




OFFICE OF THE CHANCELLOR

INDIANA UNIVERSITY-PURDUE UNIVERSITY
INDIANAPOLIS

MEMORANDUM

TO: IUPUI Faculty Council
Faculty/Staff of the IU Kelley School of Business

FROM: Charles R. Bantz, Chancellor 

DATE: January 30, 2013

RE: Administrative Review of the Associate Dean, IU Kelley School of Business
(Indianapolis), Phil Cochran

This memo summarizes the report of the Administrative Review Committee (ARC) on the Office of the Associate Dean, IU Kelley School of Business (Indianapolis), Phil Cochran.

Jay Gladden, Dean, School of Physical Education and Tourism Management, chaired the committee. Its members from the Kelley School of Business (Indianapolis) were Catherine Bonser-Neal, Associate Professor of Finance; Barbara Flynn, Richard M. and Myra Louise Buskirk Professor of Manufacturing Management; Randall Heron, Professor of Finance; Maureen Kinney, Director of Undergraduate Programs; Felicia Morris, Student Services Representative; W. Todd Roberson, Senior Lecturer in Finance; and Undergraduate Student Ryan Burke. Representing other schools were John Eble, Nordschow Professor of Laboratory Medicine and Chair, Department of Pathology and Laboratory Medicine; Valerie Eickmeier, Dean, Herron School of Art and Design; and Josh Smith, Associate Dean, School of Education. The community representatives were Ben Jenkins, Sales Engineer, Avaya Government Solutions, MBA Class of 2012, and Virgil Madden, Office of the Lieutenant Governor, State of Indiana.

Two methods were used to collect data about the performance of Dean Cochran and the state of the KSBI. The IUPUI Survey Research Center was commissioned to conduct two surveys: one with faculty and staff and one with current students (in their last year at KSBI) and alumni (who had completed their degrees in the last five years). Of the faculty and staff, 73% completed the survey, while only 15% of the students and alumni completed it. The ARC conducted 11 interviews with various Kelley School (Indianapolis and Bloomington) administrators, faculty, and staff. One member of the Kelley Indianapolis Board of Visitors was interviewed.



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The Executive Summary of the ARC report follows.

EXECUTIVE SUMMARY

A 13-member review committee conducted a thorough review of stakeholder perceptions regarding the Kelley School of Business Indianapolis (KSBI) and the leadership of Associate Dean Phil Cochran (“Dean Cochran”). Based on data collected from administrators, faculty, staff, students, and alumni, the review identified the following strengths associated with Dean Cochran’s leadership:

- Honesty, integrity, transparency and openness
- Collaborative management style
- A leadership style that focuses on either hiring or assigning the right people to important roles and then allowing them autonomy to complete the work
- Stewardship of the budget, and alignment of resources in accordance with the stated mission of KSBI
- Representation of the school to the rest of the IUPUI campus, the Kelley School of Business Bloomington (KSBB), and the greater Indianapolis community
- Oversight and development of academic affairs, including improvements to academic programs and creating a culture that is supportive of assessment
- Positive contribution to and leadership of the AACSB accreditation process.

There were also areas where improvements or enhancements can be realized:

- While some recognize that Dean Cochran has a vision for KSBI, there is not widespread understanding of that vision among KSBI faculty and staff. A clear articulation and shared vision is needed in order to garner greater commitment.
- Across a multitude of stakeholder groups, there is a perception that Dean Cochran and KSBI could be more effective at generating private philanthropic support. While recent organizational re-structuring has allowed for some progress in this area, a more focus on this function is needed such that major gifts are realized.