

**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 a 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 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