

The following is the fifth and last installment reviewing Dean Doty's memorandum in response to our grievance.

Consider his last paragraph, call it Paraphrased Doty: "The faculty grievance process is an important part of the shared governance of the university Should you choose to initiate a faculty grievance . . . I encourage you . . . [T]he Faculty Handbook . . . specifies . . . procedures [that] will result in a careful and complete consideration of your issues . . ."

Paraphrased Doty is confident, in control, a leader.

Now consider the unadulterated Doty: "The faculty grievance process is an important part of the shared governance of the university and should not be treated lightly. Should you choose to initiate a faculty grievance in the future I encourage you to read carefully the provisions of the Faculty Handbook and follow the procedures specified therein. Following such procedures will result in a careful and complete consideration of your issues according to the faculty grievance procedures."

Unadulterated Doty fails to exhibit the confidence of a leader in control of himself or his environment. Instead, he sounds petulant and scared. A pretender.