

The McRobbies

How Their Worldviews Shape Indiana University

(And How IU Has Shaped Their Lives)

A Q&A With Carmen Siering

Photography by Rodney Margison

In 1996, then-Indiana University president Myles Brand recruited Michael A. McRobbie to serve as IU's first vice president for information technology and chief information officer and as a professor of computer science and of philosophy. The Australian native moved his family from Down Under to Bloomington and began his position early the next year. His trajectory within the university was steady. Appointed vice president for research in 2003, by 2006 he was named interim provost and vice president for academic affairs for the Bloomington campus. On July 1, 2007, he became the 18th president of the university.

He and his wife, IU first lady Laurie Burns McRobbie, met through their backgrounds in information technology. They had, sadly, also shared the experience of helping a spouse manage a brain tumor diagnosis. After losing their spouses in 2003, they married in 2005. Both brought two girls and one boy to their newly blended family; the three youngest were still in high school at the time.

Laurie, a native of Ann Arbor, Michigan, is an adjunct faculty member in the IU School of Informatics, Computing, and Engineering and in the Lilly Family School of Philanthropy. While at IU, Laurie has used her background in both IT and women's issues to promote and advance scientific and mathematical literacy, particularly among historically underrepresented groups. She is also a champion of women's causes and women's philanthropy within the community.

Bloom Executive Editor Carmen Siering sat down with the McRobbies in Bryan House to talk about the university and about their lives as President McRobbie enters his 12th year at the helm of IU.

I Bloom

Indiana State Seminary was founded on January 20, 1820, which means next year Indiana University is celebrating its bicentennial. What is the significance of the bicentennial, both for the university and for the two of you as you preside over the events surrounding it?

Michael

Well, a bicentennial is, in the truest sense of the word, an occasion that happens only once ever in the history of an institution, and so this is a unique occasion for us to reflect on everything we've done in the past. To go from basically a little, one-building seminary in the middle of the woods in southern Indiana to a major international research university in 200 years is a pretty remarkable story and involves thousands of remarkable stories of individuals along the way who made it what it is today.

It also gives us an opportunity to look back at everything that's great about the institution, and at some of the more difficult issues that the university has had to struggle with in the past. What are going to be the opportunities in the future? How do we maintain the position that we have now in the world? How do we improve that position in the world? How do we better serve the people of Indiana and the country and the world with our programs and education and research and broader community engagement?

Two hundred years in European university terms is the blink of an eye, but in American terms that makes us a pretty old university. So we need to celebrate that history and ensure that we learn from it and preserve it for the future.

Laurie

I would just add that I think it's a good opportunity to gather the current

members of the Indiana University community, our alumni, not only in Indiana but in the whole country and all over the world. The closing event of the bicentennial year will be a global alumni reunion here in Bloomington next June and that will be a great celebration of the reach of the university.

I Bloom

When you were named president of IU in 2007, you set out four priorities for the university: information technology, life sciences, international programs, and physical infrastructure. Are those still your priorities?

Michael

They still remain priorities, but there were additional priorities as well. I think what will make the greatest impact in the long-term is the academic restructuring of the university. And remember, here I'm talking beyond just Bloomington, I'm talking about both the two major campuses and the regional campuses.

The academic restructuring has involved the restructuring, merger, or formation of 10 new schools, but, in particular, establishing schools in areas that are, I think, going to be necessary for the university to continue to be a major research university in the future.

We, unfortunately, did not have an engineering program, and for decades and decades we were unable to establish such a program. Eventually, we were able to solve that issue and have an engineering program approved, and that became part of what is now the School of Informatics, Computing, and Engineering.

And then, the need to establish programs in public health. There were no schools of public health in Indiana until we established the School of Public Health in Bloomington, which grew out of the old HPER school, and the Fairbanks School of Public Health in Indianapolis, which grew in part out of the medical school.



A smiling Laurie Burns McRobbie looks on as her husband is inaugurated as the 18th president of Indiana University on October 18, 2007. Courtesy photo

And, of course, the architecture program—the J. Irwin Miller Architecture Program, which is now a part of the Eskenazi School of Art, Architecture and Design, an area perfectly suited to an environment where the arts and humanities are as strong as they are at IU.

So, those and other major academic changes in the institution I think have turned out to be the major accomplishments of the period I've been president. Of course, there have been hundreds of people—thousands of people—involved in all those changes.

I Bloom

Can you talk about the many physical changes to the campus?

Michael

The necessary on-going renovation and rehabilitation of the university's physical infrastructure had fallen way behind, to the tune of over \$1 billion by the time I became president. But now we've almost caught up with that backlog, with the renovation of buildings like Ballantine Hall being one of the most obvious recent examples. At the same time, we've also constructed a number of major new buildings, like the Global and International Studies Building and Luddy Hall and so on.

There's also the new Innovation Hall at Indianapolis, the construction of which has just started, and a number of buildings at the Medical School,

and of course the new Bloomington hospital, where IU is also constructing a health sciences education building in partnership with IU Health.

I Bloom

I know international engagement is particularly important to you. Can you discuss the different components of IU's international initiatives?

Michael

The major achievements are the almost doubling of the number of our students since 2007 who annually study abroad—that's across all campuses of IU, but it's principally Bloomington—the establishment of our Global Gateway

Centers around the world, and the establishment of the Hamilton Lugar School of Global and International Studies. I think all of this expands in a major way our local and international engagement, both in terms of student engagement and in terms of academic engagement, and the research of our faculty. There are many others, but I'd probably highlight those three areas.

There's a very important report called the New Academic Directions Report that I commissioned—I think it was 2010, it came out in 2011—and that was the report that really formed the basis of most of the major changes that have happened since. They sort of emerged out of that report.

For example, international engagement. I mean, I was well aware of the importance of international engagement when I was provost, but realized there was no strategic approach to international engagement. It was just basically opportunistic as to what would be maybe embraced or not. There had, as far as I know, never been an institutional strategic plan. So I started to get that under way when I was provost and then just had it finished off when I was president.

I Bloom

This next question also involves international engagement, but in a different way. It concerns the number of Asian students, particularly Chinese students, on campus. This has been brought up by *The Herald Times* and there has been considerable discussion about it in the community. The question is, "How does having so many Asian students on the IU campus impact the experience of all students?"

Michael

Well, it's unfortunate that people select out the Asian students for particular

reference. At Indiana University as a whole, across all eight campuses, we have about 92,000 degree-seeking students, and we have just over 8,000 international students. So, a little less than 10%. On the Bloomington campus, we have just over 5,800 international students out of 43,000 students. So the number is not huge.

Of that number, somewhere over two-thirds of international students would come from East Asia, Southeast Asia, South Asia. Chinese students are the largest number of those 5,800 students on the Bloomington campus. The total number would be something like 2,500 Chinese students out of 43,000 total students. So although IU-Bloomington ranks in the top 20 nationally—in fact number 19—in terms of the number of international students, the numbers, I don't think, are in any way out of proportion to the total composition of the student body on campus.

Bloom

What's the impact on the student body as a whole?

Michael

I'm a huge proponent, as I think the great bulk of the university community is, in encouraging international students to come to Indiana University. It exposes our students to other perspectives on all kinds of issues, it opens up our ways of thinking in the university, and it builds an enthusiastic and loyal alumni base in those countries.

Laurie can attest as well, because we've been overseas many times, and we always meet with alumni wherever we are. They are extraordinarily loyal alums of Indiana University, and frankly you'd be hard pressed to find people who are more pro-America and pro the American system of higher education than the IU alumni that we meet overseas. So, I think a robust international student base is an

unambiguously good thing for Indiana University, and I think we should be proud of all that our international alums have accomplished.

“There's no such thing as American physics, or Saudi Arabian physics, or Chinese physics, there's just physics, and that's true of every discipline.”

Bloom

IU refused to join the ban on contact with Israeli universities. In fact, the Olamot Center here encourages scholarly exchange with Israel. I just wondered what your thoughts were on this subject.

Michael

I encourage scholarly exchange with all countries of the world. Our faculty live in a world where all research is international. There's no such thing as American physics, or Saudi Arabian physics, or Chinese physics, there's just physics, and that's true of every discipline. The best minds of the world communicate instantly by the internet and the best breakthroughs in the world are communicated and basic science and scholarship are communicated instantly around the world. So, in order to fully participate in all this, one has to do all that one can to build bridges with our colleagues internationally, and that means the universities in which they work.

The universities are not the same as the governments of those countries.

Having good relations with universities, and in particular supporting our faculty in their relationships with fellow faculty members at those universities, is not the same thing as condoning what any particular government may or may not be doing anywhere in the world, and that is our position as a university.

Secondly, very similar considerations also apply to our domestic students. One of the most important things that we can do for



The McRobbies were married at Beck Chapel on the IU campus on August 7, 2005. *Courtesy photo*

“Having good relations with universities ... is not the same thing as condoning what any particular government may or may not be doing anywhere in the world.”

our students is to expose them to the broader world outside the United States. Many of these young students we get here from Indiana haven't been outside Indiana. Laurie and I have spoken to probably thousands of students over the years and, to a person, they will say nothing has had more impact on them than the periods they've spent studying abroad.

We want to open up as many opportunities for our students to study abroad as we can, obviously as long as they're safe, so they can see for themselves the realities of these countries, but also to hear and argue and defend their perspectives to the citizens of these other countries.

I think that there's an enormous amount for them to learn in a place where English is not spoke as the main language, where the political system is different, where they actually get to see a totally new system in place, and realize not everything is done like it's done here, and from that, learn more about what to value at home and what maybe can be learned from the rest of the world.

Bloom

A couple of years ago, you both visited Saudi Arabia to establish a relationship with the leading university there. That country is in the news a lot these days, and not for good reasons. What was that experience like, especially for you, Laurie?

Laurie

Well, it was many experiences. I was just going to say, when Michael was describing about how eye-opening it is for students to go abroad, that I had a similar kind of experience as an adult going to Saudi Arabia, especially as a woman.

The experience is so different in really profoundly fundamental ways,

because women are not only garbed, they're in some cases veiled so you only see their eyes. But my main takeaway from that was the sense in which, literally behind the veil, behind all the covering, were women who were more like me than I expected.

They were professional women with careers, they were mothers, they were women who were interested in athletics. We met one of our alums who had organized a basketball team. I met women living a recognizably modern life, albeit with a lot of other constraints that are hard to ignore.

I think being interested in women's history and history in general, it's maybe easy for me to step back and say, “Well, you know, it wasn't that long ago, in the sweep of human developments, that in the United States and its precursors that we separated men and women. We separated them where they were educated and we separated them when they worshiped, and we asked women to cover themselves—not to the same degree but very much for some of the same reasons, that is, cultural and religious norms. Women weren't even legally people once they were married. And that was all based on what was considered moral, and proper, and in accord with religious beliefs.

We figured out how to evolve into a modern society without those kinds of things, but maintaining, for the most part, our loyalty to our traditions and the things we care about. So will women in Saudi Arabia. Some of them are more radical than others, but even the ones who are a little more conservative are saying, “We're going to figure this out, we're going to get the right to drive, we're going to get the right to vote,” and so forth.

As Westerners, I think we need to better understand the perspectives they're coming from. They are very loyal to their own culture, their own religion, their own history as a country.

They aren't trying to be just like us and we shouldn't expect them to be. They'll figure out how to accommodate a different existence in the future as time goes on and there's room for us to support and learn from them just as much as it is we hope for them to learn from us.

“... as we think about lowering barriers and creating a more equal society, that benefits everybody, so women's causes are everyone's causes.”

Bloom

Laurie, can you speak a little bit about your initiatives for girls and women?

Laurie

Yes, I could go on all afternoon, so I'll try to keep this brief. Women's causes and women's philanthropy are very distinct areas in my life and have been part of my life since I can remember, just because of how I grew up and the time in which I grew up. I think generally what motivates me more than anything is that as we think about lowering barriers and creating a more equal society, that benefits everybody, so women's causes are everyone's causes. I really do believe that and I feel like that is something I do to contribute to my community and to my society.

Bloom

I know you are trying to promote women's accomplishments at IU. What can you tell us about the projects you are working on?

Laurie

Yes, absolutely. I love history and we have the bicentennial going on, it's like I'm in heaven here! I'm very involved in a project called Bridging the Visibility Gap, which is about bringing [to light] the stories and names and images of women and minorities in IU's history who have been unsung or under-sung for all kinds of reasons. I would like to think that this would have happened anyway, but it would have been a lot harder to concentrate resources without the bicentennial. Going back long enough, women were not in the professoriate to anywhere near the degree they are now. They were not in administration, and they weren't even the majority of the student body until the late 1980s. And that's in my lifetime—I was in college in the 1970s.

We're doing a lot to uncover information about the women themselves through archival research. There are some wonderful interns who have put a lot of work in this, which leaves us with the challenge of prioritizing—we could almost close our eyes and pull a name out, but not quite that. We do some analysis to try to figure out who we're going to look at next. We ask ourselves: Is this someone in whose name we should be fundraising for a scholarship or professorship? Or is there another form of recognition we can look at?

Bloom

How many people do you think you have discovered through the research?

Laurie

We have a database of over 2,000 names. Some of them, I should say, are probably known to some people and a few are known to virtually everyone, like Elinor Ostrom. And there will be a statue of Elinor Ostrom on campus



The McRobbies, with IU Distinguished Professor Elinor Ostrom in Stockholm, Sweden, the evening she was awarded the 2009 Nobel Peace Prize for Economic Sciences. *Courtesy photo*

“There will be a statue of Elinor Ostrom on campus soon.”

soon—Michael announced this just a few weeks ago.

But then there are others. For example, a woman named Ingeborg Schmidt, who was a German immigrant, post-World War II, in the School of



Ingeborg Schmidt. *Photo courtesy of Smithsonian Institution Archives*

Optometry. She discovered a genetic marker for color blindness, known as the Schmidt Sign. But there's not even a photograph in the School of Optometry. The only photograph we have of her came out of the Smithsonian's database of women scientists. She was apparently an extremely skilled and beloved teacher, and a clear example of somebody who should be known more widely.

Bloom

You've both been here quite a while now. What things do you care most about at IU and in the Bloomington community? What things do you cherish?

Laurie

I think maybe one way to answer this is just to look at where we have chosen to put our own personal philanthropy when it comes to the university. We have endowed three professorships as part of the IU Bicentennial Campaign: one in the School of Informatics, Computing, and Engineering—specifically in computer engineering—and that's a position for which we have indicated a preference for a woman because the gender gap is so significant there. We've endowed a

professorship in global strategic studies in the Hamilton Lugar School, and one in modern architecture in our new J. Irwin Miller Architecture Program in the Eskenazi School.

And both of us have IT backgrounds; that is both a professional and personal interest of ours. We're both very focused on international engagement, obviously Michael in his role as president, but for both of us—Michael coming from a different country [Australia], and I having grown up in Ann Arbor. My world was full of people from other countries. The best man at my parents' wedding was from Hyderabad, India, and I grew up with Indians and Koreans in my classes at school. I have always wanted to travel and couldn't wait to get on a plane to Europe. I was barely out of high school when I went for the first time. So international engagement is very

important, and also architecture is an area of personal interest for both of us.

Michael

Add the arts to that.

Laurie

Right.

Michael

Also, I think the history and the heritage of the institution—preserving that, investing in it, understanding it better. And heritage means the physical heritage as well as the history. It's what makes an institution distinctive. I think there are so many areas in which we as a university have tried to invest—in part leading up to the bicentennial—that honor, and renew our heritage and all

the different areas of it. That covers so much of what we have tried to achieve on this campus, and in Indianapolis, and I suppose on the regional campuses as well.

And I think what's important is the role that we play in the state, but which continues to grow in terms of our national influences. The Hamilton Lugar School is having that impact. The O'Neill School of Public and Environmental Affairs has had that impact. The Kelley School, through some of its more prominent alums and others, has had that impact, as have many of our other schools.

Bloom

You both seem to be everywhere, doing so many things. How often do you get to spend a day or an evening together, and when you do, what do you do?

Michael

Well, we—yes, we do work a lot. We try and do some exercise.

Bloom

Yes, in a previous Bloom interview, you talked about lifting weights.

Michael

Yes, the gym is where I'm going straight after this interview. But, we're perfectly happy staying at home and having a bit of time decompressing. We love movies and so we'll watch movies and just kind of relax in our nice home. We'll go out to concerts and what have you, but most of the time, when we're out, it's in our professional capacities, our official capacities, as it were. So, we don't get much time to do those kinds of things by ourselves.



A living room photo from a June/July 2011 Bloom story on the McRobbies' home. *Photo by Steve Raymer*

I Bloom

Well, do you know the phrase, “Bloomington famous”? That’s the two of you, when you go out. People want to talk to you. Laurie, what do you like to do when the two of you are at home?

Laurie

I like to cook, so I’ll whip something up. It’s a bit hard to go out and have a quiet dinner because we know so many people. So I do try to make sure that we can just go home, stay home, eat dinner, and just hang out. Absolutely, it’s exactly as Michael said. We’ve put a lot into making our house a kind of sanctuary.

Michael

A retreat.

Laurie

A retreat! Yes, exactly!

I Bloom

President McRobbie, I understand you’re a fan of jazz and movies. Who are your favorite jazz artists, and what are some of your favorite films?

Michael

Oh, I’m a fan of most music that’s good music. In jazz I can’t get past the greats, which are Miles Davis and John Coltrane. There are many other fine jazz musicians but those two I think set such a high bar and have histories of such extraordinary creativity that it’s hard to say that they can ever be surpassed. And the music is ageless. I mean, you can just listen to it constantly, and so much of modern jazz is derivative from their works in the late 50s and early to mid-60s, too. I’m interested in and admire the people

who took their ideas and developed them in all kinds of different ways. I was a huge admirer of David Baker, who was one of the great, great personalities of this campus, and was a good friend.

As for movies, I have a complete weakness for continental movies. Or, foreign movies, I guess I should say. And many of them from the period of my youth. I don’t think there’s any connection between the fact that so many of these movies were made when I was a student or soon after, and the fact that I like them so much. I just think that happened to be a great period of movies. [laughs] And so, anything by any of the great Italian directors, Antonioni or Visconti or Bertolucci. And Japanese movies, especially of course Kurosawa.

I haven’t seen all of Eisenstein’s movies, and I’ve been trying to work through what I haven’t seen. A selection of Eisenstein movies is going to be the President’s Choice program [at IU Cinema] in the fall, I believe. Jon Vickers has got that scheduled.

I Bloom

I was going to ask you about the IU Cinema. That began during your presidency. How do you think it’s worked out?

Michael

It was in my inauguration speech in October 2007 that I committed us to doing that. But if you go back to my one and only State of the Campus speech as provost, it’s actually in that speech as well. In fact, I’d started trying to get something like that going when I was VP for research and, for various reasons, I could only really start in earnest when I was provost, and then obviously got it done as president.

I could not be more pleased with how that’s worked out. I think it’s been

a massive success and it helped that we hired a director of the cinema of genius, Jon Vickers. He just is in a class of his own. The quality of the programs that he puts together every semester, the sheer diversity of them, the adventurousness of them, the kinds of people he is able to attract here through his extraordinary contacts is, I think, world class. I mean, truly world class.

And it’s added a whole new cultural dimension to Bloomington that didn’t exist before, too, and so I’m particularly pleased about how well that’s worked out.

I Bloom

Speaking of film, Laurie, you mentioned recently you’ve developed a friendship with actress Glenn Close. How did that come about?

Laurie

Well, it came about through a faculty member here, a distinguished sociologist, Bernice Pescosolido, whose area of research is mental illness stigma. Glenn herself is very focused on this as an area of her philanthropy and her interest is based on family experience. She started a national nonprofit, and when she did that, I think it may be eight or nine years old, she wanted a research advisory council and she found Bernice and cold called her. “Hello, this is Glenn Close.”

Bernice had the relationship with her through the organization that Glenn had started called Bring Change 2 Mind, and Bernice invited her to come to campus, and I offered to host a dinner for her. And it was one of those great evenings. Glenn turned out to be this wonderful, warm, easy-to-talk-to person who connects very, very well to people and things she cares about. And she kind of fell in love with IU, so she continued to be involved with Bernice’s work. And, kind of in parallel, completely



A 2018 family holiday photo: (front row, l-r) Laurie Burns McRobbie holding grandson John Gray, and Michael A. McRobbie. (center row, l-r) Josephine McRobbie and husband, Joe O’Connell; Charlie Gray and wife, Jess Meves; and Ryan Howard and wife, Carol Gray. (back row, l-r) Lucien McRobbie, Margaret Gray, and Arabella McRobbie. Courtesy photo

separately, she was trying to figure out what to do with her costume collection.

So about a year later, I got a call from Glenn, and she said, “I’m looking to give my costume collection to an institution because it’s sitting in a warehouse in Bedford Hills, New York.”

She really wanted it to be used for pedagogical purposes, and her alma mater, William and Mary, apparently doesn’t have the capacity to take care of it. And so one thing led to another and we now have all 850 pieces. And it will grow as she generates new costumes. We already have the wardrobe from *The Wife*. We may be getting her couture gown that she wore to the Oscars. And the pieces will keep coming.

Through that whole process, I have had multiple occasions to talk with Glenn, to invite her to come back. The Women’s Philanthropy Leadership Council here awarded her with our highest honor two years ago. Anyway, she continues to be a friend. I just saw her in New York in April.

I Bloom

I want to ask you a little about your family. How did you manage to blend your children into one family?

Michael

It was completely painless.

Laurie

Well, we would credit them, I think, more than anything. They just bonded almost immediately. In fact, really, our two oldest—Michael’s oldest daughter and my oldest daughter, we both have girl-boy-girl—they connected immediately.

I think they kind of set a tone for the others to an extent. And then the three youngest, two of Michael’s and one of mine, lived at home together in high school, and maybe because they’re all different, it just worked. They also bonded, I think, around the shared experience of having lost a parent. And, they got that this was important to the two of us.

We tried to create new family traditions and all that, but it was harder with three of the kids either in college or already out, so it's not like they were all living in the same house. But they made it work and, yes, we were very fortunate because it could have been much harder than it was.

Michael

We're well aware of horror stories of people who blend families. Our individual biological kids will still squabble among themselves occasionally, but I don't think we have had a single significant incident between my kids and Laurie's kids.

| Bloom

President McRobbie, looking back on your 12 years as president, what have been your best and worst moments?

“Hate crimes on campus ... are pretty unpleasant and I deeply resent the impact that those acts of stupidity and intolerance have on the harmony of campus life.

Michael

I think one of the most difficult things that I have to do—and you can't plan for this—is when a student passes away just before he or she is to get their degree. And so we normally hold a private ceremony in which I will confer the degree posthumously to their parents, friends, and relatives. That is always, always extremely difficult. In a community of

140,000 people [counting all employees, faculty, students] it's not to be unexpected, though. So that's one thing.

I think when there are hate crimes on campus, or at least hate incidents, they are pretty unpleasant and I deeply resent the impact that those acts of stupidity and intolerance have on the harmony of campus life.

| Bloom

And the best moments?

Michael

On the positive side of things, I think graduations are fantastic. This year we awarded 21,500 degrees.

| Bloom

That's across all campuses. Do you attend all of the commencement ceremonies?

Michael

I go to nearly all of them, yes. They are fantastic events. Especially because a decent percentage of the students graduating are first-generation students, and so the sheer joy of their families is wonderful.

Another is when our faculty win major awards. I always love that. I normally try and call them myself, personally, to congratulate them. And obviously, the high point was Lin's [Ostrom] Nobel Prize. And when people become elected to any of the academies, and there's only at most, two or three of those a year. Or distinguished professors, when they get appointed. So that's always good.

And groundbreakings—in particular, dedications of new or renovated buildings are wonderful occasions, too,

“2009... began with us being present, representing the university, for the inauguration of our first African American president in Washington, D.C., and ended with going to Stockholm to watch Lin Ostrom get her Nobel Prize. It was a heck of a year!

because you know that's just added to the capabilities of the institution and the impact it will have, whether it's research or education, in the future.

Laurie

And I would just add, when I think about this, the first thing that came to mind was the calendar year of 2009, which began with us being present, representing the university, for the inauguration of our first African American president in Washington, D.C., and ended with going to Stockholm to watch Lin Ostrom get her Nobel Prize. It was a heck of a year! Those experiences are just incomparable. And I would just add that the international trips we've taken have been absolute high points, pretty much across the board.

| Bloom

While we know legacies are determined by others down the road, what legacy do you hope to leave IU?

Michael

Sometimes legacies can change markedly compared to the standards of the future, but hopefully to have made the university better—as simple as that. To have improved it and to have taken advantage of opportunities to make it better.

| Bloom

Having been hired from within IU yourself, have you thought about who at IU might be the right person to succeed you?



President Michael A. and Laurie Burns McRobbie.

Michael

Oh, there are many able people within the university, I think, who will go on to do great things—who have already done great things in their careers—but this is obviously a matter for the future. I do think that with respect to the leadership of any institution there's times to go inside and there's times to go outside.

I think when I was appointed, the board of trustees determined the time was right to go inside. I think you really have to determine this based on where you are, where you want to go, and what kind of person do you think will take you there.

| Bloom

And finally, when do you plan to retire and what are your post-IU plans?

Michael

It's public knowledge—my present contract goes for another two years at this stage. But frankly, I'm completely focused on the bicentennial at the moment. I mean, both the year itself and the vast amount of activity that the director and others have planned for the bicentennial. And on the bicentennial [fundraising] campaign. We're actually having a very successful campaign—we've already made our goal of \$3 billion thanks to the generosity of hundreds of thousands of generous donors, but we want to do much, much more. We want to achieve the largest possible figure we can. And at the end of that, this time next year, I'll just assess where we are and probably make some decisions and announcements then about what comes next.

| Bloom

Laurie, are you thinking any further than the bicentennial, or is that taking up all of your time as well?

Laurie

Yes, a little bit. I think it's in some ways hard to imagine a different life, which is, of course, what it means. But even though what we're doing now is demanding, I'm guessing we'll still want to be working at something. I'm sure no matter what happens that we'll be doing that. I'm starting to do some teaching. I'm hoping to be able to continue doing that, and some writing. And, of course, traveling, although that isn't something we're waiting until retirement to do.

| Bloom

Do you think you'll stay in Bloomington?

Laurie

For a while, yes.

Michael

These are decisions that we just don't know because we don't know what we'll be doing yet. The bicentennial is our total focus at the moment.

| Bloom

Thank you for being so gracious and for giving us so much time. *