

I N T H I S I S S U E

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THROUGH RESEARCH,
TEACHING, AND OUTREACH,
THE TOBIAS CENTER SEEKS
TO BE A RESOURCE FOR
STUDENTS, SCHOLARS,
AND BUSINESS EXECUTIVES
TO LEARN ABOUT
EFFECTIVE LEADERSHIP
AND HOW TO APPLY IT IN
THEIR DAILY ENDEAVORS.



**TOBIAS CENTER'S
MISSION: INSPIRING
LEADERSHIP ON A
NATIONAL SCALE**

The new Randall L. Tobias Center on Leadership Excellence at Indiana University is aiming high. This university-wide, collaborative undertaking intends to encourage leadership throughout the nation in the corporate, public service, education, and non-profit communities.

The center, housed at the Kelley School of Business Indianapolis, includes Kelley faculty from both Bloomington and Indianapolis, as well as faculty members from the IU School of Public and Environmental Affairs (SPEA), the IU School of Education, and the Center on Philanthropy at Indiana University. Programming will support the understanding of leadership and share that understanding through practical application.

"It's our vision for the Tobias Center to be one of the preeminent leadership centers in the world," says Philip Cochran, Thomas W. Binford Chair in Corporate Citizenship and associate director and director designate of the Tobias Center. "We see the center as an umbrella to bring people together from different disciplines—both academic and the private sector—who are interested in leadership."

The Tobias Center is named after its benefactor,



Randall Tobias

Ambassador Randall L. Tobias, former chief executive at Eli Lilly and Company, who was appointed in 2003 by George W. Bush as Global AIDS Coordinator. In addition to the gift

creating the center, the Randall L. Tobias Foundation has distributed more than \$10 million in grants and charitable gifts to education-related organizations and institutions.

Since the center's official dedication in May 2004, 20 distinguished IU faculty members have been named Tobias Center Faculty Fellows, including Phil Cochran, Catherine Dalton, Dan Dalton, Marjorie Lyles, Phil Podsakoff, and Roger Schmenner from the Kelley School of Business. The fellows will be responsible for research on

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TRENDS

ASSOCIATE DEAN ROGER SCHMENNER

Looking out across our burgeoning campus, I'm reminded of the poet John Donne's famous proclamation that "no man is an island." Today, for the Kelley School of Business Indianapolis, Donne's words also apply. As one of 20 schools set against the backdrop of this capital city, our environment is rich with collaborative opportunity. You'll read in this issue of ACCESS about many of the ways Kelley has taken advantage of this enormous benefit. Our partnerships with other university schools and with the Indiana business community are sources of increasing pride.

Through our various partnerships, we know that collaboration works. Here at Kelley, collaboration has resulted in increasing educational and research opportunities for students and faculty,



improving relationships with our university partners, and forging valuable connections with the business community. Kelley's role with the Indiana Venture Center and with the Solution Center at IUPUI, our campus's "front door" for community involvement, are prime examples of

effective collaboration. Internships, student projects, and faculty research are being spawned from such efforts.

Joint degrees are another way we've integrated our academic program with others to prepare our students to compete in a dynamic marketplace. Recently, Kelley has initiated joint degree programs with the Schools of Medicine, Engineering and Technology, and Science, complementing our established joint degree programs with the School of Law and SPEA. The Kelley Indianapolis joint degrees with Medicine and SPEA are not available anywhere else in the IU system, and our joint degrees with the Purdue schools are only offered here at IUPUI. Additionally, we've worked with the campus's Community Learning Network to develop two certificate programs, one in business and the other in entrepreneurship. Even the artwork hanging on the walls throughout our school



FACULTY PROFILE

John M. Hassell, Ph.D.

*American United Life
Professor of Accounting*

"Kelley has strong research and teaching faculties on both the Bloomington and Indianapolis campuses. Here in Indianapolis, we've succeeded in attracting talented people who are carving out nationally known reputations. Whether in teaching, research, or service, we take our responsibilities in all three areas seriously. Ultimately, our job is to help Kelley graduates compete with those from other top universities."

Kelley Indianapolis professor John Hassell always knew he'd eventually make his living as an educator. Hassell has spent nearly 30 years teaching accounting, first at Florida State University and at the University of Texas at Arlington. He joined the Kelley Indianapolis faculty in 1996 and has served as the American United Life Professor since fall 2003. This year Hassell received the Kelley School of Business Indianapolis Trustees Teaching Award. From 2002 to 2003, he served as interim dean of the Kelley School of Business Indianapolis.

Hassell primarily focuses his research efforts in three areas: voluntary disclosures by company management, effectiveness of educational delivery systems and teaching, and auditing. During his career, Hassell has widely published and frequently speaks and presents workshops at national meetings.

Education:

Ph.D., Indiana University, 1983
M.B.A., Accounting and Finance, Indiana University, 1982
M.S., Oklahoma State University, 1973
B.B.A., Baylor University, 1970

Intellectual contributions:

Published in a variety of journals, including *Journal of Accounting Research*; *The Accounting*

reflects a direct collaboration between Kelley and students at IU's Herron School of Art.

Opportunities for collaboration and interaction are all around us. As a school committed to serving our students, our campus, and our community, Kelley Indianapolis will continue to seek out and initiate collaborative endeavors that create value for all.



Review; Contemporary Accounting Research; Accounting, Organizations and Society; Tax Notes; and Journal of Accounting Literature.

Joint M.B.A. Degree Programs Increase Options, Offer Opportunities

"Am I marketable?" "How can I get ahead?" Finding the right answers to these frequently asked questions may require earning a graduate degree such as an M.B.A. However, as business becomes far more complex and integrated among fields, many professionals are also considering joint M.B.A. degrees, such as those offered by Kelley Indianapolis in collaboration with several IU or Purdue schools. These programs are designed specifically to enhance the potential—as well as the eventual rewards—of a graduate education.

One of the most popular and successful joint degree programs is the M.B.A./J.D., offered in cooperation with the IU School of Law—Indianapolis. The M.B.A./J.D. program attracts six to eight new candidates each year and is particularly beneficial for those interested in corporate environments. "I decided to pursue a joint J.D./M.B.A. due to my strong desire to be a business attorney," says Tiffany Sharpley, a lawyer with Indianapolis law firm Ice Miller. "As an undergraduate who majored in accounting and finance, I felt like I had just touched the surface of what I needed to know from a business perspective about the corporate world. My joint degree helps me recognize not only the legal issues associated with decisions our clients must make, but also the business issues that should be considered."

Kelley's partnership with School of Medicine

Two years ago, Kelley launched a joint M.B.A. program with the IU School of Medicine. The first recipient of an M.B.A./M.D. graduated in May 2004, and 13 enrollees are currently pursuing the joint degree. According to Steven Jones, Kelley Indianapolis M.B.A. chair and associate professor of finance, M.B.A. programs designed for medical doctors are a growing trend. The Kelley Indianapolis program addresses the constant change taking place in health care administration—an area of particular concern to today's physicians. "From a business perspective, health care has changed dramatically in recent years," explains Jones. "Many doctors find themselves working in facilities run not by their peers in the medical community, but by business managers. An M.B.A. complements their medical school education quite well, increasing their

effectiveness and confidence as knowledgeable decision makers in a highly competitive, fiscally minded industry."

Candidates for joint business/medical degrees typically start work on the Kelley M.B.A. during the summer after their third year of medical school, ensuring completion of both degrees at the same time. This feature is particularly attractive to young medical students who may not have the time or inclination to pursue an M.B.A. after entering medical practice. Jones says many physicians realize they'll eventually need this business training and find it easier to complete both degrees simultaneously. According to Jane Lambert, executive director of academic programs at Kelley Indianapolis, the issues of workload or stress don't seem to pose significant problems for most candidates pursuing dual graduate degrees.

"We've found graduate students to be much more confident after the first year or two of graduate study," Lambert says. "By the time they begin pursuing the M.B.A. portion of the joint degree, they have a real sense of what it takes to achieve and succeed at this level."

New joint master's degrees with Purdue schools

Beginning in fall 2005, Kelley will begin offering its first joint M.B.A degree programs with Purdue University Schools of Science and Engineering and Technology at IUPUI. Steven Jones cites the increasingly integrated business environment as the impetus for these dual degree programs. The joint M.B.A./M.S. provides basic scientific training for those intending to work in the business or management areas of scientifically based or high-tech companies. The joint master's degree program with the School of Engineering and Technology, in which students earn both an M.B.A. and an M.S. in electrical engineering or mechanical engineering, is also geared to students seeking expertise in more than one area.

"Joint degrees like the ones we've established here at Kelley really offer students an opportunity to round out their education," Jones says. "An M.B.A. helps professionals understand and analyze how and why business decisions are made."

UNIVERSITIES COLLABORATE TO LAUNCH INDIANA VENTURE CENTER

Three years ago when entrepreneur and Kelley Indianapolis M.B.A. graduate Michael Hatfield approached the business school to support its entrepreneurial programs, neither dreamed that the discussion would plant the seeds for the Indiana Venture Center.

A privately funded, not-for-profit organization founded in 2003, the Indiana Venture Center serves as a catalyst for the creation and growth of entrepreneurial, high-potential businesses in the state.

As Hatfield learned more about the needs of would-be founders in Indiana and the wealth of programs provided by its outstanding institutions, he envisioned an organization that could contribute to a more entrepreneurial Indiana. He became convinced that involving support not only from the Kelley School, but from the best and brightest individuals around the state, could have lasting impact. "It has been exciting to see a group of competing Indiana-based universities come together to promote the vital cause of helping start-up businesses thrive and succeed," Hatfield says.

The center is a collaboration between five universities: Indiana University, Purdue University, Rose-Hulman Institute of Technology, the University of Notre Dame, and Ball State University. The center is believed to be the first public/private organization in the nation to collaboratively harness the entrepreneurial initiatives of multiple institutions of higher education.

According to Todd Saxton, Indiana Venture Center faculty fellow and assistant professor of management at Kelley Indianapolis, this multi-institutional approach was ideal. "There were aspects of each university's entrepreneurship program that were very highly regarded in their own right," says Saxton, who is also treasurer and member of the center's board of directors. "Coordinating the cumulative resources together under the Indiana Venture Center has made access to these programs much easier for potential company founders."

Prior to creation of the Indiana Venture Center, Saxton says, many of the university-based programs were not widely promoted, making it difficult for budding entrepreneurs to make the necessary connections.

"One of our primary missions is to assist our five university partners in their efforts to create a collaborative alliance, and in educating and utilizing our brightest and best students to create an innovative and entrepreneurial culture in Indiana," says Steven Beck, president, Indiana Venture Center.

The center offers strategic, high-end consulting services



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cross-sectoral leadership, teaching, and conducting workshops. Additionally, four graduate Tobias Center fellowships will be awarded annually, one of which is designated for the Kelley doctoral program.

Innovative programming planned

To apply and exchange sound leadership practices, the Tobias Center's programming will include the development of learning environments, workshops, lectures, and publications. "Leadership laboratories" focusing on turningpoint events in the careers of outstanding leaders will be one of many methods used to provide practical insight and instruction. The lab may include oral histories, writings, and interviews with executives who have faced challenges in which leadership played a critical role.

According to Cochran, the center plans to host executive workshops and an annual leadership forum addressing current issues of interest to business, government, education, and not-for-profit sectors. One of the center's key public activities, the Tobias Lecture, will feature a nationally recognized decision maker.

The Tobias Center will also organize a group of emerging leaders representing various community sectors in Indiana. Chosen annually, these Hoosier Leadership Fellows in the Tobias Center will meet monthly for special programming and opportunities to network and solve problems.

Interdisciplinary research into leadership will be the focus of Tobias Center publications, which will include newsletters, brief "Perspectives on Leadership," full-length articles for wide circulation, scholarly papers, and manuscripts.

and referrals to funding sources through its Indiana Angel Investor Network, or AngelNet. In its first year alone, the center has assisted more than 150 Indiana companies.

ACCESS is a publication of the Indiana University Kelley School of Business Indianapolis. We welcome your questions and comments. If you would like additional copies sent to others in your organization or wish to submit suggestions for articles, please contact:

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"Through research, teaching, and outreach, the Tobias Center seeks to be a resource for students, scholars, and business executives to learn about effective leadership and how to apply it in their daily endeavors," Cochran says.

