

VICTORS FOR MICHIGAN

CAMPAIGN UPDATE

2018

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VICTORS FOR MICHIGAN

THE STEPHEN M. ROSS SCHOOL OF BUSINESS

\$400,000,000 Goal

\$385,000,000 Raised

15,700 Donors

EVERY GIFT MATTERS

82% of donors have made
gifts of \$1,000 or less



To the Michigan Ross community:

When the University of Michigan launched the *Victors for Michigan* campaign in 2013, its intent was twofold: to ensure that we can develop the leaders of tomorrow, and to ensure we can address the most complex challenges of our time. These objectives were incredibly ambitious, as were the fundraising goals for the university (\$4 billion) and Michigan Ross (\$400 million).

But as our history would suggest, the U-M community can bring extraordinary ideas to life. Thanks to the outstanding support of alumni and friends, Michigan Ross has raised \$385 million toward its goal.

To all of you who have helped us reach where we are today, I'd like to say **thank you**. At Michigan Ross, your campaign contributions have helped the school achieve unprecedented excellence. But there is still work to be done.

I believe Michigan Ross can become the world's best source of leaders who possess the character and capabilities needed to create a better world through business. We are imagining a future where our faculty and students work jointly to build businesses, develop business solutions to the world's most important challenges, and engage with leading companies across the globe to develop innovations that define the future of business. **And if we are to achieve this ambitious vision, we need your continued engagement during the final year of the campaign.**

In the coming year, our priorities remain expanding scholarships, professorships, and resources that allow us to attract the world's best talent and accelerate their success. In addition, we are focusing on bringing to life new, cutting-edge educational programs and career resources.

I look forward to working with you to achieve these goals, and in the process, realize an even brighter future for Michigan Ross—and for the business world as a whole.

Thank you again, and Go Blue!

Scott DeRue
Edward J. Frey Dean
Stephen M. Ross Professor of Business

ENROLLING AND EMPOWERING LEADERS

Students are the heart of Michigan Ross. They are tomorrow's business leaders, who will go on to manage our largest companies and produce innovations that shape industries. Here at Michigan Ross, our highest calling is to provide students with the education and support systems they need to reach their fullest potential in their careers.

For this reason, scholarships have been one of our top fundraising priorities during *Victors for Michigan*. Scholarships allow exceptional students to say 'yes' to a Ross education, regardless of their economic circumstances. They help ensure that students can focus fully on their studies and make the most of their time in school. And they enable Ross to remain a competitive force among our peers, who are all vying to enroll the best and brightest students.

Your generosity has made a remarkable difference for Michigan students throughout

the *Victors* campaign. Last year, the university met its ambitious campaign goal of generating \$1 billion for student support. Here at Michigan Ross, we have raised more than \$60 million to support scholarships thus far.

With you, Ross awarded more than 700 scholarships in the 2016-17 school year. We also enrolled our strongest MBA class ever in 2017. Among other achievements, the class broke ground for diversity, with an unprecedented percentage of women students (43 percent), our largest-ever group of military veterans, and a 15-year high in the number of students who are underrepresented minorities.

Michigan Ross is determined to continue this trajectory. Student support will remain among the school's highest priorities during the final year of *Victors for Michigan*. With you, we can ensure that the most promising students choose to enroll at Michigan Ross for many years to come.



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These last years of my life at Michigan Ross have been a tremendous experience, and I am thankful to many people who supported me along the way—my peers, teachers, parents, and my scholarship donor. For two years, I have been honored to receive support through the Susan B. Meyer Scholarship. With the scholarship, I have truly been able to take full advantage of what this great institution has to offer.

I know that my father, too, is grateful for this generous gift. He is an immigrant who came from Israel and never received a college degree. He worked incredibly hard to support my family through his small business, but he always stressed the importance of receiving a proper education through university. I, along with my two older sisters, became our family's first generation to go to college.

Watching my father grow his textile business from the ground up was what led to my interest in studying business. After I graduate from Ross, I hope to start an exciting career in finance. The school has produced outstanding figures like my scholarship donor, who are notable for the success they achieve in their careers and for their generosity. I aspire to be like her—to achieve great things in my career, while also giving back.”

Adam Shalem, BBA '18
Susan B. Meyer Scholarship Recipient



PROPELLING SUCCESS THROUGH ACADEMICS

Here at Michigan Ross, we produce leaders who possess the character, capabilities, and connections needed to thrive in business. But to ensure that students can reach their fullest potential in our complex, rapidly changing world, the school must constantly reimagine what it means to deliver a top-tier business education.

Curricular innovation has been a major focus for Ross throughout *Victors for Michigan*. With your support, we have refined our signature academic programs and are introducing innovations that will secure our place at the forefront of business education. As a result, students continue to realize impressive career outcomes.

And this is only the beginning. With your continued investment in academics, we can realize unprecedented excellence. With you, Michigan Ross can deliver the most forward-thinking business education in the world.

Reworking BBA Education for the Future. In 2017, our BBA Program was ranked third in the nation by *U.S. News & World Report*. This strong showing coincided with the school welcoming its first-ever class of 566 BBA freshmen.

We owe the present success of the BBA Program to donors who made it possible to redesign the program in 2014. The reworked curriculum, called Multidisciplinary Exploration and Rigorous Guided Education (MERGE), combines core business fundamentals with the freedom to pursue individual interests, including non-business electives and study abroad opportunities.

Introducing Unprecedented Real-World Learning. More and more, Michigan Ross is providing students with opportunities to start,



advise, operate, and invest in real businesses as part of their education. In Fall 2017, we partnered with Shinola, Ford Smart Mobility, and the NRP Group to deliver an academic course where BBA and MBA students undertook significant, ongoing business projects for these companies.

Realizing Incredible Career Outcomes. As outlined in Ross' 2017 Employment Report, recruiters continue to recognize that the school's rigorous academic programs produce inspired leaders. In 2017, more than 190 companies hired Ross graduates, and 97 percent of Full-Time MBA graduates and 98 percent of BBA graduates received job offers within three months of graduation. Ross graduates also continue to receive high compensation—the median base salary for graduating BBAs was \$72,500, and the median base salary for MBAs was \$123,000.

Michigan Ross MAcc graduates are similarly exceptional. Since 2012, 10 MAcc graduates have received the prestigious Elijah Watt Sells Award, which honors a select number of the highest scorers on the CPA exam.



DELIVERING WORLD-CLASS LEADERSHIP EDUCATION

The Sanger Leadership Center is Michigan Ross' hub for outstanding leadership development programming.

The center, which was made possible by a founding gift from Stephen (MBA '70) and Karen Sanger, engages students at Ross and throughout U-M in a variety of cutting-edge educational experiences that empower them to lead with empathy, drive, integrity, and courage.

Thanks to the center's guidance, University of Michigan graduates are renowned for their ability to lead collaborative, competitive, and innovative organizations.

Helping Undergrads Articulate their Leadership Identities. In 2016, the Sanger Leadership Center debuted a new orientation format for incoming BBA students called Orientation Odyssey. With the center as their guide, 640 students embarked on a day-long adventure that enabled them to create bonds with their peers, explore the U-M campus, and most importantly, articulate their individual leadership strengths and visions.

Challenging U-M Students to Tackle Organizational Issues. In the 2016-17 school year, the first time in its 10-year history, the center's graduate-level Leadership Crisis Challenge was open to students throughout the university. During this high-pressure, fast-paced educational event, students step into the role of senior executives facing a major organizational challenge.



Creating Compelling Storytellers. The center's Story Lab programming provides students with an in-depth opportunity to practice communicating with impact. This is a critical component of business leadership, as executives are often called upon to share their vision and deliver inspiring presentations in their work. More than 300 people attended the culmination of the 2016-17 Story Lab, where students gave meaningful talks about personal experiences.

Reaching New Heights for Leadership Development. With generous support from the Deloitte Foundation, Sanger launched the Ross Leaders Academy in 2015. Now entering its third year, this advanced program enables final-year undergraduate and graduate students to make leadership development a primary focus of their education.

BRINGING THE CLASSROOM TO THE WORLD

Here at Michigan Ross, we recognize that global experiences are integral to a modern business education.

International perspectives and experiences are woven throughout Ross programs and initiatives, and our strong partnerships in key parts of the global economy—such as India and China—offer a world of opportunities for students, faculty, and alumni.

Our ever-expanding international presence would not be possible without private support. Because of you, more than 1,000 Ross students take part in global activities each year.

Solving Real Business Challenges. In 2017, the MAP (Multidisciplinary Action Projects) Program brought teams of MBA students to almost every continent, where they helped real companies tackle real-life business challenges. This experience engaged more than 400 Full-Time MBA students—70 percent of which participated in a project outside their home country.



Strengthening Bonds with China. With an expanded presence in China, the Ross community is taking part in the continued growth of one of the world's largest markets. Current activities include: the Shanghai Cohort of Ross' Master of Management Program, several faculty research projects, an MBA study abroad course at the Cheung Kong Graduate School of Business, partnerships and student exchanges with five Chinese schools and universities, and other initiatives.

Honoring the Legacy of C.K. Prahalad. To date, more than 120 MBA students have taken part in 30 C.K. Prahalad MAP projects, where they further the late Ross professor's work to promote business innovations that have social value. And in 2017, the C.K. Prahalad Grand Challenge, a case competition organized by Ross students, engaged more than 100 student teams representing schools across the globe.



DRIVING ENTREPRENEURSHIP KNOWLEDGE AND PRACTICE

Michigan Ross is proud to be ranked among the very best schools for entrepreneurship. Through the Zell Lurie Institute for Entrepreneurial Studies, our headquarters for entrepreneurial programming and resources, we are immersing business innovators throughout the university in a world-class learning environment that fuels their creativity and success.

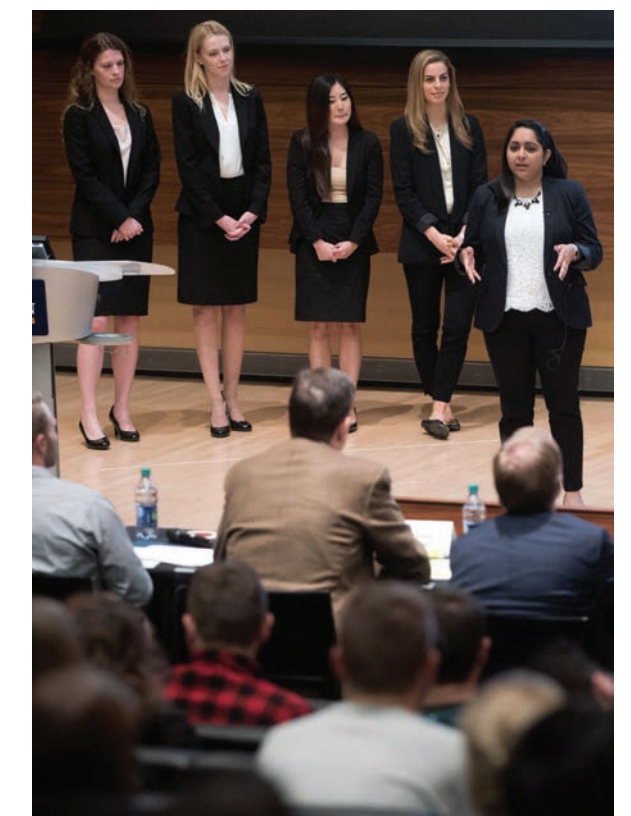
Your support, as well as the instrumental generosity of the Zell Family Foundation, has made it possible for students to start more than 170 businesses in the last five years. And in the same timeframe, Ross has helped students raise nearly \$100 million for their startups.

Fostering the Entrepreneurial Spirit. Thanks to the endowed gifts of the Eugene Applebaum Family Foundation, U-M entrepreneurs are bringing business ideas to fruition through Zell Lurie's Dare to Dream Program. Dare to Dream provides three levels and phases of grant support, workshops, and coaching sessions to help students shape and assess business ideas, as well as develop a business plan and investor pitch. To date, students have established 232 businesses through the program, 40 percent of which are still in operation.

Powering World-Changing Concepts. Last year, 572 BBAs spent four days competing in ZLI's Entrepreneurship Challenge, where they developed business solutions for 17 of the world's most pressing issues. Identified by the United Nations as Global Goals, these issues included sustainability, poverty, world hunger, quality education, and gender equality.

Supporting Student-Led Venture Funds. Michigan Ross is home to seven student-led venture funds that focus on early-stage

companies, real estate developments, and other areas. This roster includes the Social Venture Fund, the nation's first student-led impact investing fund, which supports social enterprises in the education, food systems, health, and urban revitalization industries. Altogether, Ross' student-led funds manage nearly \$10 million in assets every day.



UNCOVERING KNOWLEDGE THAT CHANGES BUSINESS FOR THE BETTER

Faculty members craft Michigan Ross' cutting-edge curriculum and set the tone for our learning environment.

Through their research and teaching, they empower people around the world to lead successful careers that also affect their employees, companies, and communities in positive ways.

We rely on private support to provide the financial resources that make it possible to recruit and retain exceptional faculty members. For this reason, faculty support has been a key fundraising priority throughout *Victors for Michigan* and will remain so during the final year of the campaign. Among other priorities, Michigan Ross is increasing efforts to develop a junior faculty investment program aimed at providing enhanced research support, funding for teaching innovations, and recognition through junior faculty professorships. Through these efforts, we will ensure our faculty members remain the Leaders & Best far into the future.

With your support, Michigan Ross faculty are:

- **Receiving Lifetime Recognition.** Sue Ashford, the Michael and Susan Jandernoa Professor of Management and Organizations and chair of management and organizations, received the Academy of Management's 2017 Distinguished Scholarly Contributions to Management Award, a prestigious lifetime achievement award for her incredible work advancing management knowledge and practice.

- **Promoting the Integrity of Business Practices.** Uday Rajan, the Hermelin Professor of Business Administration and chair and professor of finance and real estate, recently received a \$1 million research grant from the National Science Foundation. With the funds, he and two fellow U-M professors will aim to develop algorithmic techniques to detect manipulation in financial markets.
- **Uncovering Key Leadership Insights.** Professor Maxim Sytch, a Michael R. and Mary Kay Hallman Fellow, has worked with companies around the world to research personal and business networks. Along the way, he's found that informal power—or your ability to influence people and overcome resistance in situations where you don't have formal authority—is a critical factor in how indispensable you are at work.



BECAUSE OF YOU

- Ross faculty are the fourth most quoted in top media outlets globally.
- Ross is ranked sixth among business schools for its research productivity.
- More than 50 faculty members are supported through endowed professorships.



BUILDING THE NEXT FRONTIER

At Michigan Ross, we believe that physical spaces promote the success of our students and faculty. With you, we have realized a cutting-edge, unified business school complex that is empowering our community to learn, collaborate, and innovate in a way that is unprecedented.

In 2009, the school's facilities made a remarkable leap forward when we established the flagship, LEED-certified Ross building. Now, with historic gifts from alumni, we have addressed our facilities' remaining needs. Thanks to you, Michigan Ross is now home to the most forward-thinking business school campus in the world.

Michigan Ross broke ground on this ambitious second phase project in 2014. Two years later, we cut the ribbon on 179,000 square feet of state-of-the-art classrooms, collaborative spaces, offices, and a redesigned digital library.

Features of the new Jeff T. Blau Hall and renovated Kresge Hall include:

- **More Learning.** The space houses nine new classrooms, including "Classrooms of the Future," which feature a high-definition digital infrastructure and flexible space designed to facilitate team-based action learning.

- **More Collaboration.** The Ross community now has access to two new workshop or 'maker' spaces with movable furniture and whiteboards that encourage brainstorming and collaboration. In addition, a 'center for centers' has brought together most of the school's world-class centers and institutes so that they can better work together to create student experiences and support faculty research.
- **More Information.** The reimagined Kresge Library has transitioned from a collection of physical reference materials to a full suite of information resources and research services.
- **More Energy Efficiency.** The new complex has received LEED Gold certification and features significant energy efficiency and sustainability measures. Additionally, it was built using an estimated 75 percent of the waste from the demolished building previously in its place.



EVERY GIFT MATTERS.
EVERY GIFT MAKES
AN IMPACT.

THANK YOU
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MERCİ
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