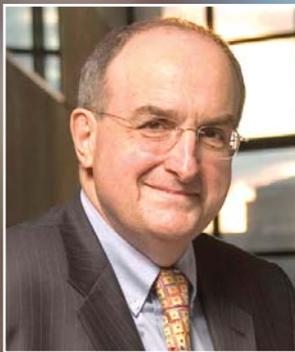


PRESIDENTIAL POWERS

NEW HIGHER EDUCATION LEADERS POSSESS DIVERSE BACKGROUNDS

BY TOM SCHUMAN



Are you tired of hearing about the best-selling book “The World is Flat,” growing economic powers in China and India, globalization and international competition?

If so, you’re in trouble. Those factors and more are here to stay. They are impacting businesses, workers, communities and societies. Higher education – through student interactions, faculty partnerships and other collaborations – has long been an international player.

While the new presidents of three of Indiana’s leading public higher education institutions boast many qualifications, it’s interesting to note that each brings a unique global perspective to their new job. They will rely on past experiences and look to create future partnerships as they work to help move Indiana forward.

Michael McRobbie, a native of Australia with international information technology expertise, officially assumes the presidential role at Indiana University on July 1. On that same date, Thomas Snyder becomes the president of Ivy Tech Community College. During a lengthy business career with General Motors and its affiliate companies, he helped start business operations in 12 countries, including Hungary, Poland and China.

France Córdova, taking over at Purdue on August 1, was born in Paris and lived in Germany as a child. Among her credentials: an award-winning author for a fictional book based on anthropologic field work in Oaxaca, Mexico, and “out of this world” experience as chief scientist for the National Aeronautic and Space Administration.

BizVoice® had the opportunity to sit down with both McRobbie and Snyder in separate, in-person interviews. Because the school year was still in progress at the University of California, Riverside, Córdova was only available for a brief one-on-one telephone conversation — one of the few interviews her very busy schedule allowed her to conduct with Indiana media since her selection.

Find out what they have to say about the challenges and opportunities that await them in their critical roles as higher education and state economic development leaders.



Michael McRobbie, Indiana University

University system: Eight campuses, more than 97,000 students

Leadership: Michael McRobbie, 18th president in 187-year history

Age: 56

IU experience: January 1997, vice president for information technology and chief information officer; May 2003, additional responsibilities of vice president for research; January 2006, interim provost and vice president for academic affairs

Background: A native of Australia, he came to IU from the Institute of Advanced Study at the Australia National University. He is the author, co-author or editor of several books and nearly 100 academic papers

Education: Bachelor's degree from the University of Queensland and a doctoral degree at Australia National University

Selected boards and committees: Sun Microsystems Academic Advisory Council, Dell Platinum Council, Internet2 International Relations Committee, Microsoft Higher Education Advisory Group

Michael McRobbie autographs a banner announcing his visit to the Indiana University-East campus in Richmond (Chris Meyer/IU photo).

INDIANA UNIVERSITY MICHAEL MCROBBIE

BizVoice®: Let's go back 10 years. What attracted you to Indiana University and the opportunities here at that time?

Michael McRobbie: "I worked in information technology. I had gone about as far as I could doing the kinds of things I was interested in doing, and this was my opportunity to continue working in that sort of intersection of research and management with some entrepreneurship. I had known Mike Dunn, who is the dean of the School of Informatics, since 1975 when I was a graduate student and he was a Fulbright senior fellow. I was working on my Ph.D., and he was in probably the best research group, at that time, in the world.

"So I had a connection to Bloomington from the early 1980s. I would come here every year or so when I was in the states. I would give talks, and I knew faculty here. The faculty here knew the kinds of things I had done in Australia where I built what, for a period, was the most powerful advanced computing center outside of the U.S. anywhere in the world. We did a partnership with the Japanese and others. They thought the kind of things that I had done there was what needed to happen at IU, so they nominated me and I got appointed to the IT position."

BV: Over that 10-year period, there were many important accomplishments. What were some of the most critical things you and the team at IU were able to accomplish?

MM: "I think, in IT, the strategic plan for information technology, being able to formulate the first university-wide information technology strategic plan, getting support from the state government, getting the whole university behind it. Then we had to implement that plan. It's a very comprehensive plan. It is about a \$200 million plan that we implemented over about a six-year period of time. I think it completely changed the information technology environment at IU so that, in general, every IU researcher and student has access to the best IT tools that they need whether they are an astronomer or somebody in the arts and humanities.

"I think doing that and really comprehensively transforming the university so that we are now generally regarded as having one of the best IT infrastructures anywhere in the country, and that's been reaffirmed in ranking after ranking after ranking.

That is one of the major things that I did.

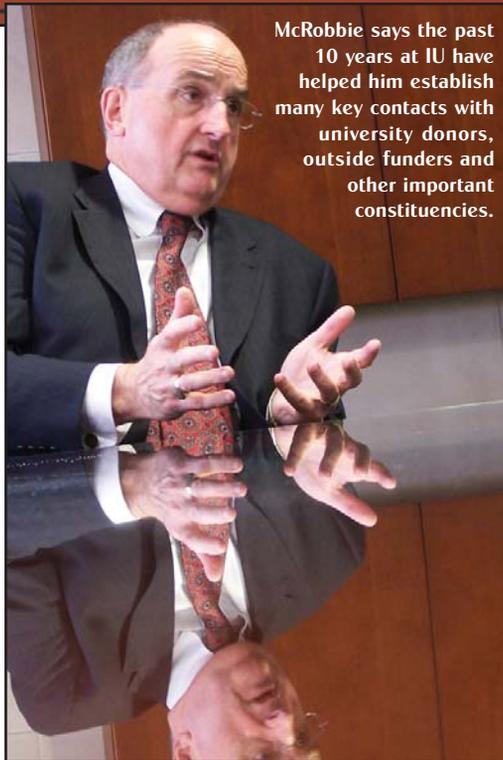
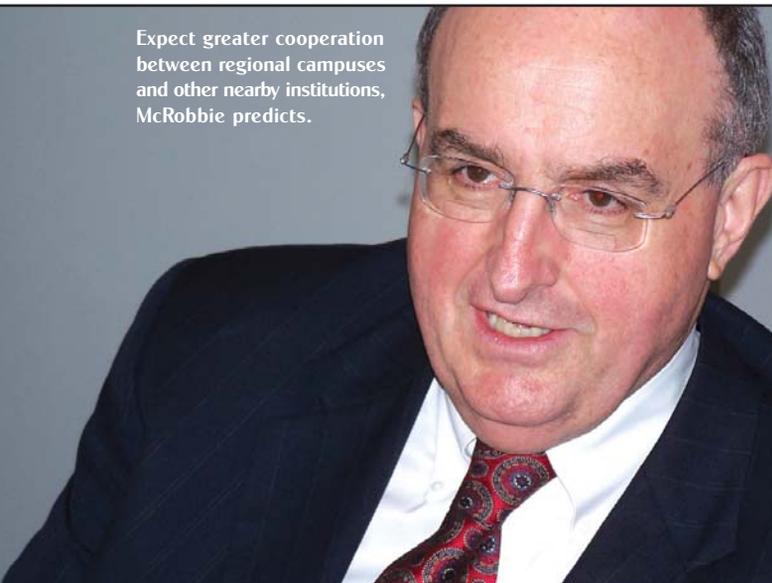
“It is worth stressing that you don’t do IT for its own sake. You don’t do it for the sake of having nice, shiny machines. You do it because it is fundamental in every area of research from anthropology to zoology and everything in between. That is why IT is so important. In my opinion, the great universities of the future are going to be those with great IT entities. It is just a fundamentally pervasive tool.

“When I took over the VP for research position, the key thing was the role I played in the major life sciences proposal that went to the Lilly Endowment. We are always grateful for the critical support they give the university. That was the Indiana Metabolomics and Cytomics Initiative, a \$53 million grant. That was very important because it provided a major new source of research funding to support the excellent basic sciences in Bloomington – sort of in parallel with the support Lilly Endowment had given the first-rate clinical and other sciences here at IUPUI and in the School of Medicine. It’s worth remembering that the only four Nobel Prize winners (affiliated with the university) had been associated with the department of biology at IU-Bloomington.”

(McRobbie also talks about working with colleagues in developing the overall university life sciences plan. That led to the request for additional state funding from the Legislature this year, which was recognized, in part, with \$15 million for the university (and \$5 million for Purdue) that was a late insertion into the state budget).

BV: The Bloomington and Indianapolis campuses get much of the attention due to their size and stature. How much interaction

Expect greater cooperation between regional campuses and other nearby institutions, McRobbie predicts.



McRobbie says the past 10 years at IU have helped him establish many key contacts with university donors, outside funders and other important constituencies.

with the regional campuses did you have in your previous role?

MM: “In my IT role, the IT on all of the campuses reported to me. When I was vice president for research, the administration of research in areas like grant proposals, missions, management and compliance – that all went through the central office of research that I was responsible for. I know all the regional campuses. I have visited there many times. In the last two months, I’ve visited them all again. I know the regionals pretty well, and I know the chancellors pretty well. It’s all pretty familiar to me.”

BV: How do you see the role of the regional campuses evolving?

MM: “I think two things. First, I think you will see them becoming more diverse institutions, becoming more different from each other. They will start to become more focused on specialties, and areas of concentration and emphasis that really make good sense to their region. I think that you will find that will be something that we will be strongly supporting. For a while there was a certain sense of uniformity about the regional campuses and what they did. I think now, following the work that has been done on the differentiating of missions, they are starting to diverge from each other in terms of priorities of emphasis.

“For example, two of them in the last session of the Legislature had funding for the establishment of student housing on those campuses. That is a real change for us. I think the other thing is you will see greater cooperation between those campuses and, in particular, with the Ivy Tech campuses that in so many cases are nearby. I just think that the resources that go toward higher education in this state are too scarce for us to be in any kind of destructive competition with the other higher education institutions. So, collaboration between us and Ivy Tech and the other higher education institutions is the name of the game for us.”

BV: Since being selected as president-elect, you mentioned visiting all the campuses. What have been some of the other focuses?

MM: “One of the things I’ve got to do is replace myself because Bloomington now needs a new provost. I finalized the search for a number of the deans. When I took over the provost position, I had six vacant deanships. I have now filled five, and I have one close to being filled. That is something I have had to continue to do – my other job as it were.

“I think I put a lot of effort into communication. There has been a constant stream of communications out of my office to citizens of the state, legislators and others around the country and overseas. Basically just giving them an idea of what my priorities are going to be, my vision for the university and so on. I think the bulk of the time has gone into meeting with all the relevant constituency groups around the state. That is the regional campuses, the faculty and staff, the students, business leaders, community leaders and others, alums and alumni groups. That has taken up a lot of time.”

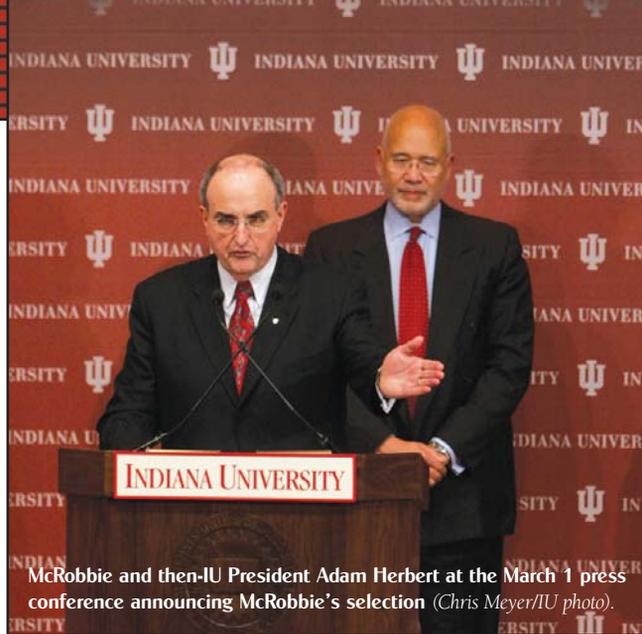
BV: What have you heard from those constituencies? What have they told you that may be surprising or what have they emphasized?

MM: “What is clear is just how extraordinary an affection that there is in the state for Indiana University. It’s just remarkable. We would go from meeting to meeting, and it was almost like a ritualistic thing you do in a meeting with the Japanese or something. Everybody would first tell me how many children they have at IU, how many degrees they have themselves from IU, how many degrees from IU their parents had and so on. The pervasive influence of this university throughout the state is quite staggering and that influence is still there through the alums as well. That was reinforcing just how important this institution is to the state – as the university that bears the name of the state.

“Another thing that was maybe not quite expected was that the campuses are involved in a lot more effort in economic development than we actually know about, than is well publicized. I see, as part of a renewed emphasis on economic development that I am going to be putting into place, the need to also provide more stability to the efforts going on on the regional campuses in this regard.”

BV: Attracting broad-based funding to the university is growing in importance every day. What is the message? How do you make Indiana University stand apart in attracting a variety of financial resources?

MM: “One of the real strengths of higher education in this country is its stability in its funding sources. Funding comes from four principle areas. It comes from the state, the federal government, tuition and it comes from private philanthropy. The job of the president, in terms of the resources for each institution, is looking at how to maximize the funding that one can obtain from all those sources to make the university as efficient and effective as possible. That is always an area that will be a major responsibility of mine and obviously it involves a lot of attention to fund-raising at the level of the state, federal government and private philanthropy. I’ve got good relations with many, many of our donors that I have known for a long time in my other positions, and I’m hoping that we can make those even more fruitful partnerships in the future.”



McRobbie and then-IU President Adam Herbert at the March 1 press conference announcing McRobbie’s selection (Chris Meyer/IU photo).

Indiana University Presidents

- Adam W. Herbert: 2003-2007
- Myles Brand: 1994-2002
- Thomas Ehrlich: 1987-1994
- John William Ryan: 1971-1987
- Joseph Lee Sutton: 1968-1971
- Elvis Jacob Stahr Jr.: 1962-1968
- Herman B Wells: 1937-1938 (*acting*),
1938-1962 (*president*),
1968 (*interim president*)
- William Lowe Bryan: 1902-1937
- Joseph Swain: 1893-1902
- John Merle Coulter: 1891-1893
- David Starr Jordan: 1884-1891
- Lemuel Moss: 1875-1884
- Cyrus Nutt: 1860-1875
- John Hiram Lathrop: 1859-1860
- William Mitchel Daily: 1853-1859
- Alfred Ryors: 1852-1853
- Andrew Wylie: 1829-1851 (*died in office on November 11*)

BV: Has funding from the state and federal levels in recent years been adequate to not cause the tuition portion of that formula to go up at an extraordinary high amount?

MM: “I think that we have had some pretty lean years, and I understand that they were lean years for the state as a whole. This year the budget was really pretty reasonable for higher education, certainly one of the best in a long time. I also want to be on record as expressing our gratitude to the Legislature and its leadership for what they did for higher education. It’s, on average, about a 5% increase in the operating budget, R&R (repair and rehabilitation) fully restored at about \$50 million, three buildings funded and some funding for the life sciences. That is a pretty good outcome for us. We are pretty pleased with that.

“The work is not yet fully done, in particular in the life sciences. This is a start, and we will be back with a renewed case for the importance of further funding and more substantial investment

into the life sciences in the state. At the federal level, after a period of doubling, the NIH (National Institutes of Health) funding flattened again. We certainly would like to see the funding for the federally funded research increase a little bit more in accord with the previous years. Obviously, there are pressures on the federal budget as well.

“As far as tuition is concerned, I think the recommendation that has been made at the moment (5% in-state tuition hikes for each of the next two years, which was approved in the week following this interview) is a pretty responsible recommendation. We have to be in the labor market for faculty. That is a very, very hard market. If that were not the case, tuition could be kept at lower levels, but part of the issue is that it is a very, very competitive market for the best faculty out there. The whole world is in a battle for the best brains in the world, and many of the best brains happen to be at the universities and they happen to be faculty members. The second thing is we are in a very high-tech business and when you are in a high-tech business, technology is always depreciating or needs to be replaced. Those are the two major cost drivers behind higher education.”

BV: Talk about international opportunities for faculty and students.

MM: “The international dimension of higher education is going to be a major priority for me. We certainly have to be educating all our students for the flat world, for that global economy. It doesn’t matter what area that student comes from. Ideally, I would like to see there be a substantial international component to every students’ time at IU. In Bloomington in general education, the process is being put into place that will make it mandatory that a student have that international component, which could be fulfilled by studying abroad, studying foreign languages, studying foreign cultures or some combination of all of this.

“I would like to look at us making a significant increase in the number of the students that we send overseas. It is somewhere

McRobbie, on campus with Alex Shortle, former IU-Bloomington student body president; at the Indiana Chamber offices; and with “Sampsonites” basketball fans during a game at Assembly Hall (Chris Meyer/IU left and right photos).

between 20 and 25% of students that spend a period of time abroad. I would like to see that increase. In order to do that, we have to expand our relationships with universities, especially in the dynamic growth economies in East Asia. That was behind the two major visits I made to China and Japan last year, and I expect that my first year in office I will be going overseas and would expect it to reflect those priorities.”

BV: What are the biggest adjustments you feel you need to make in moving from your current role to that of president?

MM: “I think the major adjustment is while I have had responsibilities as provost for the academic programs and the academic side of the Bloomington campus, and in my IT job I had the responsibility for many issues across the university, now I have the responsibility for everything. I’m familiar with most of the myriad of components that make up IU, but have not previously had the responsibility for all of them. I think the challenge is going to be balancing all of those components and ensuring that they all get adequate and appropriate attention, with all of it organized in a coherent way that such expenditure of energies contributes to moving the university forward.”

BV: You’re coming into office at the same time with new presidents at Purdue University and Ivy Tech. Have you thought about what opportunities that might present?

MM: “I think there is a great opportunity here for fresh beginnings. That’s not to say there is anything wrong at the moment. There is a very fine administrative setting in the various universities, but I think there is an opportunity to get together and frankly look at all the issues in higher education in the state afresh and look at how we can work together to reverse them. To me, especially as far as Purdue is concerned, competition ends on the basketball court and football field. We should, outside those venues, be as collaborative as we possibly can. I look forward to exploring those opportunities. I just want to emphasize that



President Jischke has done an outstanding job at Purdue. I greatly admire all he has done there.”

BV: Fairly or unfairly, IU President (Adam) Herbert has been criticized, in part, for comparisons to President Jischke, whose achievements can't be questioned. Has the role of president evolved to include being charismatic, aggressive, telling a good story about your school? Is that all part of the job?

MM: “I think it is part of the job. I think that there have been a number of things that President Herbert has done that have been extremely important. I will be the recipient of the work he has done to move us forward. I have mentioned the differentiation of missions on the regional campuses. He gets the credit for starting that whole debate and that is a debate that is now well on the way. IU is, in some ways, a more difficult institution to be able to pull together into one coherent whole. It is much larger and it has two major campuses; Purdue has just one. IU will always be a harder institution to really fully instill the virtues in a public way. Pretty much every profession, apart from engineering, pharmacy and the veterinary sciences, is represented at IU and the whole gamut of the sciences and humanities are represented. It's always going to be a more complicated and difficult place.”

BV: You've had the opportunity to work so closely with the two major campuses – Bloomington and Indianapolis. How much will that be of assistance? What about that relationship between the two campuses?

MM: “I think the relationship is fine. It is just essential that the

two campuses work as closely together as much as possible. It is one of my top priorities to ensure that they are working together more closely in the future. I want to look at putting into place some programs that will provide greater incentives to support cooperation and collaboration between faculty on both campuses. But there is no shortage of it at the moment.

“When you look across the board, we have roughly half a dozen schools that are multi-campus schools – that have components on both campuses and it doesn't go one way. The School of Medicine has branches in Bloomington whereas the Kelley School of Business has its headquarters in Bloomington but has a significant presence (in Indianapolis) as well. The IT organization stretches onto both campuses and has been very successful in some of the major grant funding that we have received. A number of teams were put together for those grants. The life sciences strategic plan also played a pretty important role in brokering collaboration between the two campuses.”

BV: What are some of the major influences on your leadership style – people you have met, books you have read, past experiences that impact your approach?

MM: “I have never been a great fan of business books, but I read Lou Gerstner's book, which allegedly he wrote himself, every word of it. He described how he turned around IBM. I found a superb connection. I have met Gerstner a number of times and heard him talk, and I think he is one of the really great figures of American business in the last couple of decades.

“In politics, I've made it no secret of my admiration for Winston Churchill, and I think in this country he found a sort of comparable match in Franklin Roosevelt. I really admire them as people who were capable of rising to the highest possible level of achievement and capabilities when called upon by events. I think in terms of university presidents, people I have known in other universities, I have been a great admirer of Charles Vest, who was the previous president of MIT. He was there for 40 years. I think he was probably one of the finest university presidents that this country has produced in recent times. Those are some of the people, both past and present, who have been influences on me.

BV: We've talked about a broad number of areas. If you're going to boil it down into a couple of points, what are your primary goals?

MM: “Increasing our activities in economic development, internationalism of the university, enhancing the arts and humanities, continuing to sustain our activities in the life sciences and when you look at the fact that half the faculty of the university is going to be turning over in the next seven years or so, basically looking at creating sort of the next generation of faculty at the university and being involved in the development of that generation. Those are all necessary conditions, but all those contribute to a certain degree to providing an excellent education for Indiana students, the students and the citizens of the state.”

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This editorial calendar is a planning document and every effort will be made to follow it. It is, however, subject to change without notice.

Additional stories will be added for each issue.

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