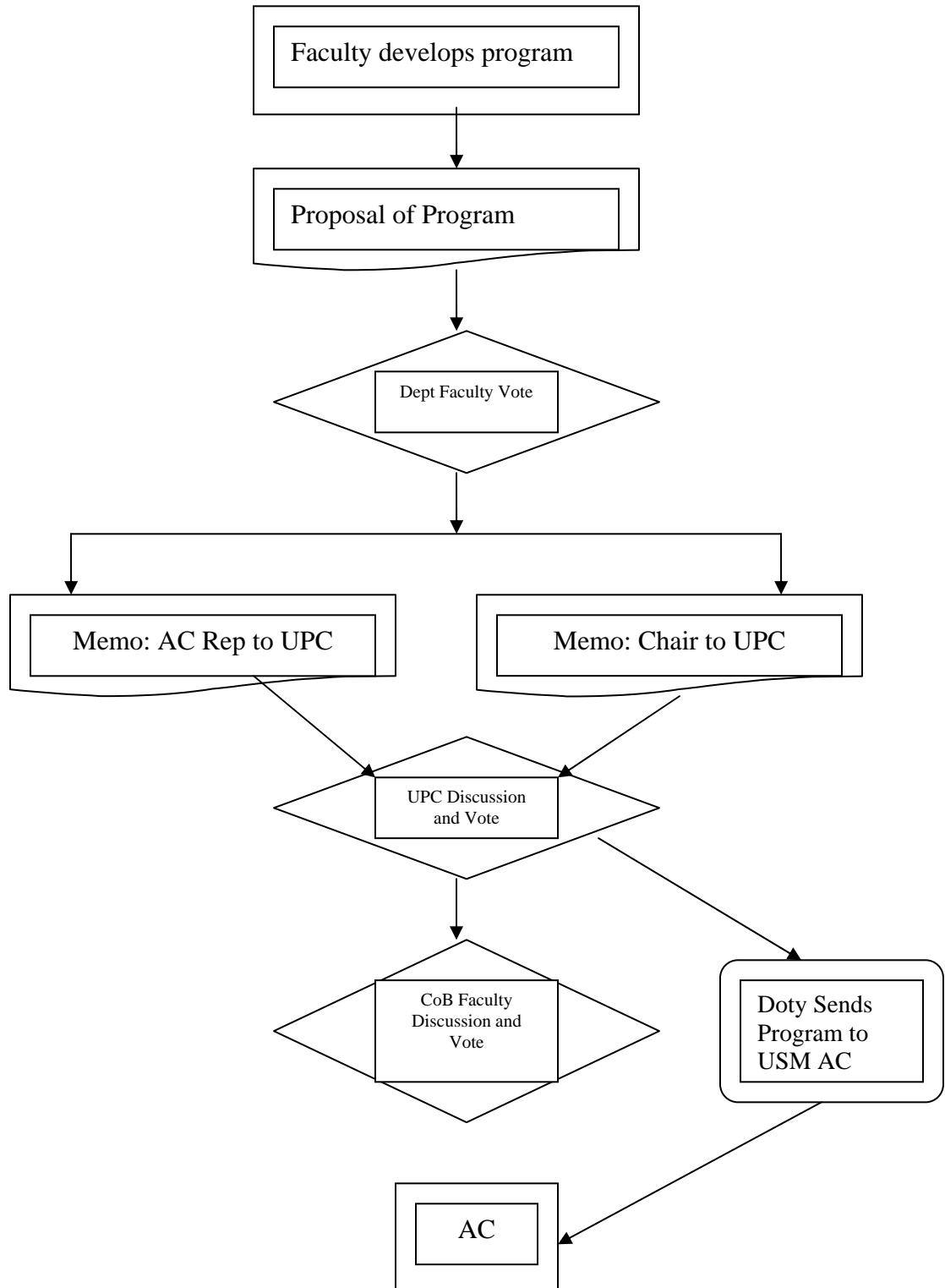
It is at this juncture that the reader may require a short course in the approval process, because the process itself is the real subject of this report. When changes are made to an existing program or an additional program is added, the proposal must initiate with the faculty from the department in which the program will be housed and evaluated or assessed. That department holds a vote of the faculty to support or deny the change or addition, and that department's chair writes a memorandum to the UPC chair summarizing the vote. The proposal and the summary memo are then forwarded to the UPC members for review along with a statement from one or more of the CoB's Academic Council members certifying that the program will meet Academic Council requirements (though this step is sometimes postponed until after the UPC vote), and, after review and discussion, the UPC holds a vote on the issue. The UPC chair then composes a memo summarizing the UPC vote and schedules a presentation before the collected CoB faculty, making the entire packet of information available to the entire faculty beforehand. After the CoB faculty has seen the proposal and has had time to digest and discuss the proposal, the faculty votes to support or reject the proposal. At this time, the proposal is presented to the University's Academic Council for approval, and the chain of events eventually carries the proposal to the IHL.

The following flowchart summarizes the proper flow of a proposal through the CoB to the Academic Council.



As the reader can see, the predetermined process involves many layers of CoB faculty and has a well-defined series of steps

that should be followed. The following chart shows the actual process from the Healthcare Marketing Program's second trip through the CoB.



The reader will notice that in the terminal stages of the process, a new, circumventing step was introduced. After the UPC vote but before the CoB faculty vote, Doty sent the program to the USM Academic Council. This single act defines the hubris that is Harold Doty: he is above the rules when the rules restrict the speed or direction of his motion. With his one act, Doty effectively rendered the CoB faculty vote moot.

There is no doubt that the program itself is worthwhile, since pharmaceutical sales is a "hot" field at present (although some might suggest that an attractive female English major might have a significant advantage over a male graduate of the Healthcare Marketing program in the pharmaceutical sales industry). The issue is, and should be, couched in terms of propriety of process; by this measuring stick, Doty comes up short yet again.

It should be noted that Harold Doty (the dean) considered all faculty processes as simply advisory to him as dean and that he had the authority to alter processes at his discretion. In fact, Doty exhibited this mentality in the Faculty Evaluation processes as well, though that is a story for another installment. Following the rules might have "cost" Harold Doty a few weeks in the grand scheme of the USM world. As was often the case, however, Doty was too important to wait.

The "advisory mentality" also illustrates Doty's belief that he (as the dean) was the Boss and the faculty were Field Hands who were lucky to have a job and should be happy to just do what he told them to do. That is a very troubling management style, especially from a self-proclaimed Human Resources Strategy expert.

As we consider Doty's deanship at USM, we pose a question to new readers and/or those who might be evaluating Doty for a position at their institution: Do you want a dean or faculty member who is willing to violate faculty processes *for any reason*?