

# Richard Cosier Interview

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Conducted by Katherine Markee on February 18, 2010

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The following interview was conducted with Richard Cosier (RC) for the Purdue University Oral History Project. It took place on Thursday February 18, 2010, in Stewart Center B26. The interviewer is Katherine Markee (KM), the Oral History Librarian.

**KM:** Good afternoon, Dean Cosier, and I thank you very much.

**RC:** Katherine.

**KM:** Let's start...

**RC:** I'm honored to be here.

**KM:** My pleasure. Tell us a little bit about where and when you were born and your parents and early years.

**RC:** I was born in Jackson, Michigan, May 18, 1947. Parents were Roy and Wilma Cosier and I'm an only child. So I grew up in Jackson and went to grade school in Jackson. Junior High and High School and so I essentially I'm a one town person as far as my upbringing.

**KM:** Tell us about grade school, what did you do in high school? How...student clubs or anything? Tell us about high school, any teachers that you recall?

**RC:** Well I certainly enjoyed high school, both academically and socially. I played baseball in high school and wasn't very good but did that and just tried to keep my grades up and also I made some very close friends in high school I still correspond with and that's been a big benefit.

**KM:** Sure, that's right. And then you decide to go to Loyola, how did you make a decision on that?

**RC:** Actually, I went to Michigan State for my undergraduate.

**KM:** Oh, right, ok.

**RC:** Went to Michigan State and well of course it was in Michigan. My dad said I could go anywhere I wanted to as long it was in the state of Michigan. And I think I've used that with my children as well as local state tuition issues. But went to Michigan State and spent four years there, graduated with a packaging technology degree. Was a member of Beta Theta Pi social fraternity, still have great friends from that experience. Did all right with the grades and was an engineer when I graduated.

**KM:** What was the major? Tell us a little about that, packaging technology. For the researchers, they might be interested in that.

**RC:** Well it's a somewhat unique major as far as universities go. There are two types of packaging majors, one is more marketing focus and another is a technical focus. And the technical focus is very engineering related and it involves packaging high cost materials so that they are delivered in one piece and that was a great opportunity. Frankly we get involved with testing of materials and we had laboratories where, how much fun can you have, when you actually are told to break something, you know, and see what it takes.

**KM:** And they want you to do it.

**RC:** And they want you to do it. So we did that, but went to Western Electric Company in Chicago with my packaging technology degree. And of course, we had a laboratory there and lot of colleagues from Michigan State and we saved quite a bit of money for the company because of the modern packaging materials that were available were not being utilized very much by Western Electric. So we could take a \$50 package and for \$3, get more protection to some of these electronic instruments and so we were heroes there for a while at the company.

**KM:** Riding the wave, right?

**RC:** Yeah, we were popular. So I did that and I went to Loyola during my time at Western Electric and earned my MBA at night while working full time.

**KM:** At Western...that plant of course is closed now isn't?

**RC:** It was the Hawthorne Plant, famous for the Hawthorne Studies and yes, it is closed. It shows you what can happen. At one point that plant had over 30,000 employees. When I was there, it had 15,000 in one location and few years back it was just closed.

**KM:** Yeah, I know. Then what came on after that? Did you go on with your PhD next?

**RC:** Well during my MBA program, I met a fellow named Earl Franz\*. Probably doesn't remember me at all but half way through my studies he was teaching a course in organization behavior and leadership and we became friends, confidants and he said, "Why don't you consider getting a PhD, Rick?" And I'd never even given that any thought. And I said, "Gee, professor, that's seems like

kind of an odd career” and he said, “Well I think you’re pretty good at academics and seem to enjoy this material so maybe you ought to give it a look.” So I especially applied to some Big Ten programs based on his advice and ended up going to the University of Iowa. I quit my engineering job and my dad, who had been with the telephone company for 40 years, called me up and he said, “Oh my gosh, you’re not quitting this engineering job, making all this money?” And I said, “Yeah, dad, I think I’m going to go back for more studies and my PhD.” He went “Oh, no.” Of course, years later, he said that was the best advice he ever gave me.

**KM:** [Laughs] Any special things you recall out there in Iowa? It was your first visit out there probably.

5:00

**RC:** Yeah I was not from Iowa and the only time I lived there was during the doctoral program and just wonderful people. It was a nice small program, I liked that. We only had about 35 students in the entire doctoral program so one of the benefits, we all took all the basic business courses so I took economics and accounting and all the business functional areas, which I think, helped me in my career later on even though I was an org. behavior major. An org. behavior and statistics major, it was real benefit to take all of the business courses.

**KM:** Yeah, kind of made a nice blend for that. Were you ever in the military? Did you serve?

**RC:** No, not in the military. When I got my engineering job, Western Electric had a lot of contract work with the government and I was given an occupational deferment

so I would have served if asked but I was doing...apparently doing a pretty valuable function because we packaged a lot of the products and materials that helped the government in various efforts.

**KM:** Sure, ok. How about your career path, tell us a little about the career path before you came to Purdue.

**RC:** Well when I...

**KM:** After you got your PhD.

**RC:** Well just before the actual finishing of my PhD, I left University of Iowa, I had a few pages left on my dissertation. I started at Notre Dame in 1975, 1976 and I always tell people a big part of my life was having Joe Montana in my first management class. And of course, the famous quarterback, Joe, had a little trouble on my first exam but I got together with him and had a couple other students help him out a little bit and he studied real hard. He was a great guy and did a wonderful job as I recall and when the day was done, and I always tell people, my career moved on as well.

**KM:** [Laughs] You moved on together, right?

**RC:** That's right.

**KM:** Moving forward.

**RC:** A year after though, I only spent one year at Notre Dame, and I did complete my doctorate officially in 1976 from the University of Iowa. And a friend of mine

named John Aplin, who I had known at Iowa and still have a close relationship with him to this day, was at Indiana University and he said why don't you come on down here and interview, we've got a doctoral program. Notre Dame didn't have one in the business school at the time and I said, "ok." Not really looking to leave, I liked Notre Dame but was happy to come on down so I ended up going down for an interview and took a position in 1976 as assistant professor at Indiana University's business school and of course ended up staying there about seventeen years.

**KM:** It was named Kelley at that time though?

**RC:** No, just before the school was named. I was kind of thrust into administration a little earlier than most. I had been promoted to associate professor with tenure in 1982 and in 1984, I tell people I was walking by the office of the dean and he waved me in and turns out a couple days prior, he'd asked somebody else to be the chairman of the management department, a more senior faculty member than myself, and this individual who was asked to do this job accepted but didn't sleep for two straight days so he told the dean that he needed some sleep so he turned down the job as department chairman and I think I was the next person by the door of the dean because he called me in and said, "Rick you're only an associate professor but would you like to be the department chairman of the management department?" It was a big group; had about 25 faculty, about 25 to 30 doctoral students, big shop and so I started that in 1984.

**KM:** Very good. He just happened to look up and you were passing the corridor.

**RC:** I think so. That's how I remember it anyway. 1986 I was promoted to full professor but I had a very active research program and was promoted all the way up through full professor on my research.

**KM:** That's very good.

**RC:** Thank you.

**KM:** That school has grown. Was it growing by the time you were there too?

**RC:** It was fairly large, we had a program in Indianapolis as well as one in Bloomington and we had over a thousand master's students and 500 or 600 undergraduates and probably 25 or 30 doctoral students so it's a big program.

**KM:** And then from there you went to Oklahoma, right?

**RC:** Well I was the associate dean of academics in 1990 at IU and about 1992 the dean who I had served under, Jack Wentworth, was moving on and looked like IU was going to go outside of the institution for a new dean so I had one of those career choices to make. You know, stay inside, be the associate dean longer, maybe go back to faculty, or see if... try being a dean somewhere and I found this opportunity at the University of Oklahoma to be their dean and so 1993, January 1<sup>st</sup> I started as a dean in Fred E. Brown Chair at the University of Oklahoma.

**KM:** And how...did you enjoy being out there?

10:00

**RC:** I enjoyed Oklahoma quite a bit. I am a golfer so I had the chance to play several days of golf. People are surprised to learn about 280 days a year it's sunny in Oklahoma. Little different than Midwest but I kind of missed the Midwest.

**KM:** Yeah I know, born and raised I think...you were married by that time?

**RC:** Actually, I was married in 1969 to Rae Pettelle, who together we've had two boys and we were divorced in 1984 or 1985. And then I remarried 1986 to Lynn Hays and now we're married today and have two wonderful girls.

**KM:** Oh, that's...where are your two sons? Did they come to Purdue?

**RC:** No, my older boy is an IU grad and he lives up in Michigan in Grand Rapids and the younger boy is also in Michigan in Muskegon area and he's a Central Michigan Business School grad.

**KM:** Ok, they keep in the Michigan area I think, ok. Let's talk a little bit about move to School of Management, first when you came in August of '99, about your responsibilities and some challenges and why don't you take it from there a little bit.

**RC:** Well again, August 1 was my first day on the job, 1999. Again, I was just honored and felt privileged to be the dean. Also was the Leads Professor of Management, which is a separate appointment from the dean's appointment based on some research prowess I'd had in the past. But the main job, so to speak was to fund a new building. Krannert was great program but the physical facility was really noncompetitive and that not only hurt us with recruiting and

retention of the best students but it was really not the best environment for learning with state of the art resources that a lot of other business schools had. So that was the job and I'm happy to say within about a year and a half, we had the 35 million dollar project fully funded. The main gift, the lead gift, was from Jerry Rawls from California, he had a company called Finisar and Jerry provided 10 million of the 35 million dollars in one check, which we greatly appreciated so 2003 we were able to dedicate and open Rawls Hall.

**KM:** What about when they handle things, you do a little bit before the announcement and yet you got to know alumni. Is that how...that helped a little bit when you came, right?

**RC:** This is really a team effort. People talk...

**KM:** I was going to talk about Krannert. The frontier, which is the program that you're talking about.

**RC:** Well its part of that program. It actually morphed into the big Purdue Campaign after Martin Jischke came but it started out this way. People talk about a major project requiring what they call a giving pyramid. That means you need different levels of donations and at lower levels you needed a lot of people giving smaller amounts of money. Then as you move upward, you need large amounts of money but fewer people and this project of Rawls Halls was almost a perfect definition of the pyramid. At the top of course was Jerry Rawls' 10 million dollar gift but we had a couple 5 million dollar gifts, we had some other million-dollar gifts, other large 6 figure gifts. It was a wonderful effort by our alumni and the

development team and the faculty and staff to put together what was really a valid and valuable resource for our students and faculty.

**KM:** Right, and also you had some local things because Wabash contributed. One of the significant contributors.

**RC:** Wabash contributed significantly, it was 2 ½ million as I recall.

**KM:** Right, yeah. And you got that architectural portfolio, it's a wonderful building.

**RC:** We're very pleased, Goody Clancy from Boston did the primary architectural work on there but Scholer also helped and it's a great building for functional as well as aesthetics.

**KM:** Right and the location could not better. You just lucked out.

**RC:** Although I must tell you a little side story here. When I was out raising money to build Rawls Hall we had the lot of course picked out next to the Krannert Building and one of the first questions I got from the alumni, was "you're not going to do anything to Harry's, are you?" And we said, "No, that's the next block over and we wouldn't dare interfere with Harry's."

**KM:** It grandfathered in and it's staying there, right? [Laughs]

**RC:** Absolutely.

**KM:** Couple things on strategic plan that you've got, want to make a couple comments on your strategic plan?

**RC:** Well originally, we were right in line with Martin Jischke's plan when he came as president to focus a lot on resources we needed to gather to be more competitive as a business school and as a university. So lot of effort on the...of course I mentioned the building and on faculty endowments, scholarship money, trying to bring the resources to help support our great programs and so our strategic plan, I think when you boil it down we really focused on building the infrastructure and the resource base to do what we needed to do here.

**KM:** Right and that innovation...it's great on your web site. I mean that's really a nice lead into that.

15:00 **RC:** Course now we've changed and developed into the new president's plan and innovation, the student experience, globalization are now extremely important things. Research with impact, we're working hard on those areas now.

**KM:** Right, ok. Faculty recruitment, that was...you're sort of involved in that to some extent.

**RC:** Right, we recruit a lot of faculty, I don't know the number but I would say it's probably up in the 50's and 60's range, maybe higher since I started as dean. It's critically important, clearly you're going to have some over turn, people retire, some people leave, others you know may not make tenure, sadly. So bringing in competent, qualified new faculty is extremely important, retaining the ones that we can who are performing at a high level, that's an equally important thing but I think the fact they produce now is tremendous and we've brought in some great new people, tenures.

**KM:** Right, ok. How about the diversity in the school?

**RC:** Extremely important thing to me, one of the really nice parts of Krannert that I just celebrate and will forever is our business opportunity program. Course that was led by Cornel Bell for many, many years. 1970, he was appointed director of the program and developed...

**KM:** Nice, great person.

**RC:** Great person, you wouldn't find a more dedicated, committed person to a valuable cause ever. Sadly passed away a little over a year ago but he's remembered and that program has helped provide educational opportunity for many students from underrepresented minority groups and you know I think there's about 900 alumni now and this just...I couldn't be prouder of that program, past, present, and future.

**KM:** Right and the nice thing is also for the researchers, it's the paper have been turned over to the archives so we have his paper and things of that sort which is really, really very nice. Moving on the rankings, you got those on the home page but that's really kind of a key thing isn't it, for everybody today.

**RC:** Right now rankings are extremely important, be curious to see how they play out in the future and they've gathered a lot of interest. Of course, we are very proud in 2004, 2005 to be the number one program in a major category in the *Wall Street Journal* and we've done well over the years in *Business Week* and *US News World Report*.

**KM:** And *Financial Times* is another one too.

**RC:** Now recently we moved up 26 spots in *Financial Times* and we're the 9<sup>th</sup> highest ranked public business school in the US.

**KM:** And it's very nice to see that on the website because people talk about that and they say, "Oh, I can't remember," but having it visible and available for people, it's just really good.

**RC:** Yeah, I think so too.

**KM:** Works out extremely well. The German International School for Management Administration might make a couple comments, the researchers may not be aware of that particular facility, which has been going for some time in Hanover.

**RC:** Yeah, the German International School for Management Administration, GISMA – may not be quite that but GISMA's what we call it now. It's been for years what we refer to it as and that started out in August 1, 1999, also. Same day I started. And it was a really great vision, I give a lot of credit to people like Dan Schendel and Jerry Lynch and former Dean Dennis Weidenaar to see that this could be a great global program for Krannert and Purdue and very unusual set up. It was funded by a foundation in Germany so initially there was not an academic partner. Krannert was being funded by a foundation under a contract and then we provided out MBA degree in eleven-month format on location in Hannover, Germany. And we've been through our 4<sup>th</sup> contract now. We now have an

academic partner, Leibniz University of Hannover called LUH. It's...I think it's got sustainability, about 600 or 700 alumni, and it's just a wonderful program.

**KM:** Was the facility already there, for the researchers, how did...the facility was already there...is that correct?

**RC:** Facility is a building on their medical campus in Hannover, Germany so it was called a Rotunda, it's a great building but it was built as part of this medical research campus and was available for us so we leased it and still do.

**KM:** Do some of Krannert students also go there or is there some sort of an exchange?

**RC:** One of the nice things about the program is the opportunity for students from West Lafayette to go to Hannover for what we call a module, which is an eight-week period. And likewise, for some of the Leibniz students to come over to West Lafayette for eight weeks and study so we do have a pretty good exchange relationship.

**KM:** Yeah, ok. The Dean's Advisory Council, the selection and length of service and input and a couple comments on that? That's been going for some time.

20:00 **RC:** Well it was started by, I think maybe Keith Smith may have started that but Dennis Weidenaar certainly continued it and so I inherited a great group of alumni and others for advisors and one of the great things about being a dean is the ability to work with your alumni. They're just tremendous people and I just thoroughly enjoy and love doing that so this is kind of a labor of love to have the

advisory council meetings and work with those people, great advice, and competent, qualified, dedicated, committed people to Krannert and Purdue. We meet twice a year. There's about 50 members of our Dean's Advisory Council, again all great people. And we have a Krannert School Alumni Advisory group as well called KSAA that also meets twice a year and to be a KSAA member you have to be an alumnus and each advisory council member may or may not be Krannert Alum.

**KM:** Ok, all right, ok. The...I want to talk about some of Krannert School of Management, special events and programs starting with the Krannert Leadership Series, which was started in 2001, the first speaker was Bill Russell.

**RC:** Well...you bring a few ideas with you when you've been a dean before your institution and...

**KM:** That helps.

**RC:** And I'd done this at Oklahoma, we had a nice event that was a dinner with a speaker, we'd invite alumni and local business people and students and others in and it really had kind of a grand event. We'd give awards out to friends and alumni and so we decided to continue that. Tim Newton's been a real ally with me on that, my media and communications director. First speaker was Bill Russell; we did the first program in Indianapolis. Had about 400 people in attendance and this was a stressful one for us because Bill was flying in through Chicago and got stuck in a thunderstorm on the ground and made it about 15

minutes before the dinner started. And so Tim and I were literally, as they say, sweating bullets trying to work out an alternative plan in case...

**KM:** In case it didn't come through.

**RC:** In case Bill didn't make it. But he did and so we got off to a great start. He did a wonderful job and we've had a nice program throughout the years.

**KM:** You had some very good speakers and the next one was you had was...of course you've had Tim Russert came and...

**RC:** May he rest in peace, what a great person he was.

**KM:** Do you move it back and forth between Indianapolis and here?

**RC:** No, we now do it exclusively at the Student Union, the Memorial Union.

**KM:** Oh, are you? Ok.

**RC:** In West Lafayette, on campus and we get over 700 people now, it's a sell out every year so it's become kind of a natural event.

**KM:** They're looking for it, right. Ok. [Laughs]

**RC:** People look forward to, and very pleased with it. Ben Stein was a recent speaker and of course, he was fabulous.

**KM:** I see his ads with his buddy. [Laughs] May want to do a two... one-on-one with him, get Bill Russell there or something like that. That would be interesting. Your distinguished lecture series, talk a little about that one.

**RC:** Well we've had a program for ethics and social responsibility, I believe that's referring to that we do in partnership with the Ackerman Center from the College of Education and bring in about three speakers a year in this program. This is largely student focused because I'm a big proponent on integrity and ethics. I think our students can't hear enough about integrity and ethics. So these speakers focus on that particular topic and one of our...our most recent speaker was a fellow named Blake McCoskey who has a company called Tom's Shoes. There's nobody named Tom but its stands for Tomorrow's Shoes and it's basically a blend of social responsibility and a great business model. He's making a lot of money selling shoes but for every pair he sells he gives away a pair to a child in need around the world and that's a great message and so that's been a very successful series. Jerry Greenfield has spoken in that series in the past did a wonderful job. Jerry Greenfield from Ben and Jerry's and great thing about Jerry was he brought ice cream for everybody so he was a very popular speaker.

**KM:** He's going to be invited back. [Laughs] The executive education program, the Krannert Executive Education Program, talk...just make a couple comments on that for the researchers, they would...

**RC:** I'm a big believer in adding value to our stake holders and one of the nice things about executive education is that it gives nontraditional students a chance to get a Krannert degree. So we have a program ranging from our weekend program, which is largely for people within a three or four county area around West

25:00

Lafayette who come in on the weekends and over about 30 months they can get their MBA degrees. Been a very popular program, we offer that now once a year, have 50 or 60 students in the program. Lot of campus employees will take advantage of that. All the way to our international masters in management program which is a global executive program. Partners with Tilburg University, Central European University in Budapest, and also our GIZMA program in Germany, and that program has students recruited by all the institutions, and they rotate to the various campuses around the world with our partners. And that's a 22-month program in which they get to earn a master's degree. Not only from Krannert but they can pick one of the other institutions as well.

**KM:** Gee, that sounds great.

**RC:** That's a great program. It's just highly ranked in the *Financial Times*.

**KM:** Yeah, that's very good. Your boot camp for veterans with disabilities, this is something new.

**RC:** Very new and what a great thing. I mentioned our desire to add value and give back. I became aware a little over a year ago by one of my fellow deans...Florida State University...that this program existed. It's the entrepreneurship boot camp for veterans with disabilities. We call it the EBV program and she said that they had a group of business schools that had started to do this in consortium and they were looking for a quality business school in the Midwest and I said well what's it about? She said well veterans who are officially disabled after 2001, the Afghan situations were producing, sadly, casualties, were in need of some

education, how to start their own business or run a family business. So they had stepped up and wanted to know if we were interested and I said yeah, sounds great to me. And she said well the one condition is that the veterans cannot pay anything. Everything is gratuitous, that's provided for them and I think my response was what other way would there be for this? So we raised the money for the first year, it was offered in August of 2009. For the first time we had fourteen disabled veterans as part of the program. Congressman Steve Buyer spoke, Lieutenant Governor Skillman, President Córdova was a great, great program and...

**KM:** How did you recruit the...how did you the veterans...were they from Indiana?

**RC:** No, no they are from around the country. Syracuse University is the coordinating school for this. We actually have a central recruiting and screening function that they provide and then based on timing and region the students come to...there are six campuses now around the country that are part of this, UCLA, Texas A&M, Florida State, Syracuse, UConn, and Purdue.

**KM:** And what's the length of the program, is it for a week or how long?

**RC:** There's a three week distance learning component, prior to them being on campus. Then they are on campus for about 8 days and after that we mentor for about a year afterward but we'll mentor forever if we need to. These are great people and it was a wonderful experience. We're going to do another one this coming August and I hope to do them in perpetuity and just to show you how some people react to this, when the first program, one of our alumni, a former

B52 pilot and his spouse, Breck Hanson funded about half the program by himself. The second year out, he contributed along with others, but we had a little bit yet to go and we were up talking to one of our alumni, Sam Allen, who's a CEO of Deer, great person. And we were telling Sam about the program and Sam said, "Well how short are you for funding this coming August, to make sure that we can do this again, Rick?" And I said, "Well right now, Sam, I think we're \$30,000 short so I don't think anybody's done this before," He reached into his pocket, pulled out his check book, wrote me a check for \$30,000, and gave it to me and said, "Now you're fully funded for summer." And he's committed to \$50,000 for the next year as well. This is...

**KM:** It's very rewarding and it goes a lot with what your philosophy and things are. Are the vets, was it mostly physical disability?

**RC:** Well it varies, they have to be officially classified as I think it is at least 30% disabled by the federal government so this is you know an official condition that they have and it varies from hearing, sight, to physical impairments...but I tell you, you won't find a more dedicated, committed, great group of people.

**KM:** Yeah, it's a wonderful...it's a good program. Now Discovery Park, the Burton D. Morgan Center for Entrepreneurship, which you're the co-director. You got some things going out there, it's also the...you get a certificate and you got several programs going for graduates and undergraduates programs. Tell us a little about that.

**RC:** Well...

**KM:** You were on it before and now you're the co-director.

**RC:** Well I think it was about 2000 or 2001, I have to go back and check my records.

30:00

I became the inaugural director and well as Dean of Krannert. Director of the Burton D. Morgan Center for Entrepreneurship. I was involved in two initiatives to get this off the ground. One was an initiative to the Burton D. Morgan Foundation with our wonderful alumnus Burt Morgan to fund a building. So that turned out to be I think about a \$7 million gift from the Burton D. Morgan Foundation. I was involved in writing the proposal to them, which again, to their everlasting credit, the current director, Deb Hoover, is just a great supporter and we owe then a lot. And the other thrust was the funding that was provided by the Lilly Endowment to start Discovery Park and about 3.2 million of that, I believe the original 23 million was to go to the Burton Morgan Center for Programming. So I helped with that as well and Burt...certainly Martin Jischke was a big factor in both these initiatives. But we were able to get the programming funding and the building so we set this up as kind of an engagement, outreaching activity meant to bring value to our students, faculty, and researchers, to help them understand and learn about the commercialization process. Learn about how to create your own company. Learn about business planning so we had some natural fit for the center already with our Burton D. Morgan Business Plan Competition. We started a life sciences business plan competition, we brought student projects over there from around the campus and we started a program where we offer certificates to students and undergraduate students on campus in entrepreneurship based on completion of

a fifteen credit hour package and I have over 1,000 students in that program right now.

**KM:** What does the certificate help them when they...what can they use that for?

**RC:** Well it helps...

**KM:** It's an entry point of something.

**RC:** It helps if they want to start their own business or going to a family business or operating a small business context and there's been a lot of challenges in the economy, lot of the big companies are struggling a bit. The future in many ways rests with entrepreneurship and creativity and innovation and so these folks are familiar with that and hopefully get out and be part of success.

**KM:** Right, yeah. And you got that...your technology realization program is another one that's under that center.

**RC:** Right, that helps the MBA students and the doctoral students work on joint projects and I'm going to rejoin that, already a co-director and may assume a directorship after a sabbatical next year and...

**KM:** Is that...

**RC:** And get going again so I'm excited it's a great program.

**KM:** It is, right. Search committee, you've been on several search committees, those are challenges and you just...the most recent one was sort of interesting because it was only internal. You want to make any comment?

**RC:** Well let me go back and...been involved in several of these. I was really pleased to chair the dean search for engineering when we hired Linda Katehi, years back. And I think we brought in a great dean at that point in time and she moved down to be the provost of Illinois and then later the chancellor at Cal Davis. But then I guess, reward for doing something first time I got to do it again so I chaired the engineering dean search committee again and we hired Lea Jameson from internal.

**KM:** Well you have prior experience, you see that does help.

**RC:** That does help and she's just been a wonderful dean and terrific individual. Couldn't be more proud of her and then this year, last year I guess it would be now, I chaired our search committee for vice president of Human Resources which is a brand new position. We just announced Luis Lewin to be the new Human Resource VP and he's going to do wonderful job. He was a head resource person at the Tribune for many years and most recently at Ohio University, their head human resource person.

**KM:** That's a new position, isn't it?

**RC:** New position, going to be very important to the university. Then I got a call into the office of the president. Of course you never you know what's that's going to involve.

**KM:** Maybe lunch.

35:00

**RC:** And we had found out just a few weeks earlier that our great provost, Randy Woodson had taken the job at North Carolina State as chancellor and she decided to select from inside for a successor to Randy. Randy had a very aggressive timeline for when they wanted him to start at North Carolina State. She didn't want a gap or an interim situation so she said... well I think we had, you know, four or five weeks to have an internal search and try to come up with a nominee that she could take to the...I guess she would make the appointment and then make the announcement and bring it to the board of trustees on February 11. I think it was early, like first week of January. We started this in 2010 but we had a great committee to work with and we did do a lot of due diligence and due process here. I called every nominee from campus; there were 25 names, talked to every one of them. We had several people apply. We narrowed the list down the three finalists, they went through a public forum and they went also through an interview process with deans and the president, board of trustees, administrative officers and we ended up with a great selection, Tim Sands. Very capable person, bright, well respected, one of the things I like about Tim is he's got this uncanny ability to be calm, cool and collected.

**KM:** We need that.

**RC:** And working in higher administration for years and...

**KM:** The three C's.

**RC:** And provost, that's an extremely nice set of attributes to have.

**KM:** [Laughs] Have you ever...a faculty fellow? Since you've been here, were you a faculty fellow to any of the residence halls?

**RC:** Never did that, nope just been too busy but I certainly like that program.

**KM:** It's good but you know I think it's changed a lot because now that the eating faculties, they sort of consolidated and was a fact fellow at Tarkington but I miss that because you used to get together with them over there. Ok, let's talk about some of your nice awards that...you've gotten quite a few teaching awards. You're on the...you're a founding member of that...for the new peace to the task force, the association to advance collegiate schools of business, you've been pretty involved with that.

**RC:** Well I'm not a founding member that actually started in 1916...

**KM:** But the...no this particular...this new peace through conversation committee, you're a founding member, that's a new one.

**RC:** Oh, I see, right yes. I stand corrected, you're exactly right.

**KM:** Yes, I know I jotted down the year. I found that out.

**RC:** Well I became involved with AACSB, which is the Accreditation Body and also the Dean Association for Business Schools, many years ago but became very involved when I became Dean of Krannert so great organization. The executive director, John Fernandez is terrific. And they have...one of the reasons why it's a great organization is they do more than just accredit schools, he's a visionary so we globalized and we're adding value to business schools and also to society,

which I again, get back to my strong belief we need to be doing this. And this peace through commerce initiative was an attempt, involved the UN, to try to get a commitment from business schools for recognizing that people are people around the world and economic foundation really is important to a stable society. And if people are getting some benefits from a job, the economy is going along well, they see things working out. They can provide help to their families, they're a little less likely to be in the straights, you know, maybe not totally unlikely but we think that provides a solid foundation for world peace.

**KM:** Right and it's a leveling to some...

**RC:** Absolutely, so I still believe in that, it's still moving forward.

**KM:** And you're on...been on the board of directors of several things such as Kite Reality and Roll Coater. Are you still on the boards for those?

**RC:** Right, Kite Reality is an Indianapolis based public company that I serve on the board there, wonderful company. It's a real estate investment trust. Little bit tough on the economy lately but it's got a great management team and I think we'll...

**KM:** We'll weather it.

**RC:** We'll do it and Roll Coater is a private company that is also headquartered in Indianapolis, so a couple of boards' help I think enrich my experiences and help me keep current with what's going on in business and industry to help with our programs and our students.

**KM:** Right, exactly. And when you were out at Oklahoma you were on the First Fidelity Bank, on the board of trustees out there. Professional associations, one of the...Institute of Management Consultants, are you still...

**RC:** That was years ago. I used to do a lot more of that and they kind of fell by the wayside a little bit with my deans job. I think you go to make some choices and I was more interested in help Krannert raising money than doing some individual consulting so.

**KM:** Sigma Iota Epsilon?

**RC:** I'm just a member of that.

**KM:** Community service, let's talk about that. United Way and you were chief of the economic development out there in Oklahoma.

**RC:** Well that in a way goes back my years at Indiana University and I feel very strongly in trying to give back and helping and I got some opportunities to be involved in the National United Way of America in Alexandria, Virginia. So I actually was one of the people that organized and taught in their management development program for their professionals, their volunteers and did that for many years, enjoyed that very much and it was a nice thing to be able to do. I chaired the United Way campaigns at Oklahoma and Purdue, and I was very pleased with that, and I got involved in the business development in Norman and Oklahoma City area. They put together a group of a coalition of the business

community, the university and also had the chamber of commerce involved there.

40:00

So that worked very well.

**KM:** I want to talk about community service because that's really...and your students in your school, you have a management and that's kind of...that's been very key and now as something I read it's engagement but community service is really, really taken hold.

**RC:** Really important for students.

**KM:** And it impacts on everyone's lives and I think its good experience for the students too, as well.

**RC:** Oh, I think we all have an obligation to give back and students need to. Not only be aware of this because they could help their careers and help society when they graduate, but one of the things if you do it, the feeling you get of the reward is something that can't be really taught. So we try to have as many opportunities for our students as possible in the community or even around the world, frankly to help give back with some volunteer services. You know, once they do it they want to do it again.

**KM:** That's right. Leadership, do you want to make a couple comments, you've given some papers and things on that, leadership...I'll leave it up to you.

**RC:** Well I am looking forward to getting back in teaching in that area so important

**KM:** Perfect time, that's a good question Katherine.

**RC:** It's a great question Katherine. All the questions are great. You're doing a wonderful job. But in leadership I think it's critically important to success, economic success, political success, whatever, organizations have to have leaders. So the question is what kind of leaders and I think highly ethical, leaders with integrity and leaders who can move the enterprise forward and help other people succeed. I think those are the kind of leaders you're looking for, so how do you do that? Well certainly, I think being able to garner the resources, not only financial but advice and direction that people need to be successful. Leaders need to be able to do that, knowing when to give direction, when not to. Sometimes people are just kind of better left to use their own skills and other times though you need to be pretty directive so being able to determine when each style's appropriate, very important. Being inspirational, being respected, I think all these things are important. You need to show energy, you need to show commitment, you know very few leaders over the course of the centuries have been boring people.

**KM:** One of the things...there's no consensus of whether they are born or whether it's learned.

**RC:** I said "boring", by the way.

**KM:** Oh, boring. Ok.

**RC:** There are very few boring leaders around but the born versus learned, that's a debate that goes on. It's probably some blend, some people may be born with a little more extravert, little more of an ability to communicate, maybe let's say.

That's certainly part of leadership but I think you can learn and develop a lot of your leadership skills so I will say that you maybe start at a different point than somebody else but everybody can get better.

**KM:** Where does mentoring, does mentoring play a role, do you think in the development of the leader and leadership?

**RC:** Absolutely. You want to help other people succeed so mentoring is part of that but you also want to have a succession plan in place if at all possible and one of your biggest benefits as a leader should be watching others succeed and that requires mentoring frequently to help them do that.

**KM:** Right. I agree with you on that.

**RC:** There are very few boring leaders and very few long-term, successful leaders who are selfish.

**KM:** Agreed, right. In fact the Gebisa, the one that won the world food prize, commented on mentoring and the people that had helped him and he's done the same for others and that's what you're saying. That's a role that is really key in a leadership sort of thing.

**RC:** Especially as you move through you career, move through life. The more senior you get, it's even more important to recognize that we need to have the people following us who can improve things even more and heaven knows we need some improvement.

**KM:** That's right. What prints on you eleven years as dean and the next stage and I'll leave the following closing comments to you.

**RC:** Ok...

**KM:** Or something that I did not ask.

**RC:** Very proud of Rawls Hall. I think that's a legacy, again I didn't personally, certainly do it but I was part of the team that did it. And I'm just...I couldn't be prouder and every time I walk by the building or go in the building I feel great and so that's a great accomplishment for Krannert really to have that facility available for many years to come. The recent improvements in the Krannert Building itself, we were able to give our undergraduates, Webster undergraduate suite area to have advising and students can come with their parents and friends to look at Krannert and decide whether they want to come here or not and so world class facility now and that's a great improvement. We just opened that last year. That's a wonderful thing too so our graduate MBA largely masters level programs benefit a lot from Rawls Hall as do other programs but the undergraduate programs are particular for the new Webster Undergraduate program suite. So I'm pleased about that. We've been able to take the number of named faculty positions or endowed positions from nine to twenty-one. And I have a couple others in the works before I get out maybe do a couple more. And I'm very pleased about that. My goal is to get to about twenty-five so were close but that allows us to attract and retain world-class faculty when you've got those kinds of positions to offer. We brought in, I would estimate since I've been the dean over

45:00

\$100 million to Krannert and that's been certainly I think a nice thing to be able to look at as far as helping students and faculty and staff to you know continue world-class education.

**KM:** And you're looking...you're going back to teaching, you're looking forward... and then you continue your research, is that also...was your plan? Are you going on sabbatical?

**RC:** June 30, I leave; step down from Dean's job. And after eleven years here, and wish my successor well, will go on sabbatical until January 1, 2011 and then I'm returning to, likely have a role with Burton D. Morgan Leadership Center, that's just about finalized but not quite. And also would continue with my faculty activities of research and some teaching.

**KM:** Ok, sounds very good. Thank you very much Dean Cosier, I appreciate that, very nice.

**RC:** Well thank you, great interview, thank you.

**KM:** My pleasure. Thank you. I think mentoring is...

**End of Interview**

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