

DRIVING THE FUTURE OF BUSINESS EDUCATION  
VICTORS FOR MICHIGAN

# CAMPAIGN UPDATE





# OUR WORLD NEEDS VICTORS YOU'VE ANSWERED THE CALL

Today our world faces complex problems and daunting opportunities. The global economy is the most dynamic it has ever been. And challenges span more continents and cultures than ever before.

The great leaders of our future will need to think in revolutionary ways. They will need cutting-edge knowledge. They will need actionable ideas. And they will need courage and drive to lead people and organizations to achieve extraordinary things. The great leaders of our future won't be born; they'll be made. They'll be made at Michigan Ross.

In 2013, we set out to achieve something extraordinary. We pledged to raise \$400 million to transform the educational experience at Ross. Your response has been nothing short of remarkable. To date, the Victors for Michigan campaign at Ross has raised more than \$300 million. It has brought together more than 13,000 donors and volunteers. And it has changed the lives of thousands of students.

The following pages describe just some of the ways your contributions are redefining the future of our school, the future of business education, and the future of our world.

**THANK YOU.** You are a dedicated and expansive network of alumni and friends. You embody what it means to make a positive difference in the world. You embody what it means to be a Michigan Wolverine.

**\$400,000,000 Goal**  
**\$302,122,180 Raised**  
**13,369 Donors**  
**1 Michigan Ross**

# FUELING THE BEST AND THE BRIGHTEST

“

When I found out I was accepted to Ross, and that I would get a scholarship, I cried. To have a school I thought so highly of offering me money meant so much. It was wonderful to know they believed in me.

My experience at Ross exceeded all of my expectations. The scholarship shaped so much of what I did, like taking on leadership roles to promote the advancement of women in business. Now, in my career, I'm taking on more challenges. I'm an LA girl who's decided to make Detroit my home, and I know I'll have the Ross network to help me every step of the way.

I'm very thankful for the scholarship. It's changed my perspective on how important it is to give back to students.”

**Miranda Spradlin // MBA '15**  
Recipient of the Forte Foundation Scholarship  
Global Brand Strategy Associate, General Motors Co.



“

The thing I look forward to most about being an alumnus is the ability to give back. I plan to inspire future students the same way my scholarship inspired me.”

**DeMarcus Simmons // MBA '15**  
Recipient of the MBA Class of 1980 Scholarship  
Merchandise Buyer, Target Corp.

Scholarships enable Ross to attract the best, brightest, and most deserving students. They keep Ross among the highest achieving, most vibrant, and most diverse student bodies in the country and world. In 2014-15, MBA applications were up 31 percent. Your scholarship support helped Ross create one of the most highly accomplished entering classes to date.

In funding scholarships, you are funding students who will go on to lead our largest companies, our most innovative startups, and our most impactful social initiatives. You are funding students who will make a positive difference in the world. Your support catalyzes them.

Student support is the University's highest priority for the Victors for Michigan campaign. Thus far, you have given \$22 million to support scholarships, and during the 2014-15 school year, 559 Ross School students received \$4.9 million in scholarships. We're not stopping there. With you, the University of Michigan will raise \$1 billion in student support across campus by the end of the campaign.

>> Hear more about scholarships: [goo.gl/irvsla](http://goo.gl/irvsla)

“

Michigan Ross will be an important part of Detroit's comeback. To give to scholarships that are attracting the best and brightest to Ross, and then keeping talent in Michigan, means so much to me.”

**Mark Petroff // MBA '98**



# MAINTAINING ACADEMIC EXCELLENCE

## Transforming the BBA experience for the next generation.

For years Ross has offered one of the top-ranked BBA programs in the world. To continue this excellence, Ross has redesigned its BBA curriculum with a focus on the future.

These changes have been funded significantly through the generosity of Tom Jones (BBA '68, MBA '71), Michael Gross (BBA '83), the Tisch Family, and many others who care deeply about the future of the undergraduate experience at Ross.

In addition to instilling rigorous business fundamentals, the new BBA curriculum emphasizes action-based learning, a positive approach to leadership, global awareness, and the importance of cultivating individual strengths. Students emerge with the skills and mindset to apply advanced knowledge to difficult business decisions and become leaders who make a positive difference.

Students and recruiters alike are praising the new curriculum, and Associate Dean of Undergraduate Programs Lynn Wooten is being lauded in both academic spheres and the business media for leading these changes. » See her feature in the *Financial Times*: [goo.gl/mzvji](http://goo.gl/mzvji)

## Propelling a New Era of Finance Leaders.

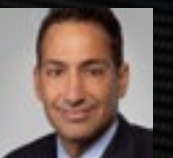
Through a significant gift from the Jane and Daniel Och Family Foundation, the Och Initiative for Women in Finance is helping BBA students push through glass ceilings in the finance industry. The new Fast Track in Finance for MBA students is also enabling students to pursue advanced, accelerated studies in finance to enter the highly competitive finance industry with exceptional credentials.

**Catalyzing Big Data.** In 2015, Ross launched the Big Data Management Tools and Techniques course for MBA students, enabling Ross graduates to become leaders who can navigate the complex opportunities in data. The course will be offered for BBA students in 2016.

**Powering College Potential.** In Fall 2014, Ross launched the one-year Master of Management (MM) degree program, designed to provide college graduates across majors and disciplines with business experience to enhance their success in the work world. Ross also introduced the Minor in Business for undergraduates.

“Michigan and Ross are developing new ways of educating students that are at the forefront of higher education and what college will be in the future. I’m proud to be part of this effort.”

Michael Gross // BBA '83



# POSITIVE BUSINESS: FOR THE NEW ERA OF BUSINESS

**Passion. Purpose. Performance.** Michigan Ross research shows that when organizations focus on the strengths of people, the results are seen in the bottom line. Students and leaders around the world are taking notice. Positive business is a growing philosophy of management today, and Michigan Ross is leading the movement.

Positive business at Ross has been fueled substantially through your generosity, including through gifts from Terry Adderley (BBA '55, MBA '56) and Bob (BBA '79) and Lori (BBA '78) Fregolle. From your gifts, every student at Ross has benefited from the work and research of the Center for Positive Organizations.

Also, during the 2014-15 school year, 64 students participated as fellows in the +Lab, an immersive program of guest speakers, discussions, and projects highlighting the impact of positive business practices. During the 2015-16 school year, this program will be further strengthened through your support.

The donor-supported Positive Links speaker series continues to engage practitioners through lecture events, attracting more than 100 leaders to Ross eight times per year.

**Extending Awareness in the Business World.** For the past two years, Ross has hosted the Positive Business Conference, drawing more than 600 business leaders to Ross to engage in critical discussions about how leaders can implement positive business management techniques to improve our companies and our society. At the conference, students recognized exemplary companies and practices through the Positive Business Project.

**Bringing Positive Business across Campus.** Through the Magnify program, 21 undergraduate students across the U-M campus learned about what it means to work in teams and implement positive practices working hands on in organizations, thanks in part to a generous gift.

“The well-being of the community and the well-being of a business go hand-in-hand. Positive business at Ross shows students how important that connection is. We give back to Michigan because Michigan has given so much to us.”

Bob // BBA '79 // and Lori // BS '78 // Fregolle



## DEVELOPING WORLD-CLASS LEADERS

“Experiential learning helps students develop better skills faster. Organizations need leaders who can bring different people together and achieve great things. The Michigan Ross program enables students to do that. We’re proud to be part of it.”



Stephen // MBA '70 // and Karen Sanger

Graduates today must have the courage, integrity, empathy, and drive to achieve in complex global environments. Through a transformative gift of \$20 million from Stephen (MBA '70) and Karen Sanger, Ross is building on its exceptional strength in leadership and offering students the world's preeminent curriculum for leadership development.

The Sanger Leadership Center now offers students a comprehensive sequence of leadership development experiences through the Impact Challenge and Crisis Challenge, Legacy Lab, Story Lab, skills-based workshops, and focused learning communities. The Leaders' Academy provides an opportunity to lead a business. And personalized coaching helps students with individualized needs.

Michigan Ross graduates emerge ready to lead collaborative, competitive, and innovative organizations long into the future. More importantly, they emerge with the mindset to make a positive difference in the world.

### **Nurturing Leaders Across Campus.**

Through the Deloitte Foundation Fellows Program, 50 U-M students each year will participate in focused leadership development experiences. “Developing a pipeline of leaders is crucial for businesses today. Ross is an innovator in developing the leadership skills organizations need.” David Parent (MBA '95), Deloitte Consulting LLP.

### **Shaping the Future of Business Education.**

Michigan Ross pioneered the philosophy of action-based learning 25 years ago, and as the leading school for action learning, Ross hosted the Action Learning in Business Education Conference in 2015, which brought together academic leaders across the country.

# DEVELOPING GLOBAL ACUMEN

To further prepare graduates to lead important change across continents and cultures, Ross is launching a comprehensive strategy to expand global activities and secure its place as the as one of the top business schools in the world.

This work is taking place through your support. In China, Michigan Ross expansion is funded in large part through a generous gift from Rich Rogel (BBA '70), and in India our expansion is supported by a passionate network of donors and volunteers.

Through these efforts, during the 2014-15 school year, student global experiences almost doubled, with 343 BBA and 211 MBA students participating. These opportunities leverage the collaborations Ross has in more than 85 countries, and with more than 40 educational institutions.

**Advancing What We Know about Global Business.** To enable cutting-edge research in China, Ross has developed a partnership with Shanghai Jiao Tong University (SJTU), one of China's most reputable universities.

**Bringing the Classroom to the World.** Through your support, faculty are increasingly linking courses with global experiences. For example, in Professor Jim Walsh's course, the Corporation in Society, students travel to Africa to learn on the ground.

**Bringing Michigan Ross to China.** In fall 2015, Ross began delivering components of the Master of Management program for SJTU students in Shanghai. The program is attracting the region's top applicants.

**Extending the Legacy of C.K. Prahalad.** In 2014-15, 26 students completed six C.K. Prahalad MAP projects, promoting business innovations that have social value, and extending the legacy of the globally-renowned, late Ross professor.

“The more I work with Michigan in a fundraising capacity, the more I want to. I see the good and great that it does, and how it changes the world. It's absolutely essential that Michigan and Ross work with top Chinese universities to advance the global economy.”

Rich Rogel // BBA '70



# TURNING BOLD NEW IDEAS INTO SOLUTIONS FOR OUR WORLD

With a transformative gift of \$60 million, the Zell Family Foundation is propelling the next era of excellence in entrepreneurship at Michigan Ross. From this, students with the drive and ambition to transform bold new ideas into solutions for society now have even more possibilities.

Ross and the Zell Lurie Institute (ZLI) are consistently ranked among the very best schools for entrepreneurship. With this gift, students will have the most advanced programming and resources for leveraging capital, people, and innovation. A portion of the gift is being used to establish a significant new investment fund that will directly invest in student business ventures. In addition, the gift will strengthen ties between students and the world's most notable entrepreneurs and venture capitalists.

Through this gift, more Michigan Ross students will emerge with the skills to lead change with high-velocity startups, dynamic corporate ventures, and impactful social initiatives. And in the process it will fuel Michigan's significant entrepreneurial renown.

**Powering High-Potential Concepts.**

Students across the University of Michigan campus now have a comprehensive community of resources to nurture startups, thanks to significant gifts from the Desai Sethi Foundation, Davidson Foundation, and the Michigan Economic Development Corporation. The Desai Accelerator is offered jointly by the Zell Lurie Institute and the Center for Entrepreneurship at the College of Engineering.

**Fueling Entrepreneurs in Practice.**

Leaders of high-growth companies now have the opportunity to learn from the best at Michigan Ross through a significant gift from KPMG. "KPMG is proud to support QuantumShift, which is accelerating the success of high-potential companies and ultimately growing our economy." Brian Hughes, National Leader, Private Markets Group, KPMG LLP

“Entrepreneurs have always been a primary driver of growth for this country. Our goal is to accelerate opportunities for budding entrepreneurs. Fostering entrepreneurial education is an investment in the future.”

Sam Zell // AB '63, JD '66, HLLD '05



# DEFINING WHAT WE KNOW ABOUT OUR MODERN BUSINESS WORLD

Today's work environments hardly resemble those of the past. More people are conducting business across geographic boundaries, with divergent cultures, in ways we have not known before.

Gretchen Spreitzer, the Keith and Valerie Alessi Professor of Business Administration, is helping us understand these changes, and identifying what we can do to more fully utilize the strengths of individuals and teams in this next era of business.

Her research indicates that employees who thrive have 16% higher performance. Her work reveals what leaders can do to promote this, including giving a physical community of coworkers to remote workers, and mitigating the negative effects on other employees of "jerks at work." >> Read more in *Harvard Business Review*: [goo.gl/NQACUV](http://goo.gl/NQACUV)

**Improving Healthcare.** Senior Associate Dean for Faculty and Research Wally Hopp, the Herrick Professor of Business, is leveraging what we know in the field of business operations to improve healthcare operations. His book with Professor Bill Lovejoy, *Hospital Operations*, is improving care, reducing costs, and saving lives.

**Protecting Consumers and Competition.** Francine Lafontaine, the William Davidson Professor of Economics and Public Policy, is serving as the Director of the Federal Trade Commission's Bureau of Economics, shaping business across the country and around the world.

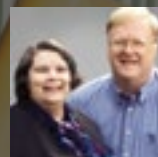
**Transforming Education for the 21st Century.** Gautam Kaul, the Fred M. Taylor Professor of Business Administration and Professor of Finance, is serving as the University's special counsel for digital education, propelling innovation in higher education across the country and around the world. His online MOOC has attracted 750,000 students over the past three years.

## BECAUSE OF YOU

**Ross is ranked third in the world for quantity of research publications.**  
**77 distinguished faculty members are supported through endowed professorships.**  
**Since 2013, Ross has hired 30% of its teaching faculty, escalating the caliber of expertise at Ross.**

“Philanthropy is an investment in our future. We invest in Michigan because education at all levels is critically important. We need the best and brightest faculty at Michigan to ensure we develop the leaders our future companies, and our society, need.”

Michael // BBA '66, MBA '67 // and Mary Kay Hallman



# BUILDING THE NEXT FRONTIER

At Michigan Ross, we believe in the power of well-conceived spaces to transform the work of students and faculty. With you, we are shaping the Ross School's facilities for the next generation of business and defining the experience for all who enter our doors.

In 2009, we transformed the school's facilities when we established the Ross flagship building. Now, with Steve Ross' additional historic gift of \$100 million in 2013 and your collaborative investment, we are addressing the remaining needs of the school's complex and developing it into the most forward-thinking business school campus in the world. We broke ground on this ambitious project in 2014, and we are on track to complete construction in August 2016.

The transformational learning experiences that will take place in the emerging complex will define the lives of students, faculty, and business leaders for years to come.

**More Learning.** Jeff T. Blau Hall will provide 104,000 square feet for technologically advanced classrooms, study spaces, interview rooms, and a recruiters' lounge.

**More Collaborative Expertise.** A state-of-the-art suite of offices will bring together the school's leading thought centers including the Erb Institute, the Sanger Leadership Center, and Ross Global Initiatives.

**More Information.** A reimagined Kresge Library will position our vast knowledge base to drive thinking across the globe in this digital era.

**More Community.** The future Corner Commons will host speakers, recruiting events, and student activities.



“I want to leave a legacy that sparks future female leaders to be the best they can be. Michigan was an important part of my success, and I want to ensure the next generation has the same, if not better, experiences as I did.”

Lisa Black // MBA '87



EVERY GIFT MATTERS

# EVERY GIFT MAKES AN IMPACT

Your contributions to the Ross Annual Fund have supported every aspect of Michigan Ross and fueled innovations across the business school. Since the start of the campaign, contributions to the Annual Fund have supported scholarships for students at all levels, innovative courses, transformative global experiences, cutting-edge faculty research, centers and institutes, and career services that are enabling Ross students to have one of the highest placement rates in the country.

Across the University of Michigan campus,  
84% of donors to the Victors for Michigan campaign  
have made gifts of \$1,000 or less.

THANK YOU  
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