

## **How Does George Carter Describe His Approach to Hiring Faculty for the EFIB?**

“It's all subjective in hiring . . .”

George Carter,  
on how he describes his approach to hiring,  
2007

## **What Would George Carter Say to Someone Who Criticizes the Research of the CoB's Management Faculty?**

“I don't think this is a new concern . . . we've always had [it] with management.”

George Carter,  
on criticism of the quality of research of CoB management faculty,  
2007

## **How does George Carter Characterize the Difference Between Business Law and International Business (as Academic Disciplines)?**

“Business law is a well-established, heavily-populated discipline. IB is an *emerging discipline*, with a very small population . . .”

George Carter,  
on the difference between business law and IB as academic disciplines,  
2007

## **What is foremost on George Carter's Mind as he, as a Chair, Implements the CoB Administration's system of "fairness in salaries and in all things, of course"?**

“As I do that, I recognize that I am part of the CoB administration and system.”

George Carter,  
on what is on his mind as he implements the CoB's system of fairness,  
2006

## **What does George Carter Think is One of the Most Important Responsibilities of the CoB Administration?**

“One of biggest responsibilities that administration has is fairness in salaries and in all things, of course.”

George Carter,  
on big responsibilities of the CoB administration, 2006

## **What does George Carter Think about the Appropriateness of the Unspecified "Dimension" that Enters the Merit Raise Process in the CoB?**

“. . . I will not get into [it] since how raises are determined will be above my pay grade.”

George Carter,  
on the unspecified dimension that enters the merit raise process,  
2006

## **How does George Carter Describe the CoB Administration's Process of Tying Evaluation Scores to Merit Raises?**

“. . . merit raises confuse the issue. The evaluation system as defined by the new Faculty Handbook provides measures of productivity. When we tie merit raises to an overall average of the evaluations, a dimension is added that is not considered in the evaluation process.”

George Carter,  
on how the CoB administration ties evaluation scores to merit raises,  
2006

## **According to George Carter, How were the 2006 "Market" and "Equity" Salary Adjustments (to Raises) Made?**

“The Dean [Doty] determined the market . . . adjustment and equity adjustment amounts. . . If the Dean [Doty] determined that market . . . or equity adjustment was necessary, then that amount was added . . .”

George Carter,  
on how the 2006 market/equity adjustments (to raises) were made,  
2006

**What does George Carter Think about a hypothetical scenario wherein a guy signs up for an Online Course in the EFIB and is Unable to Learn Because Online Courses do not provide Access to an Instructor in any Real Way?**

“. . . that's what he asked for when he went for the online course . . .”

George Carter,  
on students in online courses getting what they "ask for,"  
2006

**What does George Carter Think about President Thames' Chances of Getting Rid of CoB Dean Harold Doty before Thames Leaves Office in May of 2007?**

“The President [Thames] can't fire Doty. . . the [IHL] Board has told the President [Thames], ‘You don't fire anybody else.’”

George Carter,  
on Thames chances of getting rid of Doty before May of 2007,  
2006

**What does George Carter Think about the Recent Spike (Under his Leadership) in EFIB Faculty Turnover?**

“I know everybody's saying . . . [more turnover is coming]. If that's the way it *is*, that's the way it *is*. I live with whatever *is*. I don't try to make any judgment on that.”

George Carter,  
on the recent spike in EFIB faculty turnover,  
2006

**What does George Carter Think about Online Courses?**

“. . . the problem with an online course is that . . . [the students] don't have access to an instructor in any real way.”

George Carter,  
on online courses,

2006

**What Advice Would George Carter give to CoB Faculty  
About the way They Should React to Dean Harold Doty's  
Plans for the CoB?**

"I wouldn't couch my life in terms of what the jerk downstairs [i.e., Doty] is going to do."

George Carter,  
on how the CoB's faculty should react to Doty's plans for the CoB,  
2006

**According to George Carter, what are the Career  
Prospects, as Someone Who has been Put in an "Awkward  
Position Professionally," of Larry Eisenberg?**

". . . I don't think there's a hope in hell [for Larry]."

George Carter,  
on Eisenberg's career prospects,  
2006

**What does George Carter Think is the Main Advantage of  
Someone in a Position, like that of David Duhon, as the  
CoB's Nice Guy-in-Residence?**

"People are going to go to bat for you regardless of whether you come up to snuff or not . . ."

George Carter,  
on the advantage of being in David Duhon's position,  
2006

**What Does George Carter Think about the Number of  
Individuals in Academia Who Excel in All Three Areas –  
Teaching, Research, and Service?**

“There are not many people in this profession that . . . [do], and as we get more and more foreign people into it that proportion keeps going down and down and down.”

George Carter,  
on the prevalence of excellence in academia,  
2006

**Now that We have Been Told that the People Who Went to Bat for David Duhon’s Promotion are not Well Known Scholars, how does George Carter Describe Them?**

“They’re just good ol’ boys. That’s what good ol’ boys do. They take care of their own.”

George Carter,  
on the people who went to bat for Duhon,  
2006

**According to George Carter, what Career Prospects are in the Future of Someone who Doesn’t “Make It” Around Here (in EFIB)?**

“. . . you’re . . . hanging out there, and I think, in this profession destining yourself to become another Mike Madaris . . .”

George Carter,  
on career prospects for failed EFIB faculty,  
2006

**Does George Carter Think that CoB Faculty Should Look Up to CoB Dean Harold Doty?**

“. . . I sure don’t mean him as a role model, and what he says and what he thinks . . .”

George Carter,  
on Dean Doty as a role model,  
2006

## **According to George Carter, what Happens to Unproductive Faculty in EFIB?**

“. . . [if] you don't produce in research, you don't make it around here [in EFIB] . . .”

George Carter,  
on what happens to unproductive faculty in EFIB,  
2006

## **According to George Carter, how do CoB Faculty View Some of the Faculty in EFIB?**

“A group [in EFIB], in general, has a reputation of being uncooperative . . . [they] don't temper criticism with collegiality. And [they've] basically become pariahs.”

George Carter,  
on how CoB faculty view some in EFIB,  
2006

## **How Does George Carter Explain David Duhon's Promotion to Full Professor?**

“People went to bat for him, 'cause he's a nice guy. And, the people who went to bat for him, by and large, are people who, when you look at their credibility in this profession, they're not particularly well known scholars . . .”

George Carter,  
on how Duhon was promoted,  
2006

## **According to George Carter, how do Administrators Evaluate the Service Contributions of Faculty?**

“How good service you do isn't even going to be recognized, in this or any other place. It's just . . . what we do, way it has to be . . .”

George Carter,  
on how administrators evaluate service,  
2006

**According to George Carter, how do Administrators Fit  
Into Academia?**

“If you get into the administrative game, you’re out of academia, and  
you’re into administration. It’s a different career path.”

George Carter,  
on how administrators fit into academia,  
2006

**How does George Carter View Tom Lindley?**

“Tom is as crotchety and curmudgeony a person as you’re ever going to  
run across . . .”

George Carter,  
on Tom Lindley,  
2006

**How Would George Carter Advise CoB Faculty to Endure  
Administrators Like CoB Dean Harold Doty?**

“Doty will come, and Doty will go. It’s always somebody doing something  
. . .”

George Carter,  
on enduring administrators like Doty,  
2006

**According to George Carter, What Event(s) Ultimately Led  
to David Duhon’s Promotion to Full Professor?**

“. . . a situation [was created] where Duhon’s friends were able to go over and tell the Provost, ‘Hey, you better override that [University Advisory] Committee and make this guy [Duhon] a full professor.’”

George Carter,  
on what ultimately led to Duhon’s promotion,  
2006

**Using only 4 or 5 Words, How does George Carter Describe  
CoB Dean Harold Doty?**

“. . . Doty is a jerk . . .”

George Carter,  
on CoB Dean Harold Doty,  
2006

**How does George Carter Describe the CoB  
Administration’s Evaluation of Teaching during the 2006  
Faculty Evaluation Meeting?**

“. . . 4.5 is the highest we [the CoB Administration] went in teaching . . . everything was 3 to 4.5, by and large . . .”

George Carter,  
on the CoB Administration’s evaluation of teaching,  
2006

**Who Among the Faculty in EFIB does George Carter  
Consider to be a Scholar?**

“You look at the people we have [in EFIB] who are scholars . . . like Ed Nissan, or like Charles Sawyer . . .”

George Carter,  
on scholarship in EFIB,  
2006

**According to George Carter, What Happens When Faculty  
“Take on” Academic Administrators?**

“. . . they [the faculty] generally get ‘stuffed’. . .”

George Carter,  
on what happens when faculty “take on” administrators,  
2006

**What does George Carter Consider to be an Example of  
how USM’s Downward Spiral has Impacted the CoB?**

“. . . There’s a lot of inefficiency in staff around, like the Undergraduate Programs people . . .”

George Carter,  
on how USM’s downward spiral has impacted the CoB,  
2006

**What does George Carter Consider to be an Example of the  
Kind of Things that are Expected of Chairs by Their  
Superiors?**

“I’m a ‘what is’ kind of guy . . . It may not be right and it may be unacceptable . . ., but that’s ‘what is’ and that’s what I’m going to do – this [the CoB’s] evaluation system being one [example] . . .”

George Carter,  
on doing what he’s told, even if it’s not right,  
2006

**How does George Carter Sum Up his View of Working with  
CoB Dean Harold Doty?**

“It’s just something about him . . . it’s who he is. And, to me, he’s not somebody I want to be around. . . I can’t take him.”

George Carter,

on his view of working with Doty,  
2006

**Given that He Can't be in Doty's Presence, how does  
George Carter Maintain his CoB Administrative Position?**

"Fortunately, [CoB Associate Dean] Farhang [Niroomand] is a person I can work with real well, . . . so as an administrator, things can get done. If it were me having to work with the Dean, I couldn't do this job. I can't walk into his office. I just can't."

George Carter,  
on how he maintains his CoB administrative position,  
2006

**How does George Carter Describe his Working Relationship  
with CoB Dean Harold Doty?**

"I can't be in his presence more than just a minute or two before I just have to get away before I say something I shouldn't. . ."

George Carter,  
on his working relationship with Doty,  
2006

**What does George Carter Think about the Road USM, his  
Alma Mater, has been on in the Recent Past?**

"This institution is rapidly spiraling down . . ."

George Carter,  
on the road USM has been on in the recent past,  
2006

**What does George Carter Think can be Accomplished  
Through the 'Club over Somebody's Head' use of the  
Academic Tenure System?**

“. . . you can really put a person into an awkward situation professionally for a number of years, if not the rest of their career, by ‘canning’ them. I mean they become a pariah on the profession.”

George Carter,  
on the “club over somebody’s head” use of tenure,  
2006

### **What does George Carter Think is one of the Great Things about the Academic Tenure System?**

“I can’t do much about . . . other [tenured faculty] . . . I just live with it. That’s one of the great things about tenure, is that you do have a club over somebody’s head.”

George Carter,  
on one of the great things about academic tenure,  
2006

### **According to George Carter, how do Most of the CoB’s Faculty View CoB Dean Harold Doty?**

“He’s just someone to be endured until the next one comes along, who’s probably not going to be a whole lot better.”

George Carter,  
on how most CoB faculty view Doty,  
2006

### **What does George Carter Think about the CoB’s Annual Faculty Evaluation System?**

“. . . [our] system doesn’t leave much differentiation, and you see stuff that’s not appropriate. . . And, there’s a certain injustice to . . . [our system], but that’s the way it is . . .”

George Carter,  
on the CoB’s annual faculty evaluation system,  
2006

### **According to George Carter, how do other CoB Faculty View Tom Lindley?**

“. . . people don't want to be around Tom because he's . . . very critical, and . . . he's always looking for something that's a problem. . . Everybody else can't work with him, doesn't think he's worth having around, wish he'd go away . . .”

George Carter,  
on how other CoB faculty view Lindley,  
2006

### **Who Among the CoB's Accountants does George Carter Consider to be a Scholar?**

“. . . You wouldn't say accounting has anybody to speak of . . .”

George Carter,  
on scholarship among the CoB's accountants,  
2006

### **What does George Carter Consider to be a Reason David Duhon was Ultimately Promoted to Full Professor?**

“. . . Provost [Grimes], who's known for caving, caved.”

George Carter,  
on the reason Duhon was ultimately promoted,  
2006

### **What does George Carter Think about the Type of People Who go into Academic Administration?**

“Academic administration basically attracts people who aren't that good. They go into administration because they're not true scholars . . . People who are scholars don't want any part of administration . . .”

George Carter,  
on the type of academic who gets into administration,  
2006

**Who Among the Faculty in Marketing and Management  
does George Carter Consider to be a Scholar?**

“Management and Marketing has got Barry [Babin] and maybe one or two others. But . . . you wouldn’t consider other members of the Management and Marketing Department as . . . the caliber that we have [in the EFIB] . . . as far as members of the scholarly profession.”

George Carter,  
on scholarship in Management & Marketing,  
2006

**What does George Carter Think is the Job of a University  
Administrator, such as a Department Chair?**

“It’s doing what somebody wants you to do, even though you don’t think it’s the right thing to do. You’re a company man, by definition. And, you’re on ‘the team’ or you’re not on ‘the team.’”

George Carter,  
on being a university administrator,  
2006

**What does George Carter Think About CoB Dean Harold  
Doty’s Chances of Getting Another Job?**

“He’s not going to get another job. We all were hoping and praying he’d get one, but he’s proved he can’t do that . . . So, we’re stuck with him.”

George Carter,  
on Doty’s chances of getting another job,  
2006

## **What does George Carter Think About the Other (non-EFIB) CoB Departments?**

“Other than our department [the EFIB], you just don’t have a lot of professionalism from a scholarly standpoint like we do.”

George Carter,  
on the other (non-EFIB) CoB departments,  
2006

## **What does George Carter Think of David Duhon’s Promotion to Full Professor?**

“I never would have written a letter to support his promotion . . . I think he’s a great guy. But, he’s not a full professor . . . I’m not management . . . that’s my opinion . . .”

George Carter,  
on Duhon’s promotion to full professor,  
2006