

STEPHEN M. ROSS SCHOOL OF BUSINESS AT THE UNIVERSITY OF MICHIGAN

Dividend

Fall 2004



**Meet Real Estate
Magnate Steve Ross
Michigan's Hundred
Million Dollar Man**

**Plus — Alumni Shine
in Star-studded Industry**

#1-Ranked Ross School of Business Rocks with Good Vibrations

Dean Robert J. Dolan missed the moment itself, but what mattered most was making it possible.

Dolan was en route to campus from Detroit Metropolitan Airport, having attended an alumni function in Boston the night before, when he received the call from Communications Director Cynthia Shaw informing him that the Stephen M. Ross School of Business had been ranked number one in the annual *Wall Street Journal*/Harris Interactive survey of nearly 3,000 corporate recruiters.

“To me, it’s an affirmation of our basic strategy,” said Dolan. “Ten years ago, the school started experimenting with action-based learning. I came here from a case method place, and when I saw what was possible by complementing what students learn in the classroom with practical experience, I knew this would be a point of differentiation. We’ll teach you analytical skills, but we’re also going to put you in the field. This is what’s distinctive about Michigan.”

The recruiters thought so too. “What

comes down to action-based learning. Incoming students know this is the kind of program they’re after—they can co-create their Michigan experience, including reaching into cross-campus opportunities.”

Partnerships with other academic units, especially the Corporate Environmental Management Program (CEMP) shared with the School of Natural Resources and Environment, also made a favorable impression on the recruiters surveyed. “At a time when corporate citizenship has become a hot topic,”

Alsop wrote, “Michigan is far ahead of most of its rivals.”

Two other students interviewed by the *Journal* and CNBC, **Kate Napolitan**, MBA '06, and **Nick Cucinelli**, MBA '05, are both in CEMP. “There was no better fit for me than Michigan,” said Napolitan, of Cleveland. “I worked for six years before coming back to school, mostly in environmental compliance consulting, and I had come to recognize that maybe that wasn’t the best way to

make the sort of changes I was interested in making in manufacturing settings.”

Cucinelli served seven years in the U.S. Coast Guard, then founded a yacht maintenance and delivery business before returning to school. “The only way to protect the marine environment that’s so dear to me is to reduce our dependence on petroleum products,” he said. His goal is to get involved in start-ups focused on renewable energy technology. “I wanted to come to Michigan to get exposure to the transportation and energy industries, and I’m happy to say I’ve gotten just that.”

Cucinelli was on the air often as a federal on-scene coordinator for oil spills and hazardous materials releases during his Coast Guard days. “That led to a lot of TV interviews,” he said. “This is the first one that was really a whole lot of fun.”

Jeff Mortimer



Students cheer and the camera rolls as CNBC correspondent Phil LeBeau announces *The Wall Street Journal*/Harris Interactive survey rankings. PHOTOS BY D.C. GOINGS

Dean Robert J. Dolan, right, and students celebrate in a late-afternoon party under the portico.

He arrived at the Alessi Courtyard just after the CNBC cameras departed, having telecast the cheers, high-fives and renditions of “The Victors” of a crowd of about 150 that turned out for the live announcement on the crisp, sunny morning of the last full day of summer.

Jonathan Soffin, MBA '05 in marketing, one of the students interviewed by CNBC correspondent Phil LeBeau, said his mom called him twice while he was on the air. “That was a little weird,” said Soffin who is from Buffalo. “I could feel the vibration on my leg.”

It was only the first of many good vibrations rocking the school that day, culminating in a late-afternoon celebration under the portico, much as the number-one ranking was the culmination of years of visioning and hard work.

they said they love about Michigan is its focus on practical experience,” said *Wall Street Journal* reporter Ronald Alsop, who reported the story. “At a time when companies want their MBAs to be ready to roll the first day on the job, Michigan graduates can do that.”

“They’re living what they have to do,” said Alan L. Cotrone, director of career development and academic services.

“When the dean clarified our strategy, it became very easy to tell both prospective students and recruiters what we stood for and what we’re all about. We made it clear to recruiters what they’re getting.”

“Michigan MBAs do more than take notes, they take action,” said Kristina L. Nebel, who served as the school’s admissions director from January 1999 until this August, when she became director of strategic planning and outreach for the school’s Office of Admissions. “It all



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Two Men, One Vision \$100 Million Gift Honors the Past, Looks to the Future

Real estate developer Stephen M. Ross, BBA '62, whose firm The Related Companies developed New York City's Time Warner Center, is supporting what he knows best — the creation of new and improved space to enhance Dean Robert J. Dolan's vision for team-based learning and leadership. Learn about Ross and the motivation behind the largest gift in the history of the University or any business school.

33 Plus: Remembering an Extraordinary Day



Photographers Steve Kuzma, Peter Smith and Martin Vloet capture the highlights, emotions and exuberance of the September 9 Ross gift announcement.

32 Hundreds Gather to Cheer and Celebrate Historic Gift



"It seems it was only yesterday that I was here as a student," guest of honor Stephen M. Ross told more than 600 people who gathered at Hale Auditorium and in overflow rooms for the surprise gift announcement. "Never would I have dreamt that the school would one day bear my name," says Ross, who credits his uncle, philanthropist and financier Max M. Fisher, for serving as a mentor and role model.



42 That's Entertainment! Michigan Alumni Shine in Star-studded Industry



There's no biz like show biz for scores of Business School graduates working in the entertainment industry. Perhaps the most recognizable name in the field is Robert Shaye, BBA '60, co-founder and co-chair of New Line Cinema, which produced the Lord of the Rings trilogy. Shaye credits the school with helping him develop the skills to turn New Line into the success it is today.

18 University Launches \$2.5 Billion Campaign



In May, the University of Michigan announced one of the largest fundraising goals in higher education, \$2.5 billion to support scholarships, endowed professorships, academic programs, facilities and other projects.

25 2004 Class Gift



A record \$539,182 in donations and pledges signals recent grads' continuing commitment to the school.

21 Dean Dolan: Alumni Support Critical



The Ross School of Business' strategy to create a distinctive Michigan approach to business education has become the cornerstone for the school's \$350 million campaign, *The Michigan Difference: Leading in Thought and Action*.

36 Business School's MAP: Theory+Practice= The Michigan Difference



Working in teams of four to six, MBA students bring analytical skills, the latest research findings, and new approaches to firms and nonprofits through Multidisciplinary Action Projects, the largest action-based learning program in the nation.

46 Executive MBA: A Fast Track to Business Literacy for Busy Senior Executives



Michigan's Executive MBA program prepares mid-career professionals like former astronaut Donald McMonagle, MBA '03, Arkansas Arts Center Director Nan Plummer, MBA '03, Landmine Survivors Network Executive Director Jerry White, MBA '05, and entrepreneur John Kennedy, MBA '05, to lead and create value in their organizations.

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Is the United States straying from its traditional focus—beliefs in religion and God, family values, absolute moral authority, and national pride? Is

the gap between conservatives and liberals, between religious Americans and those who eschew organized religion a sign that the country is in the throes of a culture war?

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Ross School of Business faculty are called upon by the media to provide expert commentary on everything from breaking news to

business trends. Read about who is saying what—and where.

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It's a Small World After All for Directors of Corporate Boards

A tightly woven, resilient network of directors leads the nation's largest companies—and spreads ideas, attitudes and practices among them, says Gerald Davis.

Plus: Updates on leading change and judging how we stack up to our peers.

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Stephen M. Ross School of Business Web site: www.bus.umich.edu

Across the Board

INDIA

Business School Opens Center in Bangalore

More than 175 business executives, government officials, scholars and media representatives celebrated the opening of the Michigan Business School's new Center for Global Resource Leverage: India in Bangalore on June 17.



Left to right, Infosys Chairman N.R. Narayana Murthy and Professors C.K. Prahalad and M.S. Krishnan tour the India Institute for Information Technology-Bangalore campus.

The center is located on the India Institute for Information Technology-Bangalore campus and in close proximity to Infosys and other leading Indian firms, as well as multinational corporations such as Hewlett-Packard and General Electric. The center represents an on-the-ground commitment by the Business School to study at the source of next practices in global business, says M.S. Krishnan, the Michael R. and Mary Kay Hallman Fellow and professor of business information technology.

About a dozen Business School faculty are affiliated with the center, which is co-directed by C.K. Prahalad, the Harvey C. Fruehauf Professor of Business Administration and professor of corporate strategy and international business, and Krishnan. "We are focusing on next practices, not best practices," says Prahalad, adding, "The center's first priority is to isolate issues of great importance for the future and frame them to

create the right debate, both in the business community and in public policy."

For a decade, researchers at the Business School have studied business practices in India and have taught executive education classes to Indian business managers and executives through the school's Executive Education Center. With its physical base in Bangalore, the school has expanded its research agenda and Executive Education offerings and added a new project component for students.

For more information about the Center for Global Resource Leverage: India, visit www.bus.umich.edu/ResearchIndia.

MITSUI LIFE

Database Research Tool Unveiled

The Mitsui Emerging Markets Information Source (MEMIS)—a new database that points researchers to financial data about firms in Japan and emerging markets—was rolled out at the 9th Mitsui Life Symposium on Global Financial Markets: Microanalysis and Emerging Markets at the Michigan



MARCIA LEDFORD

Left, Tak Wakasugi, co-director of the Mitsui Life Financial Research Center, and M.P. Narayanan, professor of finance, participate in the Mitsui Life Symposium.

Business School this summer. The symposium drew a standing-room-only crowd.

MEMIS contains information about 66 databases, from single-country to large international sources. Researchers can query for as many as 174 variable items

across 20 countries, E. Han Kim, director of the Business School's Mitsui Life Financial Research Center, told symposium participants. In addition to providing an overview of information available, MEMIS reports the cost for retrieving data from the various databases. Learn more about MEMIS at www.bus.umich.edu/MEMIS.

In opening remarks at the symposium, Hirokazu Ishikawa, chairman of the board of the Mitsui Life Insurance Company, said the Mitsui Life Financial Research Center "provides an excellent opportunity for academic research in the growing Asian financial market. Its activities are bringing an abundance of new ideas and knowledge to the field of financial management."

HUMAN RESOURCES

Center of Excellence Focuses on Best Practices

Human resource executives from top companies across the United States gathered in April at the Business School for a day-long leadership conference on research and best practices in the human resources field, the first to be sponsored by the Center for Strategic Human Resource Leadership.

The 140 participants at the HR Leadership Conference heard presentations representing the center's portfolio, including how to link strategy to business results, develop effective leaders, manage talent and create market-centric organizations.

The Center for Strategic Human Resource Leadership is one of 10 new Centers of Excellence introduced this year as part of the next-generation strategy for the school's Executive Education programs.

Right, Wayne Brockbank, director of Executive Education's new Center for Strategic Human Resource Leadership, welcomes human resource executives to the HR Executive Leadership Conference. PHOTO BY PHILIP DATTILO



WOMEN

President Coleman Receives Women in Leadership Award

“Every time you convince a young woman to enter the Business School, you are doing your part to create the next wave of leaders,” President Mary Sue Coleman told members of the audience who gathered to honor her at the Business School’s Women in Leadership Award ceremony held on April 14 in Hale Auditorium.



MARCIA LEDFORD

Left, Jodie Eason, MBA '05, chats with President Mary Sue Coleman following the Women in Leadership Award ceremony. Constance Cook, director of the University’s Center for Research on Learning and Teaching, is in the background.

“Leadership means being a leader at all levels of one’s career,” added Coleman, who said as a University of Kentucky faculty member she never anticipated becoming a university president. When asked to direct the University of Kentucky Cancer Center, Coleman discovered she enjoys building programs and raising money. “Things happen in life that you never expect. Always be open to new possibilities that make possible a totally different career,” Coleman advised.

On behalf of the Michigan Business Women (MBW) and the Michigan Business School Women in Business Initiative, BBA MBW Co-presidents Jennifer Lazar and Megan Melvin, both BBA '05, presented a crystal vase to Coleman, “recognizing achievements that promote the success of women in business.”

FELICIDADES

School Honors Social Entrepreneur

When social entrepreneur Lee Shainis, BBA '99, talks about the founding of the nonprofit organization Intercambio de Comunidades in Boulder, Colorado, in 2000, it is a classic start-up story: no cash, a low-tech home office and an idea to meet an unmet social need.

Intercambio’s mission is to reduce the language and cultural barriers that prevent native Spanish speakers from becoming part of the community. Today, more than 300 volunteers teach free evening and weekend English classes attended by more than 600 Latino adults, ages 17 to 70, and conduct field trips to familiarize students with the Boulder County community. Intercambio also holds workshops and provides resources to help Latinos meet medical, educational, residential and other social needs.

“Intercambio has become my life,” Shainis told students, faculty and others who gathered to honor him at a March 16 lecture and dinner, where he received the Michigan Business School’s Entrepreneur Award.

Securing initial funding is a huge hurdle when starting a nonprofit, Shainis said. During Intercambio’s first year, he worked 35 hours a week at a before- and after-school program in addition to 60 hours a week without pay at Intercambio. The nonprofit, which raised \$200,000 last year, has two full-time and three half-time employees and an 11-member board of directors.

Successful social entrepreneurs must develop plans and timelines and be efficient, honest and humble, says Lee Shainis.



MARTIN VLOET

To be a successful social entrepreneur, Shainis said, it is important to develop plans and timelines and to be efficient, honest and humble. Intercambio volunteers and staff are encouraged to follow the platinum rule: “Treat others as they want to be treated.”

Shainis already is thinking about his next project: A more effective way to measure how business schools and companies contribute to communities and to make that information accessible and transparent.

KUDOS

Schwarz Elected to AAAS

Marketing Professor Norbert Schwarz is to be inducted into the American Academy of Arts and Sciences (AAAS) in October. The AAAS, the nation’s oldest learned society, includes more than 150 Nobel laureates and 50 Pulitzer Prize winners.

Schwarz, who also is a professor of psychology and a research professor at the Institute for Social Research, is an expert on human judgment and cognition, including the interplay of feeling and thinking, the socially situated nature of cognition, and the implications of basic cognitive and communicative processes for public opinion, consumer behavior and social science research.

Prior to joining Michigan in 1993, Schwarz taught psychology at the University of Heidelberg in Germany and served as scientific director of ZUMA, an interdisciplinary social science research center in Mannheim, Germany.

The Cambridge, Massachusetts-based AAAS was founded in 1780 to “cultivate every art and science which may tend to advance the interest, honor, dignity and happiness of a free, independent and virtuous people.”



Norbert Schwarz

FACULTY

12 Honored at Awards Ceremony

Twelve faculty members were honored for research, teaching and service at the Business School's faculty awards ceremony held in May.

Gautam Ahuja, PhD '96, the Michael R. and Mary Kay Hallman Fellow and professor of corporate strategy and international business, achieved the unusual distinction of winning two Teaching Excellence Awards in one year, from doctoral students and MBA students. Roman Kapuscinski, associate professor of operations and management science, was selected by students to receive the BBA Teaching Excellence Award.

Ahuja and Kapuscinski received standing ovations at spring commencement. "Life can't get any better than this from a teaching perspective," said Ahuja, who shared two questions his mother taught him to consider: Did I do the right thing? Did I do it to the best of my ability? "They are the only exam questions worth asking in life," Ahuja said.

Also honored for teaching were:

- M.P. Narayanan, professor of finance (Executive MBA award)
- Gautam Kaul, the John C. and Sally S. Morley Professor of Finance (Global MBA award)

Other faculty members honored:

- Michel Wedel, the Dwight F. Benton



D.C. GOINGS

Michel Wedel, the Dwight F. Benton Professor of Marketing, received the Senior Faculty Research Award. His research interests include the application of statistical and econometric methods to marketing problems and the design of the visual aspects of advertising.

Professor of Marketing, received the Senior Faculty Research Award for research contributions made in the last three years and the scholarly significance of his publications.

- Valerie Suslow, associate professor of business economics and public policy, received the Victor L. Bernard Teaching Leadership Award, which recognizes teaching, work with students and colleagues, and course design.
- Fred Feinberg, the Michael R. and Mary Kay Hallman Fellow and associate professor of marketing, was named the Bank One Corporation Assistant Professor of Business Administration. The one-year appointment recognizes promising non-tenured faculty.

- Venky Nagar, assistant professor of accounting, was named the Sanford R. Robertson Assistant Professor of Business Administration. The one-year named professorship recognizes early career achievement.

- E. Han Kim, the Fred M. Taylor Professor of Business Administration and director of the Mitsui Life Financial Research Center and East Asia Management, received the Contribution to the Research Environment Award.

Also recognized were George D. Cameron,

professor of business law, and Michael Ryan, professor of marketing, who were granted emeritus status by the University of Michigan Regents.

Thomas C. Kinnear, the Eugene Applebaum Professor of Entrepreneurial Studies, professor of marketing and director of the Samuel Zell & Robert H. Lurie Institute for Entrepreneurial Studies, received the Andy Andrews Distinguished Faculty Service Award. The award was created in memory of Richard W. (Andy) Andrews, associate professor of statistics, who died on May 29, 2002. Kinnear, who also has served as chair of the marketing area, said, "The school has given me far more than I've given to it. I am doubly honored to receive the award named in honor of my friend, Andy Andrews."

TEACHING

Scott Moore Named Thurnau Professor

Scott Moore, associate professor of business information technology and BBA program director at the Business School, is one of five faculty members named by the University of Michigan Regents to the Arthur F. Thurnau Professorship, which recognizes faculty for outstanding contributions to undergraduate education.



MARTIN VLOET

Scott Moore

Moore designs courses in which students are actively engaged in projects based on real-world examples. Students have recognized his efforts by awarding him the outstanding BBA Teacher of the Year Award twice.

Thurnau Professorships, which include \$20,000 grants to support teaching activities, are named after Arthur F. Thurnau, a Michigan student from 1902 to 1904. The professorships are supported by the Thurnau Charitable Trust.

Dean Robert J. Dolan, left, congratulates George D. Cameron III, professor emeritus of business law, on his retirement at the Business School faculty awards ceremony. Cameron, who joined the faculty in 1971, has received numerous teaching awards. In 1998, the *Michigan Daily* named his course focusing on enterprise organization law the best course on campus. Cameron also was listed among the school's outstanding faculty in the *Business Week Guide to the Best Business Schools*.



D.C. GOINGS

GLOBAL MARKETING Vern Terpstra Recognized

Vern Terpstra, BBA '50, MBA '51, PhD '65, professor emeritus of international business at the Business School, received the 2004 Significant Contributions to Global Marketing Research Award from the American Marketing Association (AMA) Global Marketing Special Interest Group at the 2004 AMA Summer Educators Conference in Boston. The award recognizes marketing faculty members who have made significant contributions to the advancement of global marketing thought.



MARTIN VLOET

Vern Terpstra

Terpstra joined the Business School faculty in 1966 and retired in 1992. He served as chair of International Business from 1977 to 1987. Terpstra taught at the Wharton School of the University of Pennsylvania from 1964 to 1966. He has written more than 55 books and articles. His textbook, *International Marketing*, co-authored with Ravi Sarathy, is in its eighth edition. During his career, he has served as a visiting professor for institutions in the Congo, China, Indonesia, England, the Netherlands and other countries on three continents.

Terpstra, president of the Academy of International Business in 1970 and 1971, was elected a Fellow of the Academy in 1978.

The AMA, with 38,000 members, is one of the largest professional associations for marketers, providing resources for professional and collegiate chapters throughout the United States and Canada.

SCHOLARSHIP School Celebrates 20 New PhDs

The Business School celebrated its 20 newest PhDs and two other Michigan-trained scholars at the school's fifth annual Doctoral Recognition Program on April 8.

Students presented the PhD Teaching Excellence Award to **Gautam Ahuja**, PhD '96, the Michael R. and Mary Kay Hallman Fellow and professor of corporate strategy and international business. **Tridas Mukhopadhyay**, PhD '88, the Deloitte Consulting Professor of E-Business and director of Master of Science in E-Commerce Program at Carnegie Mellon University, received the Distinguished Alumni Award.

Mukhopadhyay, who also gave the keynote address, told the graduates scholarly success hinges on the choice of research problems. "Pick a real-life problem, not one driven by the literature, and you have the best chance of making a contribution," Mukhopadhyay advised.

Ahuja expressed gratitude to the University of Michigan. "I am a graduate of this program. Clearly this program did something that added value. This award is about mentoring. We become mentors based on how we were mentored," Ahuja

said. Education is a debt that can never be repaid except by providing the same for others, he added, noting that he tries to create an environment for students similar to what the Business School and University of Michigan provided for him. Ahuja, co-chairperson of the Corporate Strategy and International Business group at the Business School, received the MBA teaching award in 2003.

Izak Duenyas, associate dean for faculty development and research, noted that the 2004 graduates will be teaching at many of the top business schools in the nation.

Graduates honored were: **Neveen Farag Awad**, computer and information systems; **Brian H. Boyer**, finance; **Mei Feng**, accounting; **Marcin Kacperczyk**, finance; **Christo Karuna**, accounting; **Irene Y. Kim**, accounting; **Renáta Kosová**, corporate strategy and international business; **Nandini Lahiri**, international business; **Katherine A. Lawrence**, management and organizations; **Ying Li**, operations management; **Sarah E. McVay**, accounting; **Kiwan Park**, marketing; **Linda Court Salisbury**, marketing; **Shalini Singh**, finance; **Alexander Sleptsov**, corporate strategy; **Markus Vodosek**, management and organizations; **Timothy J. Vogus**, management and organizations; **Zhi (Jay) Wang**, finance; **Hong Yuan**, marketing; and **Zheng (Jane) Zhao**, corporate strategy and international business.



MARTIN VLOET

Among those honored at the Doctoral Recognition Program were, left to right: front row, Katherine A. Lawrence, Mei Feng, Hong Yuan, Neveen Farag Awad, Sarah E. McVay; back row, Alexander Sleptsov, Kiwan Park, Irene Y. Kim, Christo Karuna, Zhi (Jay) Wang, Marcin Kacperczyk, Renáta Kosová and Timothy J. Vogus.

PACIFIC RIM

Dream Leads to Asia's Automotive Markets

When Michael Dunne, MBA/MA in Asian studies '90, left Ann Arbor for Thailand shortly after graduation, he didn't have a job or promising leads. He did have a dream: to start his own business in Asia.

"I immediately met an abrupt smack down." After repeatedly being asked over a six-month period "Who are you and what do you know?" Dunne, now a leading expert on Asia's emerging automotive markets, admits, "I began to have lots of doubts."



Michael Dunne, founder of Automotive Resources Asia Ltd., and Linda Lim, professor of corporate strategy and international business and adviser to the Asian Business Conference

Dunne's break came when he was invited to write about cars in Thailand, a report which caught the attention of a senior Thai government official who hired Dunne to organize a trade delegation to visit the United States. On the trip Dunne met representatives of Chrysler, Ford and General Motors, which led to assignments from U.S. automakers.

Dunne returned to the Business School in February to share his story as a panelist at the 14th Annual Asian Business Conference (ABC). The ABC attracts more than 500 students and business leaders annually, making it the school's largest and longest-running student-organized conference.

Conference keynote speakers Kishore Mahbubani, Singapore ambassador to the United States, and Ong Keng Yong, secretary-general of the Association of

Southeast Asian Nations, talked about the warming in Sino-U.S. relations and China's desire to develop economically, which has been a boon for Southeast Asia.

"When I look at General Motors in Detroit, I see what someone else has built. Asia offers an opportunity for me to build," explains Dunne, a Detroit native whose father writes an automobile column for *Popular Mechanics* magazine. "My passion is languages, and I love the energy of Asia," says Dunne, who is fluent in Mandarin Chinese, Thai and French.

In 1993, he founded Automotive Resources Asia Ltd. (ARA), a marketing company specializing in Asia's automotive markets. In 1998, ARA and the Association of Southeast Asian Nations Automotive Federation published the region's first directory of automotive suppliers.

ARA has an office in Thailand, which ranks second only to the United States in production of pickup trucks, and two offices in China. Dunne predicts China, which ranked third in world automobile production last year, will be the second-largest producer of automobiles by 2010 and the largest by 2020.

EMERGING INDUSTRY

Medical Devices Move up the Charts

The high-flying medical devices market (think joint replacements, pacemakers and stents that keep heart arteries open) will skyrocket in the years ahead as it converges with biotechnology, according to speakers at the University of Michigan's fourth annual Emerging Industry Symposium.

More than 275 entrepreneurs and investors attended the March symposium, MedTech: The Business of Medical Devices, sponsored by the Samuel Zell & Robert H. Lurie Institute for Entrepreneurial Studies at the Business School and the University's Office of Technology Transfer.

Increasingly, medical devices are moving into traditional drug markets, noted Thomas J. Gunderson, senior research analyst at Piper Jaffray. Gunderson, named an all-star analyst for medical stocks by *The Wall Street Journal* in 1996 and 2000, cited new drug-coated stents as an example.

Historically doctors have treated patients with congestive heart failure (CHF), the number-one cost for Medicare, with a cocktail of drugs. Treatment options expanded recently when Minnesota-based Medtronic came out with an implantable device that shocks a CHF patient's heart back into

* * *

"The FDA has become an essential part of the development process. It is vital to develop that partnership."

* * *

rhythm, Gunderson said. Researchers also are working on a pacemaker-type device for the brain to treat patients for chronic depression.

Gunderson advised entrepreneurs to meet with the Food and Drug Administration (FDA) early when developing a new medical device and learn the agency's rules for design control and reporting data results. "The FDA has become an essential part of the development process. It is vital to develop that partnership," he reported.

Stephen N. Oesterle, senior vice president for medicine and technology at Medtronic, talked about the medical device industry's critical role in providing site-specific controlled delivery systems to patients.



Thomas J. Gunderson, senior research analyst at Piper Jaffray, discusses the trends and forces that will influence the medical devices market.

The former associate professor of medicine at Harvard University Medical School noted medical devices alleviate pain, improve health and extend life, but rarely cure. In the not-too-distant future, intelligent, wireless devices will restore organ function, Oesterle predicted. "This is the most exciting time in medicine in the last 50 years," he said.

FUTURTECH

Empowering Business through Technology

“Technology makes us work smarter, enhances our customer focus, provides future growth opportunity and supports sustainability,” UPS Chairman and CEO Michael L. Eskew told several hundred students enrolled in Michigan’s Business School, College of Engineering and School of Information.



STEVE KUZMA

UPS Chairman and CEO Michael L. Eskew, center, shares a break with FuturTech Conference co-chairs Susan Winslow Tahir and Ben Silverman, both MBA '04.

Eskew and Larry Lesley, MBA '78, senior vice president of consumer imaging and printing in HP's Imaging and Printing Group, were keynote speakers at the FuturTech 2004 Conference, “Pervasive Technology and the Advantages of the Informed,” held at the Business School in January.

UPS, founded as a local messenger service in Seattle by Jim Casey in 1907, is the world's largest package delivery company and a global leader in supply chain services. UPS moves six percent of the U.S. gross domestic product, more than 13 million packages daily. Under Eskew's leadership, UPS has streamlined operations and expanded its capabilities into new lines of business that complement its global package delivery operations. UPS offers firms everything from multi-model transportation services to supply chain consulting and financial services.

Business strategy drives technology, Eskew said. Among the examples he cited:

- 93 percent of packages that UPS

delivers are “smart”—electronically coded so they move through the system from sender to delivery by a UPS carrier without additional sorting. Technology allows UPS to vary routes based on volume and load trucks faster and more accurately. UPS' ongoing \$1 billion annual investment in technology has worked. Customers can enter identifying information necessary for billing, delivery and tracking via the Internet. Six years ago, it cost UPS \$2 each time a customer called to track a package. Today it costs 1.5 cents to track a package online, Eskew noted, “and service is better.”

- UPS's 360,000 employees no longer fill out time cards. Instead, they use a key-entered system. Checks are cut electronically and transferred into employees' accounts, enabling UPS to completely automate payroll.
- Malis-Henderson of Montreal, which manufactures bridal veils and headpieces, used UPS technology to overcome delivery delays, expand its U.S. market and shorten its cash cycle from 30 days to three days.
- Best Buy moved laptop warranty repair out of its stores to an on-call service parts and replacement center, eliminating long customer service lines. In the future, Eskew said, Best Buy customers will be able to drop off their computers for repairs and pick them up at a UPS store.

Innovation and investment in intellectual property also will sustain growth at HP, predicted Lesley, who noted that HP developed or bought 1,000 patents last year.

SUPER SIZE Big Firms Offer Leg Up

Go to a big company, David F. Dougherty, BBA '78, counsels Michigan Business School students and new graduates.

Dougherty, executive vice president of global information management for Convergys, participated in the Dean's Seminar Series in March. Seminars give students opportunities to talk with successful alumni about business issues of the day and career development.

Convergys, with \$2.3 billion in revenues

in 2002, provides worldwide business process outsourcing in the areas of customer service, human resource service and integrated billing. The outsourcing market, estimated at more than \$1 trillion, is huge and growing, said Dougherty, who described Convergys as a “stealth company serving major Fortune 500 corporations. They don't want their competition to know we're doing work for them. They want to retain their competitive advantage.”

He acknowledged that outsourcing is a serious public relations and political issue. “However, big companies must lower costs. When we do it, the profits come back to the United States,” explained Dougherty, who added that about 85 percent of Convergys' approximately 55,000 employees work in the United States. Looking ahead, Dougherty predicted that financial services and healthcare are the next areas to benefit from the cost cutting and organization resulting from outsourcing.

Before joining Convergys 14 years ago, Dougherty worked for Procter & Gamble and for LensCrafters Inc. Launching a career at a large firm is smart, he said, because “you learn things you'll never learn in a small company in terms of communication skills, data analysis, financial discipline and managing people.” For example, discipline and procedures such as performing personnel reviews every six months are built into the Procter & Gamble organization.

Dougherty also warned against trying too hard to manage one's career. “Life is like a golf swing. The harder you swing, the worse the results.” Instead, he recommended, “keep your head down and focus on how you can help the company be successful. Stay focused on the job.”

To be a leader, you must have a team, he added, which means sometimes following. “I routinely look to see if someone working for me is more qualified to do something than I am and tell them ‘you are the leader. You tell me where I need to be to help.’”

David Dougherty



STEVE KUZMA

RELATIONSHIPS Think About Your People

“The first thing in the morning, after I walk the dogs and work out, I think ‘What are my people working on?’ The most important thing to do is to think about the people who work for you. Are they engaged, active, working hard, occupied, busy? No one has ever quit,” Michael J. Levitt, BBA '80, told Michigan Business School students at a Dean's Seminar this spring.

Levitt, who worked as an attorney, investment banker and investor before becoming an entrepreneur, shared the principles that have guided his career: hard work, focus, relationships, serendipity, building businesses, having fun, and balancing business and personal life.



STEVE KUZMA

Michael Levitt talks informally with students following his Dean's Seminar presentation.

In addition to being chairman of Stone Tower Capital LLC, with over \$500 million in managed assets, Levitt has been a member of the board of directors of the Make-A-Wish Foundation of Metro New York for eight years and chairs the advisory board of the Make-A-Wish Foundation of America. He also is on the board of the New York Police and Fire Widows' and Children's Benefit Fund Inc. and a director of IDT Corporation. At Michigan, Levitt serves on the Business School's Corporate Advisory Board and on the University's Investment Advisory Board.

“It's important that your job be engaging. Pick a career you find interesting and fascinating,” he advised. As an attorney, Levitt found that with “endless hours” of work he and co-workers “established a reputation” and gained “valuable, trans-

ferable experience” as counsel to KKR, Ted Turner, Drexel and cable television clients.

As an investment banker, Levitt found “better but still endless hours” at Morgan Stanley and later Smith Barney. Clients included Viacom CEO Sumner M. Redstone, Citigroup Chairman Sanford Weill and Saudi Prince al-Waleed.

In his investment career, Levitt became a principal rather than an agent. Together, Levitt and his colleagues helped build businesses, as at Hicks, Muse, Tate & Furst, where they brought in profits of \$800 million on investments of \$250 million.

As an entrepreneur and sole owner of his company, Levitt brings yet a different perspective to business: “What are the returns, not what are the fees?” He concluded, “Relationships are portable. If you have good relationships, opportunities will present themselves. Work hard and enjoy.”

HONORING KING Civil Rights Leader Promoted Justice, Equality

Nonprofit organizations need look no further than the late Martin Luther King Jr. and the Southern Christian Leadership Conference for a blueprint for success, says Deborah Brittain, immediate past president of the Association of Junior Leagues International.

King used his mind, mouth and money to promote a vision of justice and equity for all in his “beloved community,” noted Brittain, whose January 14 Martin Luther King Jr. lecture was sponsored by the Business School and Michigan's Nonprofit and Public Management Center. The center is a collaboration of the Business School, the Gerald R. Ford School of Public Policy and the School of Social Work. Earlier in the day, Brittain spoke to students enrolled in Strategic Management of Knowledge in Professional Service Firms, an upper-level undergraduate course taught by Lynn Perry Wooten, assistant professor of corporate strategy and international business.

Effective nonprofit organizations share the following characteristics, Brittain said.

Mission. The group's mission must be clear, concise, compelling and well

understood so insiders are proud of what they are doing and others support the organization's activities.

Strong leadership. A nominating process must match talents with organizational needs.

Strategic thinking and programs. Activities and services of the highest quality must reflect strategic thinking and produce measurable results.

Communications. Internal and external communications must be relentless so people within the organization understand how their efforts fit into the whole and others want to contribute.



D. C. GOINGS

Deborah Brittain, center, talks with Diane Kaplan Vinokur, left, associate professor of social work, and Lynn Perry Wooten, assistant professor of corporate strategy and international business, following Brittain's lecture honoring the late Martin Luther King Jr.

Branding and image. This is one area where many nonprofits fall short, said Brittain, adding, “If you have a good brand and image, it says you do good work.”

Technology. The latest technology must be used at every level, from membership and finance to public relations, to save time and money.

Nonprofits also must pay close attention to such basics as sound budgeting, updating bylaws, building links with the community, and recruiting and retaining members, Brittain said.

The veteran nonprofit leader encouraged audience members to use their minds to assess their organization's mission and vision, analyze trends, establish interim and long-term goals, and monitor and evaluate progress so the nonprofit can “change by design.” Volunteers and paid staff also must use their mouths to contribute to discussions and ask for resources, Brittain said, and support the organization's work with their money and time.

PEWABIC POTTERY Marking a Milestone

The discovery by Michigan Business School Dean Robert J. and Kathleen Dolan of an architectural link between their Ann Arbor home and Detroit's historic Pewabic Pottery led to the design and production of a distinctive gift for members of the Class of 2004. Each graduate received a light-blue, four-inch-square Pewabic tile.



MARY VINGERELLI

This commemorative tile symbolizes the 100-year friendship between the University and Pewabic Pottery.

The tile with Pewabic's patented matte glaze bears an imprint of the Business School's brand mark on the front and the year, Pewabic Pottery's stamp and a Pewabic centennial stamp on the back. The Business School tile also will be given to visiting dignitaries and speakers as a token of appreciation.

In addition to recognizing outstanding academic achievement, the tile symbolizes a century-long friendship between the University and Pewabic Pottery, note the Dolans, who spearheaded the commissioning of the tile.

Pewabic Pottery was founded by the late Mary Chase Perry Stratton and Horace Caulkins at the height of the Arts and Crafts Movement. The studio gained national acclaim for its tiles, vessels, architectural ornamentation and jewelry with unusual iridescent glazes. Stratton also founded the University's ceramics department.

Tile and other Pewabic pieces are found in public and private spaces throughout Michigan: the University of Michigan Museum of Art, churches, commercial buildings and residences, including the Dolans' home. When

Kathleen Dolan, who serves on the Business School's art committee, began researching the home's architectural history, she discovered that Mary Stratton's husband, William Buck Stratton, was the architect. He also designed the Pewabic Pottery studio, a National Historic Landmark.

COMMENCEMENT "My Head Serves My Heart," Stewart Tells Graduates

"Skill combined with passion will sustain you," Fannie Mae Foundation President and CEO Stacey Davis Stewart, MBA '87, told members of the Class of 2004 at the Business School's spring commencement. More than 900 students were honored at the April 30 ceremony in Crisler Arena.

The global economy will reward those who take risks and have the preparation and passion to do non-routine work, said Stewart, who has served as head of the country's largest foundation devoted to affordable housing and community development since 1999. The Business School's interdisciplinary curriculum, outstanding professors and Dean Robert J. Dolan's leadership are giving Michigan graduates the skills that this economy will reward, predicted Stewart.

Although her passion provides direction for the Fannie Mae Foundation, Stewart said it is preparation that enables her to pursue her vision effectively. "When necessary, I can be a detached

Lauryn Hale, BBA '04, past-president of the Michigan student chapter of the National Association of Black Accountants, receives a congratulatory hug.



D.C. GOINGS

numbers geek. And I can speak with authority about the economic consequences of policies that are unfair to women and minorities and people at the lower end of the economic scale. My head serves my heart. I am one of those lucky people who can go home each night feeling good about what I do," Stewart said.

John Madigan, BBA '58, MBA '59, received the David D. Alger Alumni Achievement Award for his professional accomplishments. Madigan retired as chairman and CEO of the Tribune Company in 2003. He joined the Tribune Company in 1975 as vice president and chief financial officer and went on to become president of the firm and publisher of the *Chicago Tribune*. Madigan said he had no idea what he wanted to do when he graduated. "I never thought of the media business."

Madigan recommended students retain their optimism, observe people who are successes and underachievers to see what makes them succeed or fail, read biographies and newspapers, and play a team game. "It works in sports and in the business world," said Madigan, who has served on the Business School's Visiting Committee, is a founder of the Henry Carter Adams Society and has participated in the Dean's Seminar Series. In 1996, he and his wife established the Holly and John Madigan Endowed Scholarship to benefit BBA and MBA students.

ALUMNI SOCIETY Three Join Board

Three new members have joined the University of Michigan Alumni Society Board of Governors. They are:

- **Jonathan Bilzin**, BBA '94, partner, Soros Private Equity Partners LLC, New York, New York
- **Jeffrey Mott**, MBA '95, vice president of retention and base management, Sprint Corporation/Customer Solutions, Overland Park, Kansas
- **Kathleen Sample**, MBA '89, vice president of global market development, GKN Sinter Metals, Auburn Hills, Michigan

The board strives to strengthen the network and fellowship among faculty, alumni, students and friends of the Business School. The group's semi-annual meetings provide a forum for an exchange of ideas between board members and the school.



“ In today’s post-Enron world, shareholders are more suspicious of how companies report performance. Companies that make excuses may appear to be dishonest and not to be trusted. ”

Fiona Lee, associate professor of management and organizations, discussing research findings showing that stock prices of companies that took responsibility for poor financial performance outperformed stocks of companies that attributed problems to external factors.
—*The Wall Street Journal*, April 21, 2004

“ There still is concern that analysts at investment banks were pumping up the stocks of their clients. We don’t find strong evidence of that but we find strong evidence that all analysts hype the stock whenever any company is out there issuing stock.”

Richard G. Sloan, the Victor L. Bernard PriceWaterhouseCoopers Collegiate Professor of Accounting and director of the John R. and Georgene M. Tozzi Electronic Business and Finance Center, noting research suggests analysts routinely hype stocks of companies raising capital. They forecast prices an average of 80 percent too high.

—*Australian Financial Review*, February 20, 2004

“ If you look at globalization, the wheel is not going to stop. It’s not a question of the cheapest resources. It’s a question of high quality and low price. If U.S. companies compete globally, it’s unavoidable that they will have manufacturing in China and Taiwan, design and software in India, probably marketing and strategy in the United States. If our MBA students are going to work in those global companies, we have to expose them to these cultures.”

M.S. Krishnan, the Michael R. and Mary Kay Hallman Fellow, chair of the Business Information Technology area and co-director of the Center for Global Resource Leverage: India, explaining why it is important for the Business School to conduct research in India.
—*Detroit Free Press*, May 18, 2004

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“ I thought after Enron and WorldCom, people would want to stay a million miles away from accounting, and it’s really been just the opposite.”

David W. Wright, associate professor of accounting and director of the Master of Accounting Program, anticipating a record enrollment of more than 60 students this fall in the Michigan Business School Master of Accounting Program, up from 24 in 1998, the program’s inaugural year.
—*CFO* magazine, June 2004

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“ I think the presumption is that if you take on America frontally, you aren’t going to grow wealthy and strong because there’s such a chasm in terms of capacity, economic and military.”

Kenneth G. Lieberthal, the William Davidson Professor of International Business and professor of political science, commenting on conciliatory overtures by China’s leaders to the United States and the international community.
—*The Economist*, June 26, 2004

“ These people are much more mobile. They have multiple careers with a variety of companies. They may choose to stay in one country and move from one company to another. They are professional experts.”

Edwin L. Miller, professor emeritus of business administration, discussing research showing that increasingly international employees are less loyal to their companies and more willing to change companies and careers to use their skills.
—*The International Herald Tribune (France)*, June 26, 2004

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“ The deeper issue is that we’re addicted to work. This is not a minor issue. In our culture, work has become fundamental to our identity. It’s a socially sanctioned addiction.”

Jeff DeGraff, clinical associate professor of management education, commenting on an Expedia.com study showing that 14 percent of Americans do not take any vacation time.
—*Detroit Free Press*, June 24, 2004

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“ It was a methodology to capture the mental model of what it means to be professional. Visually, how do people perceive it? When they thought the person was unprofessional, they associated that with much more personal stuff. It wasn’t one particular item that did it. It was the amount of content. But all the personal items represented a life outside the office.”

Jeffrey Sanchez-Burks, the Sanford R. Robertson Assistant Professor of Business Administration and assistant professor of management and organizations, explaining research findings that show personal work space decor influences perceptions of a person’s professionalism.
—*Chicago Tribune*, January 6, 2004

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“ Offshoring is just the latest example of the creative destruction that made the United States the most economically successful nation in the history of the world. The best policy is to embrace this development and smooth the adjustment for dislocated workers. But turning away from globalization, slowing wealth creation and trying to ‘protect jobs’ is destined to fail and will ultimately make everyone worse off.”

Robert E. Kennedy, executive director of the William Davidson Institute and professor of business administration, writing in an editorial about why moving employment offshore helps the United States.
—*The Detroit News*, February 1, 2004

* * *

“ Tax cuts played only a fairly modest role in the recovery. The recovery was coming sooner or later anyway.”

Joel Slemrod, the Paul McCracken Collegiate Professor of Business Economics and Public Policy, commenting on Bush Administration assertions that it deserves credit for fast economic growth.
—*The San Francisco Chronicle*, January 17, 2004

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“ Perhaps the lowly meeting has taken on a new cultural importance—one that allows us to actually get work done. We can pretend to work on corporate affairs while getting our own business under control.”

John E. Tropman, adjunct professor of management and organizations and professor of social work, talking about how employees use meetings to work on unrelated projects, from catching up on paperwork to writing thank-you notes.
—*The Wall Street Journal*, May 19, 2004

Is America Really Facing a Crisis of Values?

BY WAYNE E. BAKER

Baker is professor of management and organizations at the University of Michigan Business School, professor of sociology in the College of Literature, Science and the Arts, and faculty associate at the Institute for Social Research. His research expertise includes culture, economic sociology, social capital and organizations. He is principal investigator of the 2003 Detroit Area Study on values and information in today's society and principal investigator and team leader of the Detroit Arab American Study. Baker, a contributor to the *American Sociological Review*, *American Journal of Sociology*, *Journal of Mathematical Sociology* and *Criminology*, is the author of *America's Crisis of Values: Reality and Perception*, which will be published this year by Princeton University Press.

Is this year's U.S. presidential race, fueled by attack ads and inflammatory rhetoric, another example of a nation in turmoil? Is the gap between conservatives and liberals, between religious Americans and those who eschew organized religion a sign that the country is in the throes of a culture war? Is there a crisis of values?

Contrary to the perception of pundits and the general public that the nation is becoming increasingly polarized, research shows that most Americans continue to hold and share the traditional values upon which the democracy was founded more than 200 years ago: firm beliefs in religion and God, family values, absolute moral authority, and national pride.

The Rising Tide of Absolutism

Americans have always tended to be moral absolutists, but this moral stance has strengthened in recent decades. According to findings from the World Values Surveys, two decades ago Americans' views of moral authority were more relative than absolute, 60 percent vs. 37 percent. Moral relativism locates the source of moral values and judgment in the self, while moral absolutism locates the source of moral values

The percentage of Americans holding a viewpoint that clearly delineates right from wrong has grown—despite the claims by many social critics that Americans are losing their capacity to make moral judgments.

* * *

and judgment in God, religion and society. Today, however, the percentage of Americans holding a viewpoint that clearly delineates right from wrong has grown—despite the claims by many social critics that Americans are losing their capacity to make moral judgments. By 2000, 49.2 percent of Americans agreed with the statement: "There are absolutely clear guidelines about what is good and evil. These always apply to everyone, whatever the circumstances." About 46.6 percent agreed with the statement: "There can never be absolutely clear guidelines about what is good and evil. What is good and evil depends entirely upon the circumstances."

This rising tide of absolute values in America swept over all social classes, generations, men and women, whites and nonwhites, married and single. All these

MARCIA LEDFORD



Wayne E. Baker

groups have become more absolutist over time. Compared to other nations, America has an unusually high proportion of absolutists. Only 17 of 79 nations have a higher proportion of absolutists, and all these are low-income and developing societies such as Morocco, Ghana, Tanzania, Uganda, Vietnam, Zimbabwe, Chile and Peru. Most economically advanced democracies have many more citizens with a relative viewpoint than those who view the world in absolute terms. For example, more than 70 percent of the citizens of Denmark, Japan, the Netherlands and Sweden are relativists.

America's Traditional Values

In addition to being one of the most traditional societies in the world, the United States is also one of the most religious, according to the World Values Survey, which tracks traditional and secular-rational values. Only 19 of 75 nations rate higher than the United States on a religiosity scale, and all these are poor or developing countries, such as Uganda, El Salvador, Iran, South Africa, Peru and Turkey. Numerically, Protestants are the largest group in America. According to a 2003 Gallup poll, 49.4 percent of Americans identify themselves as Protestants. Roman Catholics, at 23.7 percent, are the next-largest group. In the same poll, 60 percent of Protestants and 55 percent of Catholics answered "yes" to the statement that religion is "very important in your own life." Protestants also attend church more frequently than Catholics. For Americans,

INTELLECTUAL CAPITAL

God, country and family are tightly connected. Americans, whether they are traditionalists or embrace secular-rational values that emphasize the right of personal choice, are among the world's most patriotic.

In contrast, on a second cultural dimension examined by the World Values Survey, survival vs. self-expression, the United States continues to undergo rapid change. Survival values are held by people whose lives are characterized by uncertainty, insecurity, and political and economic turmoil. They emphasize economic and physical security above other goals, feel threatened by foreigners and diversity, and are distrustful and resist cultural change. Self-expression values, such as trust, tolerance and subjective well-being, emerge once material needs are satisfied, allowing post-industrial societies (like

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Americans are unusual in that they cherish traditional values as well as a high degree of self-expression.

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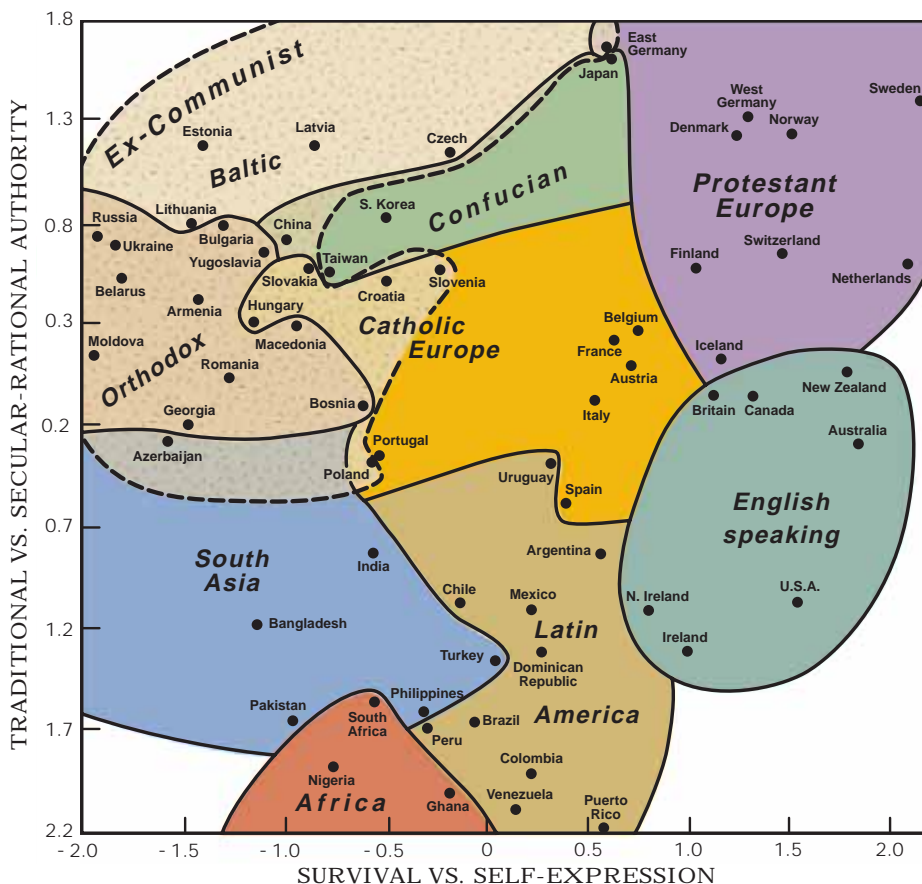
the United States) to move from survival mode to increased emphasis on self-expression and quality of life. Americans increasingly embrace self-expression values, which manifest themselves in rising environmental concerns, demands for equality, and the search for meaning and purpose in life beyond the mere consumption of goods and services.

America's cultural heritage anchors the country in tradition, counteracts the secularizing effect of economic development that has caused most economically advanced nations to lose their traditional values, and promotes self-expression. America's first immigrants, many of whom were religious exiles, brought to the New World strong religious beliefs, fierce independence, a preference for limited government and a distrust of formal authority. They were joined by independent-minded entrepreneurs. Together, the religious exiles and risk takers crafted a unique constellation of American values that continues to exert influence today.

The national cultures of most countries are based on a common ancestry, language, religion, history, customs and

LOCATIONS OF 65 SOCIETIES ON TWO DIMENSIONS OF CROSS-CULTURAL VARIATION

World Values Surveys, 1990–1991 and 1995–1998



SOURCE: "MODERNIZATION, CULTURAL CHANGE, AND THE PERSISTENCE OF TRADITIONAL VALUES" BY RONALD INGLEHART AND WAYNE E. BAKER; *AMERICAN SOCIOLOGICAL REVIEW*, 2000, VOL. 65 (FEBRUARY:19-51)

cultural traditions. In contrast, America has a set of shared ideas and values that overcomes differences in ancestry and ethnic origin, religion, customs and language.

What is perceived as a "crisis of values" in the United States really is a case of mistaken identity. Americans are unusual in that they cherish traditional values as well as a high degree of self-expression. Even the current debate about values, framed by presidential election politics, serves an important rhetorical function. Repeated warnings, public alarm and political and intellectual debates about the loss of traditional values or a crisis of values remind Americans of the ideals that undergird the nation. These debates also affirm and reinforce the ideological core of the nation's sense of community—the values that define who we are. Such rhetoric is a forceful

reminder of America's traditional values—alongside the symbols of these values, such as "In God We Trust" on U.S. currency, the U.S. Supreme Court invocation that includes "God save the United States and this honorable court" and the "Pledge of Allegiance" recited daily in schools across the country.

The first chapter of *America's Crisis of Values: Reality and Perception* is on Baker's Web site, <http://webuser.bus.umich.edu/wayneb>. To contact Baker, send messages to wayneb@umich.edu.

It's a Small World After All for Directors of Corporate Boards

Business Professor Gerald Davis says social connections among prominent players in corporate governance contributed to wild inflation of share prices in the 1990s and the subsequent market collapse. A tightly woven network of directors continues to wield influence over the operation, structure, strategy and character of U.S. companies.

In 1914, future Supreme Court Justice Louis Brandeis wrote that a small inner circle of U.S. banks wielded enormous economic power and sought to control American business and capture its rewards. This de facto financial oligarchy, Brandeis argued, exercised influence over the nation's companies through an "endless chain" of interlocking corporate boards of directors. In that era, directors for three powerful banks—National City Bank, J.P. Morgan and First National Bank of New York—served on 169 other corporate boards.

Today, it's still commonplace for directors to serve multiple companies. A tightly woven, remarkably resilient network of directors leads the nation's largest companies—and spreads ideas, attitudes and practices among them, says Gerald Davis, the Sparks Whirlpool Corporation Research Professor and chair of Management and Organizations at the Business School.

If a flu virus infected the Enron board of directors in January 2001, Davis wrote in a recent edition of the journal *Contexts*, the bug could have spread to 650 of the Fortune 1000 companies within five months through directors' handshakes at monthly board meetings.

Studies have shown this pervasive interconnection is not intentional, but rather results mainly from executives' preference to recruit experienced directors, Davis says. It does, on the other hand, have enormous influence over the operation, structure, strategy and character of U.S. companies. The intertwined network of directors has been shown to influence companies' acquisition activities, response to takeover threats, borrow-

ing practices, corporate alliances, approach to investor relations, charitable contributions, political ideology and decisions regarding on which stock market to list.

Corporate cronyism even contributed to the wild inflation of share prices in the 1990s and the subsequent market collapse, Davis concludes in the *Contexts* article.

It's a Small World

In a study published last year in *Strategic Organization*, Davis and colleagues Mina Yoo from the University of Washington and Wayne Baker, professor of management and organizations at the Business School, demonstrated that the interlocking network of directors is resilient even during times of monumental change.

The researchers analyzed connections between directors at the several hundred largest U.S. corporations in the 1980s and 1990s—a period of economic, social and corporate upheavals that might be expected to affect connectivity. Both companies and their directors came and went at a high rate—fewer than one in three of the largest corporations in 1999 also was among the largest in 1982. Yet Davis and his colleagues found the degree of connectivity between corporate boards to be virtually unchanged. They reached this conclusion by applying the "small world" concept—the line of research that popularized the idea that any two people are connected, on average, by no more than six "degrees of separation." They found the boards of the largest U.S. companies were separated, on average, by 3.38 steps in 1982 and 3.46 steps in both 1990 and 1999.

To test whether a few key connections or "linchpins" might be responsible for



MARCIA LEDFORD

Gerald Davis

this intertwined network—like the primary hub in an airline's flight schedule—the researchers re-ran their analysis after removing the 10 most-connected boards. The impact was modest: An increase from 3.38 to 3.48 degrees of separation in 1982 and from 3.46 to 3.6 in 1999. "The short social distances among directors and boards do not require planning by some central authority," Davis and his colleagues wrote in the *Strategic Organization* paper. "No particular node or tie is critical for maintaining the small world of the corporate elite, in the same sense that no particular router is essential to the operations of the Internet."

The Bubble Bursts

Interlocking corporate connections enable the sharing of experience and insights that lead to better corporate decisions, Davis says, and also spread detrimental ideas and practices.

In the 1990s, for example, the web of connections accelerated the adoption of tactics designed solely to inflate share prices—without concern for their long-term effect on the bottom line, he says. Companies announced share buyback programs that were never implemented, described earnings in laudatory terms they did not merit and even divested profitable companies to avoid being perceived as a conglomerate. Meanwhile, Davis says, the web of relationships among executives, directors, financial analysts, auditors and investment bankers led to a breakdown of corporate governance and a loss of faith in the market. Brokerage houses gave companies favorable ratings to acquire financial services business, auditors skewed the books of corporate clients they relied on for lucrative consulting contracts and directors failed to adequately scrutinize their companies' suspect dealings.

"The American corporate system is thick with social connections among the most important decision makers. This

system is highly susceptible to ‘contagion’ among managers,” Davis wrote in *Contexts*. “From who serves on boards of directors to which bank underwrites new securities issues and how financial analysts rate them—personal connections were central to inflating the financial bubble and to its subsequent burst.”

Global Ties, Shared Ownership

The number of foreign firms listing on the NASDAQ and the New York Stock Exchange (NYSE) increased from about 170 to more than 750 during the 1990s—raising the question of whether interlocking boards are becoming a global phenomenon.

To investigate, Davis and doctoral student Christopher Marquis studied 209 companies listed on the NASDAQ and NYSE from the United Kingdom, France, Germany, Japan, Chile and Israel. In a paper written for *The Economic Sociology of Capitalism*, they reported that few of these firms shared directors with U.S. companies or adopted U.S. governance practices—although many emphasized their American listing because it appealed to investors and boosted share value. “U.S.-listed firms may wear American fashions,” Davis and Marquis wrote, “but they continue to speak in their native tongue.”

In a recent paper for the French journal *Gerer et Comprendre*, Davis and Mina Yoo explored how corporate America is increasingly interconnected through common ownership by institutional investors. FMR Corporation, the parent company of the Fidelity mutual funds, owned 10 percent of 94 companies in 2001, compared with 13 in 1990. The French financial services conglomerate AXA held 10 percent stakes in 35 U.S. companies in 2001, followed by Wellington Management Company at 26 and Capital Research & Management Inc. at 18.

Davis and Yoo found that institutions with large stakes in multiple companies generally don’t seek to influence the firms in which they invest. The researchers speculate that this “passive” ownership style may occur, in part, because mutual funds don’t want to jeopardize potential contracts—to provide employee benefits administration, for example—with the companies in which they own large stakes.

Dave Wilkins

Redefining How We Think About and Develop Leadership

Fifty percent of all organizational-change efforts fail. One reason for this difficulty is change leadership. Too often we confuse leadership with a title or position, such as president or CEO,

and believe that authority is enough to alter people and move organizations, says Robert E. Quinn, the Margaret Elliott Tracy Collegiate Professor of Business Administration and professor of management and organizations.

In his book, *Building the Bridge As You Walk on It: A Guide for Leading Change* (Jossey-Bass, 2004), Quinn launches a study on what he calls the normal state and the fundamental state of leadership. Most people spend the majority of their time in the normal state. Although they claim they are committed to change, they actually are committed to remaining comfort-centered (staying on the path of least resistance), externally driven (complying with existing social pressures), self-focused (egocentric) and internally closed (neutralizing external signals for change).

When a person is forced to make deep personal change, he or she has to move forward without control. In effect, that person has to learn to “build the bridge as he or she walks on it.” In the process, people tend to move from the normal state to a state in which they become more results-centered, internally driven, other-focused and externally open.

When people make the shift, they often report they are more focused, feel increased integrity, are more connected to others and experience great increases in awareness and learning. Quinn calls this condition the fundamental state of leadership.

“Developing leaders is not about getting them to imitate the thinking and behavior of other people who have been successful,” Quinn says. “It is about attracting people to the decision of entering the unique state from which their own great thinking and great behaviors emanate.”

Contact Quinn at requinn@umich.edu.



Robert E. Quinn

MARTIN VLOET

Most of Us Are Poor Judges of Our Own Abilities

Most of us believe we can accurately gauge how our personal performance and abilities stack up against those of our peers, but research suggests that we are, in

fact, poor judges of our own comparative talents, reports Katherine Burson, assistant professor of marketing.

Burson and colleagues from Duke University and the University of Chicago report that people at all skill levels are subject to similar degrees of inaccuracy and bias in making interpersonal comparisons.

These errors in judgment are tied to perceptions about the difficulty of an assigned task. When the task seems hard, top achievers underestimate their standings relative to their peers, resulting in less accurate predictions. When a task appears too easy, poor performers overestimate their relative standings, making their predictions less accurate.

“Overestimates of relative ability can lead to frustration, loss and even physical harm, as in the case of beginning skiers who attempt to ski advanced trails,” Burson says. “On the other hand, there also are significant domains in life where relative ability may be underestimated, so people fail to participate when they would have succeeded.”

Burson and her colleagues conducted a series of 10 tasks involving quizzes, trivia and word games to investigate the cognitive processes underlying judgments of relative standing. Test results revealed that skilled and unskilled participants were inaccurate in estimating their relative performance. However, exactly who appeared to be more or less accurate depended on the difficulty of the task because the perceived difficulty affected estimates of relative ability, but not actual ability.

The researchers found that estimating one’s performance standing is difficult regardless of skill level.

Contact Burson at kburson@umich.edu.



Katherine Burson

MARTIN VLOET

Putting More Pop in Tops

SANDRA BEACH LIN, MBA '82



JOHN WHEELER

Most of us reach for a beverage because of the drink itself, not the bottle cap that seals it.

But it's no small concern to Sandra Beach Lin, MBA '82, president of Alcoa Closure Systems International. "Our job is to provide an easy-to-use, tamper-evident closure, with maximum eye appeal," she states. "As a result of our work, consumers benefit in ways they may not be fully aware of: fresher, better-tasting products; resealable bottles; lowered packaging costs; product integrity and ease of opening.

"We lead the beverage market by continuously improving key performance needs that most soft drink consumers happily take for granted."

Alcoa produces more than 70 billion closures a year worldwide, from push-pull spouts of sports drinks to peanut butter lids. Coca-Cola and Pepsi are her biggest customers.

Under her leadership, the company operates 29 manufacturing plants in 20 countries and is constantly improving its nearly 60 varieties of closures. "Packaging is a rapidly changing, competitive market-

place," she observes. "What's exciting is creating new products, entering new geographies and exceeding customer expectations."

Lin discovered her love of business as a teenager in Junior Achievement. On scholarship at the University of Toledo, she interned four years with the Dana Corporation, which exposed her to every area from accounting to production. She was immediately accepted at Michigan, where she found mentors and enduring friendships.

She joined the sales force at American Cyanamid, quickly absorbing the technology of tire adhesion chemicals and holding her own in the male-dominated automotive arena. Working from home, making cold calls and growing the customer base over a five-state territory increased her self-reliance and ability to build customer relationships.

* * *

"I have often been placed in a first-time position, building an operation from scratch," she reflects. "Again, it comes down to the need to establish credibility and earn trust as quickly as possible."

* * *

"Establish credibility, earn their trust." This became her first objective in every position that followed. Soon she was responsible for marketing eight lines of chemicals, from aerospace to cosmetics, outside the U.S. Two years later, she moved into international marketing of medical devices.

"I toured tire factories in Italy and watched airplane sub-assemblies being built in Japan. Then when I shifted to medical products, I saw surgeries being performed in

Spain and Hong Kong," she marvels. "It opened the world to me."

Lin scaled back somewhat during 1990-93 after her two daughters were born, and she and her husband Patrick began building their dream house. Then Allied Signal (now Honeywell) offered her the chance to head up its new specialty wax business in Asia. The family was off to Singapore. "I have often been placed in a first-time position, building an operation from scratch," she reflects. "Again, it comes down to the need to establish credibility and earn trust as quickly as possible."

And she continued, through several more management transitions, including president of Bendix Commercial Vehicle Systems, leading to joining Alcoa in 2002. From truck brakes to bottle caps, Lin focuses on three areas: strategic planning, year-to-year operations and developing her team — as individuals and as talent for the Alcoa pipeline. She is particularly committed to mentoring women through such organizations as the Committee of 200 and Women Unlimited. She also is active on the Business School's Women's Leadership Council and the Tauber Manufacturing Institute board.

Each venue creates new networks. Recently, Lin was among the Alcoa leaders instrumental in combining funds from the Committee of 200 and Alcoa Foundation to sponsor a Girl Scout program: From Badge to Business. Piloted in Chicago, it is expanding to several other cities. "The goal is to teach girls what I learned at an early age," she concludes. "Business is an outstanding career choice for women."

Pat Materka

Connecting Urbanites with Nature

JOSEPH E. SHACTER, BBA '82

In 1999, the Chicago Academy of Sciences moved its native prairie flora and fauna to a sunny new building, and thus the Peggy Notebaert Nature Museum was born.

Board members soon realized the museum, devoted to environmental education, must update its exhibits to provide visitors a more memorable, hands-on experience. They hired **Joseph E. Shacter**, BBA '82, as president and CEO to do the job.

Shacter had managed major exhibits at Chicago's Museum of Science and Industry. He also brought a strong business background, including a BBA from the Michigan Business School and an MBA from Northwestern University. Board members were attracted by his business knowledge and familiarity with nonprofits — a sought-after combination in museum management.

"Traditionally, museums were run by curators who would become museum managers," Shacter says. In the last two decades, however, running a museum has become more akin to running a business. Increasingly, "not-for-profit institutions are expected to bring in their own revenue," from admissions, facility rentals, stores and cafes, Shacter explains.

Shacter has spent most of his career working for non-profit organizations. After graduating from Michigan,

he spent three years as associate director at a boys summer camp in Wisconsin. At Northwestern, he earned a master's degree in journalism along with an MBA, with an eye toward becoming a business reporter. After working for the CBS affiliate in Little Rock, Arkansas, Shacter returned to his native Chicago to manage large exhibits at the Museum of Science and Industry, including the Titanic exhibit.

To enhance the visitor experience at the Nature Museum, Shacter and his staff began by defining the museum's role. "It goes back to Marketing 101. What's the niche, where's the need and how are we fulfilling that need?" he says. By focusing on environmental education and encouraging urbanites to reconnect to the natural world, the Peggy Notebaert Nature Museum occupies a special space in Chicago's rich cultural repertoire. Its butterfly sanctuary — an airy atrium where dozens of varieties of butterflies flit around and land on visitors — also offers a respite from midwestern winters for visitors, who number almost 200,000 annually.

By this October, the museum will have redone five permanent exhibits to include more live animals and make the exhibits more interactive: the butterfly sanctuary, an exhibit on how rivers work, a midwestern wetlands gallery, a "hands-



JOHN WHEELER

To enhance the visitor experience at the Nature Museum, Shacter and his staff began by defining the museum's role.

"It goes back to Marketing 101. What's the niche, where's the need and how are we fulfilling that need?"

* * *

on" habitat that features a two-story tree house, and a two-story home inside the museum that models environmentally friendly behaviors and introduces visitors to the animals that share our homes.

The museum also hosts temporary exhibits. Grossology: The (Impolite) Science of the Human Body was one of the most popular. Exploring every imaginable bodily function, the exhibit included a large-scale replica of human skin, a burp machine and a vomit center. This fall, the museum will host the world

premiere of Animal Grossology.

Last year, the museum mounted an exhibit that grew out of Chicago Metropolis 2020, a nonprofit organization created to offer ideas for managing future population growth in the Chicago area while limiting urban sprawl. The exhibit showcased the projected consequences of current lifestyles on the Windy City, including longer commutes and the loss of 500 square miles of open land to development.

Shacter also is excited about the "greening" of the museum's building, which began this spring. Rooftop plantings, climbing native vines and a limestone wall that resembles ravine walls in Illinois will mirror the museum's mission and brand identity: an oasis where native flowers flourish and butterflies alight on visitors' shoulders.

Mary Jean Babic

University Launches \$2.5



PAUL JARONSKI

More than 1,200 donors and friends of the University of Michigan, including many Business School alumni, gathered in Ann Arbor on May 14 to launch the four-year public phase of the University's \$2.5 billion capital campaign to support scholarships, endowed professorships, academic programs, facilities and other projects. Michigan's goal is one of the largest in higher education.

"The Michigan Difference will focus on maintaining and building the depth of excellence that is the foundation of the University of Michigan's pre-eminence as a public research university," said President Mary Sue Coleman. "Fourteen of the University of Michigan's colleges and programs rank among the top 10 in the nation, a claim no other university can make. Our breadth of accomplishment and activity—in Ann Arbor, Dearborn and Flint—gives Michigan students and faculty an unparalleled array of opportunities. The title of the campaign, The Michigan Difference, captures the remarkable capability of the University of Michigan to make a difference for our students, for our state and for society."

The campaign focuses on the

President Mary Sue Coleman and members of the University capital campaign leadership team join donors and friends in "Hail to the Victors" at the campaign kickoff rally in Rackham Auditorium. "Our students and alumni challenge us. What we do in this campaign will resonate for decades," she said.

University's core academic mission: \$400 million for student scholarships and fellowships; \$425 million for faculty support; \$625 million for programs and research; \$500 million for facilities; \$150 million for labs, infrastructure and discretionary support; and \$400 million in bequests. Since the quiet phase of the campaign began in 2000, more than \$1.36 billion has been raised.

Former President Gerald R. Ford and Betty Ford are honorary chairs of the campaign. Ford, a 1935 Michigan graduate who has held leadership roles in two previous University campaigns, said, "Betty and I are delighted to serve as

* * *

"As a leader in previous campaigns for the University, I have seen over and over that our donors have always provided a substantial margin of excellence, making the difference between a good university and a great public institution."

honorary chairs of The Michigan Difference campaign. The University of Michigan has had such a profound influence on my life that I believe strongly in giving back to this institution. We are proud to lend our support and commitment to this effort that will make a difference to students and faculty now and in the future, and in turn to the state, the nation and the world.

Betty Ford and former President Gerald R. Ford



Billion Capital Campaign

“Fourteen of the University of Michigan’s colleges and programs rank among the top 10 in the nation, a claim no other university can make. Our breadth of accomplishment and activity—in Ann Arbor, Dearborn and Flint—gives Michigan students and faculty an unparalleled array of opportunities.”

* * *

“As a leader in previous campaigns for the University, I have seen over and over that our donors have always provided a substantial margin of excellence, making the difference between a good university and a great public institution. We look to



STEVE KUZMA

Speaking at the school’s May 14 campaign kickoff dinner held at the University’s new Palmer Commons, President Mary Sue Coleman told donors, “Our Business School is one of the best in the country and our aspirations must continue to be high.”

our supporters once again to join us in making The Michigan Difference campaign a success.”

In setting priorities for the campaign, the University’s 19 colleges and schools, three campuses and numerous other units collaborated to define five themes that express core activities across the institution.

Fulfill the Promise of Science and Technology. University colleges, schools and departments collaborate to discover knowledge and develop technologies that improve and save lives, create innovative solutions for sustaining the environment and make information technology secure and accessible for all.



STEVE KUZMA

STEVE KUZMA

Sanford Robertson, BBA ’53, MBA ’54, left, and Stephen M. Ross, BBA ’62, chat at the May 14 reception and dinner celebrating the launch of the Business School’s fundraising campaign. The evening gala was one of many University campaign-related events held May 14-15.

Enrich the Student Experience.

Michigan students study with faculty whose excellence has been rewarded with prestigious prizes and nominations to the nation’s most respected scholarly societies. Fundraising will provide for student scholarships and fellowships, programs and new facilities to make the student experience the best it can be.

Inspire a Life of Arts and Culture. In the classroom and in its museums and theaters the University stimulates creativity and engages tomorrow’s performers and artisans. The University educates actors, architects, dancers, musicians and designers, while exposing the entire student body and the community to outstanding cultural offerings, enriching the quality of life for all.

Advance Health and Society’s Well-being. University doctors and researchers, social scientists, public policy experts and scientists obtain new knowledge, introduce treatments, provide insights and identify trends that advance healthcare delivery, inform government decision making, care for the planet, increase understanding and improve the human condition.

Prepare Leaders for the Local and Global Community. The University puts force behind its maxim of “Leaders and Best” by imbuing students with a commitment to citizenship, by encouraging deeper knowledge of various cultures and understanding of the world’s



STEVE KUZMA

Dean Robert J. Dolan, left, and Regent David Brandon



STEVE KUZMA

Left to right, Thomas C. Jones, BBA ’68, MBA ’71, and Michael Jandernoa, BBA ’72, talk with Focus: HOPE co-founder Eleanor Josaitis and Joseph Petrosky, MBA ’91, at the Business School’s fundraising kickoff.

markets and business practices, and by imparting an appreciation of our global connectedness.

Business School Alumni Lend Leadership, Expertise to Fundraising Campaign



Left to right, Joel Tauber, BBA '56, MBA '63, Kathleen Dolan and Stephen M. Ross, BBA '62



Left to right, Cliff Sheldon, MBA '65, Betty Barfield and John Barfield, a member of the Visiting Committee



More than 125 alumni, donors, faculty and student leaders enjoyed the music of a jazz ensemble from Ann Arbor's Community High School at the May 14 reception and dinner marking the beginning of the four-year public phase of the Business School's \$350 million fundraising campaign.

When President Mary Sue Coleman recruited leaders for Michigan's capital campaign, she tapped a deep bench—the Business School—for talent.

More than a third of the 28 members of Michigan's National Campaign Leadership Cabinet have Business School connections, and four of the eight campaign co-chairs are alumni: **Michael Jandernoa**, BBA '72, of Grand Rapids, Michigan; **Sanford Robertson**, BBA '53, MBA '54, of San Francisco; **Richard Rogel**, BBA '70, of Vail, Colorado; and **Stephen M. Ross**, BBA '62, of New York City, who recently gave \$100 million to the school.

Business School alumni also are prominent on the vice chair roster, including Detroiters **Stanley Frankel**, MBA '64, Doreen Hermelin (widow of **David Hermelin**, BBA '58) and **Joel Tauber**,

BBA '56, MBA '63.

Campaign chairs and vice chairs carry on the campaign's day-to-day work. They talk to donors and host events. Honorary campaign leaders assist the campaign through their public endorsement and willingness to share their prestige with the endeavor.

William Davidson, BBA '47, and **Allan Gilmour**, MBA '59, both of Detroit, and **Nicki and J. Ira Harris**, BBA '59, of Palm Beach, Florida, are honorary co-chairs as are Ann Lurie (widow of **Robert H. Lurie**, BEEIE '64, and MSE '66) of Chicago and Helen and **Samuel Zell**, AB '63, JD '66, also of Chicago. Ann Lurie and Samuel Zell are the driving forces behind the Samuel Zell & Robert H. Lurie Institute for Entrepreneurial Studies at the Business School.



William Davidson



Allan Gilmour



Nicki and J. Ira Harris



Michael Jandernoa



Ann Lurie



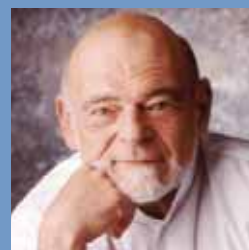
Sanford Robertson



Richard Rogel



Helen Zell



Samuel Zell

Dean Dolan: Alumni Support Critical

In spring 2003, Dean Robert J. Dolan unveiled a strategy to create a distinctive Michigan approach to business education. Today, that strategy is the cornerstone for the school's \$350 million campaign, The Michigan Difference: Leading in Thought and Action. The campaign has earned endorsements from some of the school's most prominent and generous donors, including Stephen M. Ross, William Davidson, Sanford Robertson, John R. Tozzi and Samuel Zell.

Students, alumni, faculty and business leaders have embraced the school's strategic position, which is anchored on four core values:

- Develop broad-based intellectual capital with impact
- Innovation in business education
- Capitalize on co-creation opportunities
- Connect theory and practice

"People in the work world see what we are doing as a way to differentiate the Ross School of Business from the industry as a whole. The feedback is we are on the right track," says Dolan. "We talk about the need to develop leadership capability, to help people do more than solve well-defined problems. We want to help students figure out what the issues are and handle complicated objective functions encompassing profitability and a corporate/social responsibility motive."

In a dramatic announcement in Hale Auditorium the morning of September 9, the University announced that New York City real estate developer **Stephen M. Ross**, BBA '62, had given \$100 million to the school. Earmarked for facilities and endowment, the gift is more than three times larger than any received in the University's history and the largest ever given to a business school. Prior to the announcement, the Regents in special session voted to rename the school the Stephen M. Ross School of Business at the University of Michigan in honor of the Detroit native and founder, chairman and chief executive officer of The Related Companies, L.P.

The school, under Dolan's leadership, already had raised \$100 million before Ross made his intentions known. Lead gifts include:

- Nearly \$20 million for support of the William Davidson Institute from

William Davidson, BBA '47, chairman, president and CEO of Guardian Industries Corporation, a Michigan-based glass products manufacturer. In 1992, Davidson, honorary co-chair of the University fundraising campaign, gave \$30 million, the largest gift at the time associated with the University and the school, to establish the institute. Through the institute, faculty and students help nations around the world make successful transitions from a command economy to a market economy. Davidson also recently gave an additional \$5 million to the University for new facility construction.

- \$5 million from **Sanford Robertson**, BBA '53, MBA '54, principal founder of Francisco Partners in Menlo Park, California. Robertson is co-chair of the University's \$2.5 billion fundraising campaign. He is a member of President Mary Sue Coleman's Advisory Group, the Ross School of Business' Campaign Cabinet, the Western States Campaign Committee and the University's Investment Advisory Committee.

Robertson's \$5 million gift in expendable funds allows Dolan to respond to the school's most pressing needs and exciting initiatives.

- \$2 million from **John R. Tozzi**, MBA '67, and **Georgene M. Tozzi** for the state-of-the-art John

R. and Georgene M. Tozzi Electronic Business and Finance Center in the Electronics Resources Building. John Tozzi is president and CEO of Cambridge Investments Ltd. of San Francisco and of Jackson, Wyoming, an investment management firm that specializes in the energy industry.

"Michigan's programs require great hearts and minds," Dolan says. "Our programs also require state-of-the-art facilities due to their multidisciplinary nature, their team orientation and their global scope."

* * *

- \$4 million from **Samuel Zell**, AB '63, JD '66, chairman of the board of Equity Group Investments LLC in Chicago, to advance the work of the Samuel Zell & Robert H. Lurie Institute for Entrepreneurial Studies begun with \$10 million in 1999. In addition to being the driving force behind the Zell Lurie Institute, Zell serves on President Coleman's Advisory Group and the Michigan Law School Visiting Committee.

Alumni and friends across the country are being invited to learn more about the strategy that has captured the imagination and financial support of donors, and to examine the reality behind The Michigan



Professor Tyler Shumway teaches in the 5,800-square-foot Tozzi Electronic Business and Finance Center. The Tozzi Center includes a financial analysis and trading floor classroom, a flexible and wireless electronic classroom and an E-lab seminar room. The center is equipped with the latest in live financial data feeds, information services, and research and trading tools to allow students to experience the look and feel of a trading floor environment. PHOTO BY STEVE KUZMA

Difference: Leading in Thought and Action. "The Ross School of Business' long-term success depends on this Capital Campaign. Our action-based learning approach is both extremely high-value and high-cost. How are we going to make it happen? Alumni support is a critical piece of the story," Dolan says.

Intellectual Capital

Generating intellectual capital with impact—new ideas developed through research that faculty quickly transfer to the classroom and share with the world—forms the school's foundation.

People and the intellectual capital they create through research are high on the campaign priority list. The school seeks to raise funds for endowed professorships, additional clinical faculty and research.

The schools that Michigan competes with for the best faculty talent all receive substantial infusions of cash through alumni support, notes Dolan, quickly adding, "These schools also establish the market level of what we must pay to hire the best people."

One of the most visible examples of big idea research is Positive Organizational Scholarship (POS), a new movement pioneered at the Ross School of Business. *Harvard Business Review (HBR)* has identified POS as one of 20 "Breakthrough Ideas for 2004." Drawing on path-breaking work in the organizational and social sciences, POS focuses on the dynamics in organizations that develop human strength, produce resilience, foster vitality and cultivate extraordinary individuals.

HBR Senior Editor

Bronwyn Fryer writes, "POS takes a rigorous look at the more widespread social constructs, values and processes that make organizations great. And because it measures results, POS goes beyond platitudinous talk about the virtues of being good."

Studying such successful firms as Southwest Airlines, POS researchers find that employee happiness pays for companies.

Cutting-edge research featured in such books as *Positive Organizational Scholarship: Foundations of a New Discipline* and *The Fortune at the Bottom of the Pyramid* are examples of how faculty develop and share new ideas in the classroom and with the world.

"It's beginning to look as if a positive workplace atmosphere is worth developing, and not merely for its own sake; it may be the foundation of true organizational success,"

Fryer concludes. To learn more about POS, visit the POS

special report at www.bus.umich.edu/NewsRoom/SpecialReports/POS.htm.

Dolan cites research being done by C.K. Prahalad, the Harvey C. Fruehauf Professor of Business Administration and professor of corporate strategy and international business, and his student team on ways to unleash entrepreneurship and serve the poor of the world profitably as another example of creating intellectual capital with impact. Their work is featured in *The Fortune at the Bottom of the Pyramid*, published by Wharton School Publishing in August. "Given that the project involved 25 students working in five countries, we couldn't fund this kind of research from general operating funds," Dolan says.

In June, the school opened its Center for Global Resource Leverage: India, a new research center in Bangalore, India. Directed by Prahalad and M.S. Krishnan, the Michael R. and Mary Kay Hallman Fellow and professor of business information technology, the center is bringing together scholars from the Ross School of Business to study managerial issues and emerging practices in leveraging global resources and accessing new markets.

The school's goal is to become a world leader in research at one of the leading edges of change—global restructuring of industries and global resource leverage, Dolan says, explaining that the center is a response to the emerging pattern of restructuring of industries and the value chains of firms. Increasingly, managers are focusing on methods to leverage resources globally, he notes, and India presents a promising opportunity to do that. "When we say create intellectual capital, we're really talking about path-breaking research and that kind of research requires significant investment," Dolan adds.



Right, C.K. Prahalad, the Harvey C. Fruehauf Professor of Business Administration and professor of corporate strategy and international business, talks with students at the India Institute for Information Technology (IIIT)-Bangalore campus about outsourcing as part of the opening of the school's new Center for Global Resource Leverage: India, in Bangalore. The center is bringing together scholars to study managerial issues and emerging practices in leveraging global resources and accessing new markets.

Innovation in Business Education

The school provides innovative educational experiences through a core curriculum and cutting-edge electives aided by advanced technology.

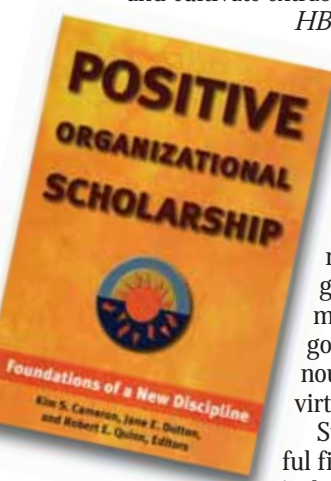
"The pace of change in the business world today is obvious. What this means is that it is no longer sufficient to be up to date, monitoring changes that occur. If you really want to be on top, you have to be the source of new ideas. Innovation in research and in teaching methodologies is a hallmark of the Ross School of Business," Dolan says.

One example is the school's new Leadership Transition Workshop (LTW) for second-year MBAs, offered for the first time to the Class of 2004. The weekend-long life skills workshop earned high marks from the 350 students, 50 spouses and more than 30 alumni volunteers who participated.

LTW helps students make a smooth transition to corporate life. "We want to ensure MBAs are well prepared for a successful career launch," explains Graham Mercer, assistant dean for strategic planning and special projects. He describes LTW as the second "bookend" in the MBA curriculum, with the Leadership Development Program being the first.

Here are some excerpts from e-mail messages Dolan received from LTW participants:

- "The industry workshops were excellent. I attended the consulting breakout session, which had two presenters: one from McKinsey and one from PWC. We were still going strong when the time ran out." **Peter Conway**, MBA '04.
- "I want you to know these types of events do truly help our school differ-



entiate itself from the rest of the top-tier schools and, in a way that may have been unintended, have a profound impact on alumni such as me. I believe every alum who has a chance to experience this type of weekend would be rejuvenated, and this would refresh their belief in the values of a Michigan education.” **James E. Perkins**, MBA '91, vice president, human resources, Citigroup Inc.

- “I cannot tell you how happy I am to see the school is now taking the time to help second-year MBAs transition back into the workforce by giving them a clear and impactful reminder of just who is truly important as you move through your career. As an alum, it is great to see the Michigan Business School continue to have such talented students and an amazing program. It was a strong reminder of the benefits of staying connected to MBS long after one graduates.” **AnneMarie Suarez-Davis**, MBA '99, brand manager for Apple Jacks and Corn Pops, Kellogg Company.

The recently revised MBA curriculum reflects the school's commitment to continually innovate and improve, says Associate Dean for Degree Programs Eugene W. Anderson, who spearheaded the two-year review process that led to faculty approval of the new curriculum in 2003.

For members of the Class of 2006—the first to experience the school's revised MBA curriculum—benefits include carefully sequenced core courses, more electives and the opportunity to focus on specific areas of interest prior to internship interviews. The changes will give MBAs a leg up in the job market, Anderson predicts.

Among recent additions to the BBA curriculum is a practicum course titled Finance Research Commercialization, designed by David J. Brophy, associate professor of finance, and offered for the first time this fall. Second-year BBAs and second-year MBAs enrolled in the course are working on technology-based University start-ups.

“The basic premise is that we're moving toward an intellectual property-based world. For the U.S. to maintain leadership, particularly with the growth of outsourcing, we must leap ahead. Higher and higher technology is part of the answer. This involves disclosing inventions, defining markets, justifying patents and moving ahead to commercialization,” explains Brophy.

Practicum students use the University as a living lab. Working in small teams with researchers who have taken steps to bring their research to market through the University of Michigan Technology Transfer Office, students are involved at an early stage in the process, analyzing market opportunities and resources needed and preparing a first draft of a business model and a financial model derived from it.

“They're not expected to know the details of the technology or life science concepts involved but are closely involved with scientists who do. An early-stage business plan will be the deliverable. Successful high-tech entrepreneurs and venture capitalists are serving as mentors,” Brophy says.

Executive Education also is undergoing a transformation, trading in its broad product line offering for a tailored portfolio of programs that capitalize on faculty expertise and pinpoint specific business needs. New “Centers of Excellence” focus on topical areas that mirror the multidisciplinary nature of the issues facing businesses today.

Michigan's Executive MBA program, launched in fall 2001 and ranked seventh by *U.S. News & World Report* magazine in 2004, prepares mid-career professionals from diverse backgrounds to lead and create value in their organizations.

The school is raising funds for the core curriculum, cutting-edge electives and scholarships. “If Michigan is to continue to innovate, we must have the resources to invest in program development,” Dolan says.

Capitalize on Co-creation Opportunities

Instead of receiving a pre-packaged set of ideas, students join with faculty, staff, alumni and business partners to co-create educational experiences that fit the needs and interests of each individual. Also, the Ross School of Business works with other University of Michigan schools and colleges—Engineering, Natural Resources and Environment, Medicine, Education, Social Work and Law—on complex issues that benefit from a multidisciplinary approach.

“One of the key assets of the Ross School of Business is our position within one of the great research universities of the world,” says Dolan. “Everywhere you look around campus you find a great intellectual partner for studying the most important problems in the world. What

this partnering, this co-creation, allows us to do is offer the unique capability to research truly multidisciplinary problems and also offer students the kind of training that crosses boundaries, the training they need if they're going to be the leaders in the boundary-less world of today.”

A new dual master's degree in business administration and educational studies offered in cooperation with the School of Education is an example of what can be accomplished when University units collaborate. It prepares graduates to design and lead charter schools and to work in private schools, professional development programs within companies and traditional educational publishing companies.

“The increasing involvement of the private sector in education at all levels—from charter elementary schools to profit-centered graduate schools—along with the clarion calls for virtually all organizations to become better learning organizations, suggest that the integration of business acumen and educational principles is a highly relevant degree program for leaders of 21st-century organizations,” says Kim Cameron, professor of management and organizations and professor of higher education.

The Erb Environmental Management Institute, a joint program of the Ross School of Business and School of Natural Resources and Environment, endowed by **Frederick A. Erb**, BBA '47, and his wife Barbara, is another example of co-creation.



Right, Viveca Chan, chair and CEO of Grey Global Group China, an integrated marketing communications group, talks with students at the 14th Annual Asian Business Conference (ABC) about China and the new global economy. Through events such as the ABC, the school's largest and longest-running student-organized conference, students hone their leadership and organizational skills and enliven the school's intellectual environment. PHOTO BY STEVE KUZMA



Scott Baron, MBA, '04, shown here at the 2003 American Wind Energy Association Conference in Austin, Texas, received the school's MBA Entrepreneur of the Year Award in 2004.

The Erb Institute's educational arm, the Corporate Environmental Management Program (CEMP), was launched in 1992 and offers a wide-ranging curriculum leading to both the MBA and Master of Environmental Studies degrees. CEMP also supports experiential education through internships and team projects in the business and nonprofit sectors; provides academic enrichment through seminars, executive education, lectures and special conferences; and supports multidisciplinary research on business and the environment.

This spring, CEMP student **Scott Baron**, MBA '04, received the school's MBA Entrepreneur of the Year Award. Baron was a finalist for the best overall business plan at the 2004 Global Social Venture Competition, which provides a global forum for entrepreneurs to showcase their plans and for investors to support groundbreaking social ventures. The Samuel Zell & Robert H. Lurie Institute for Entrepreneurial Studies helped Baron prepare for the competition held at the London Business School in April. His plan focused on distributed generation microgrids in unelectrified areas of developing countries.

Many Fridays from September to April, the school's Ford Conference Center is the site of panel discussions and lectures on business topics organized by student clubs. Through student-led conferences—from Entrepalooza, the European Business Conference and FuturTech to the Women in Leadership Conference and the Black Business School Students' Annual Conference and Alumni Weekend—Michigan business school students enhance the intellectual environment for classmates and the wider community while honing their own leadership and organizational skills.

Connect Theory and Practice

Action-based learning and interdisciplinary, team-oriented situations develop leaders and ideas that change the world.

"An essential element of our MBA program is the melding of theory and practice. Though we know it is essential to impart basic skills and knowledge to our students in the classroom, the true way in which we develop their leadership capability is through our action-based learning programs," Dolan says. "Our hallmark action-based learning program is the Multidisciplinary Action Project (MAP) in which, for the final seven weeks of their first year at the school, all our MBA students go out into the world of practice where they tackle real-world problems."

Richard H. Rogel, BBA '70, who has worked with students in the MAP program and summer internships, says, "I think it totally broadens their horizons and gives them a lot of practical experience. I think that is absolutely critical to their education." Rogel of Avon, Colorado, is former chairman and chief executive officer of the Preferred Provider Organization of Michigan, a co-chair of the University of Michigan's fundraising campaign and a member of the advisory board of the Samuel Zell & Robert H. Lurie Institute for Entrepreneurial Studies. In 1996, he and his wife Susan established an endowed scholarship to assist business school undergraduates with financial need. Each year up to 10 business students receive awards. In addition to the business school endowment, the Rogels established the Rogel Scholars Program, which supports out-of-state undergraduate students at Michigan. Their \$22 million gift is the largest the University has received for financial aid.

From MAP to business competitions, Michigan students team up to put into practice what they learn in class, notes Dolan. In March, Michigan business students won the \$20,000 first-place prize in the Walter V. Shipley Business Leadership Case Competition "Meeting Ethical Challenges in the Business World." The team—**Tony Pandjiris**, **Ed Chao**, **Karimah Malcolm** and **Russel Weir**, all MBA '05—proposed the award-winning case solution to the question: What would you do if you were Roger Deromedi, CEO of Kraft Foods Inc., facing a number of marketplace challenges, including increased competition and negative public-

ity related to the nation's obesity epidemic?"

The competition, launched in 2002, honors Walter Shipley, retired chairman of the board of the Chase Manhattan Corporation and Chase Manhattan Bank, his leadership and the importance he placed on the social and ethical impact of business decisions.

In April, the school's Delta Epsilon Chi (DEX) Quiz Bowl team, comprised mostly of undergraduate students, won its third international championship. The Michigan team, which has dominated the Quiz Bowl event since the chapter was founded four years ago, also won in 2001 and 2003. DEX is a professional development business club open to all majors; most members are pre-business or business students. Each year, DEX participates in major competitions at state and international career development conferences.

Two months later, three promising young brand marketers from Michigan represented the United States at the international finals of the L'Oréal Marketing



Left to right, Jennifer Trepeck, Rebecca Paroby and Jaclyn Podor, all BBA '05, won the U.S. finals in the L'Oréal Marketing Award competition in New York City this spring.

Award competition in Paris. The team composed of undergraduate business students **Rebecca Paroby**, **Jaclyn Podor** and **Jennifer Trepeck**, all BBA '05, took top honors at the U.S. national finals on April 28 in New York City, defeating teams from Princeton University, the University of Pennsylvania, New York University, Spelman College, Morehouse College, Clark Atlanta University and the Fashion Institute of Technology.

"The Michigan difference is clear: We are leading in thought and action," Dolan says. "We are confident we are on the right path. We need alumni support as we seek to ignite young minds, develop fresh and impactful ideas on business practice and

continue our legacy of excellence.

"Michigan's programs require great hearts and minds," Dolan continues. "Our programs also require state-of-the-art facilities due to their multidisciplinary nature, their team orientation and their global scope." Ross' \$100 million gift, three-quarters of which is earmarked for facilities, moves the school closer to the goal of a functional, unified, state-of-the-art campus that supports the learning community of the future, Dolan says. He hopes to bring a proposal to the Regents for discussion and approval later this year. He also acknowledges additional funding beyond the \$75 million from the Ross gift will be needed to provide the world-class facilities Ross, he and others envision.

In announcing the Ross gift, President Mary Sue Coleman said, "Steve Ross' donation will animate every facet of the school's ambitious vision for the future, and will ensure its continued reputation as among the very best business schools in the world."

With his gift, Ross joins an elite group of Michigan philanthropists, including Horace and Mary Rackham, who endowed the Horace H. Rackham Graduate School and the Rackham Building; William W. Cook, who endowed the Law School; and William Davidson, who established the William Davidson Institute.

Looking back on his days at Michigan, Bill Davidson says, "I was always very much interested in sports. I joined a fraternity. We played softball games — probably would have been better doing a little more studying than playing, but I enjoyed the life."

Davidson, who continues to enjoy sports and life, owns three professional sports teams recently in the spotlight: the Tampa Bay Lightning, which won hockey's Stanley Cup in June; the Detroit Pistons, which captured the NBA championship, also in June; and the Detroit Shock, the 2003 Women's National Basketball Association champions.

When it comes to donating money, Davidson says, "I really don't have much to say to other donors. Each one of them has to find their reasons for giving. The only thing I would say is once you've made your fortune so to speak and you have excess monies, clearly an area that you want to give major consideration to is education."

2004 Class Gift

GRADS SUPPORT TELECOMMUNICATIONS CENTER, SCHOLARSHIP AND SPEAKER SERIES

Members of the Michigan Business School Class of 2004 wrapped up the academic year with a generous farewell gift to the school: a record \$539,182 in donations and pledges.

Former MBA Global Blue president Anuja Rajendra, who presented a check to Dean Robert J. Dolan, noted the high student participation rate in this year's campaign: 97 percent of MBAs and 46 percent of the BBAs pledged their support over the next two years. Seventy-nine percent of the students in the MAcc class contributed to their class gift, an alumni scholarship.

Students in the MBA, MAcc and BBA programs raised \$295,117. MBA and BBA gifts and pledges funded the construction of a telecommunications center that features private phone booths, copy and fax machines, and Internet services in a lounge-type setting similar to that found at airports and hotel business centers. The center, which opened this fall, is

located on the second floor of William Davidson Hall, near the Office of Career Development recruiting interview rooms.

All members of the Executive MBA class contributed to their class gift, raising \$244,065 for an Executive MBA Speaker Series.

Graduates presented their gifts and pledges at an April 30 celebration under the portico prior to commencement. Dolan thanked the graduates for their generosity, noting it "signals students' continuing commitment to the school."

Class Gift Campaign leaders were:

- **BBA**—Jonathan Gleicher, Kyle Yam and Tina Wung
- **MBA**—Tara Backhaus, Jeff Bluestein, Nick Hailey, Ruchi Misra, Anuja Rajendra and Sunil Thakur
- **MAcc**—Ted Kanluen, Ann Mickley and Adam Wise
- **Executive MBA**—Dan Dolan, Dan Salinas and Donna Zobel



Donna Zobel, MBA '04, presents the Executive MBA class gift to Dean Robert J. Dolan. In the background, left to right, are Sunil Thakur and Jeff Bluestein, both MBA '04.



Presenting the Class of 2004's gift check to Dean Robert J. Dolan, left to right, are Jonathan Gleicher, BBA '04, Ann Mickley, MAcc '04, Tina Wung, BBA '04, Kyle Yam, BBA '04, Sunil Thakur, MBA '04, Jeff Bluestein, MBA '04, Ted Kanluen, MAcc '04, Anuja Rajendra, MBA '04, Tara Backhaus, MBA '04, Ruchi Misra, MBA '04, and Nick Hailey, MBA '04.

PHOTOS BY D.C. GOINGS

Two Men, One Vision
With \$100 Million Gift, Steve Ross



Honors the Past, Looks to the Future

The delicate transaction that would utterly transform the University of Michigan Business School began with a conversation between two men sitting comfortably in an elegant but unpretentious corner office on the ninth floor of 625 Madison Avenue in New York City in September 2003. The tone was casual, the topics commonplace — sports, business, kids. Then Dean Robert J. Dolan raised the key item on his agenda.

“Well,” Dolan said, “we have this fundraising campaign coming up.”

“Yeah,” said his host, “I know.” They laughed.

“Well, Steve, have you thought about what we might be able to ask you to do?”

Stephen M. Ross, BBA '62 — founder and chairman of The Related Companies, arguably the largest real estate firm in the U.S., developer of Time Warner Center, the \$1.7 billion complex overlooking the southwest corner of Manhattan's Central Park — said that yes, in fact, he *had* been thinking about that.

“I really want to help you so I figure fifty minimum,” Ross said. He meant \$50 million. “But what would it take to name the school?”

The dean had thought about how he would answer such a question.

“Well, that would be a pretty big number,” he said. “But if that's what you'd like to do, Steve, I'd really like to work with you to make that happen.”

Ross said, “You know, my uncle named Ohio State.”

Dolan knew that very well. He knew the little-known story of two separate fortunes made by members of the same family, first Max M. Fisher, the Detroit industrialist and philanthropist, who endowed the business school of his alma mater in Columbus; and now Max's sister's son, Steve Ross, who left Detroit for New York in the 1960s to make his own way.

“Two people from the same family naming a business school,” Ross mused. “That would be really cool.”

The dean said: “Steve, the school has had some great partnerships between deans and donors. I'd like you to take a leadership role for this decade and beyond.”

It seemed to Dolan that Ross liked that

way of putting it. Then, with nothing decided, but with the sense that something big had begun, they parted.

Purely by coincidence, Bob Dolan is one of the world's leading experts in the field of pricing. His published case studies, written during 21 years at the Harvard Business School, have sold more than a million copies. Now, quite suddenly and unexpectedly, he found himself wrestling with the most important pricing problem of his career. It was the problem of how to price a commodity that essentially has no price — the name and reputation of the school he leads, the alma mater of some 36,000 alumni and many thousands to come.

He knew from his fundraising team that naming a business school hadn't come cheap lately — \$62 million for an institute at the Darden School of Business Administration at the University of Virginia; \$60 million for the Garvin School of International Management in Arizona. Any gift in this range would far exceed the largest single gift ever given to Michigan — \$33.2 million from the Lincoln Knorr estate.

But Dolan also knew that even Ross' extraordinary offer of \$50 million would not approach the cost of the physical improvements the school needed to be the best business school in the nation — a goal that he and Ross shared. Coming to Ann Arbor from Boston in 2001, Dolan had found a physical plant that simply did not meet the needs of business education in the 21st century. Professors were teaching case studies — a form of instruction that demands horseshoe seating — in classrooms shaped like bowling alleys. Students were required to work in groups in a complex that has only a handful of group study rooms. On the city block that comprises the school, newcomers were greeted by no fewer than five discordant architectural styles. From architects at Kohn Pedersen Fox (KPF), the New York firm hired to assess the school's physical needs, Dolan learned that of the top 13 U.S. business schools, Michigan ranked twelfth in square feet per student. (Only Columbia, packed into upper Manhattan, had less.) Of the top 10, every one but

Michigan had spent at least \$30 million on its physical plant in the last five years.

Then came cost estimates for KPF's earliest studies — more than \$100 million. And this was not for a plan to build a new facility but simply to fix up the old one. Dolan was stunned. Yet from faculty, alumni and students, he was hearing a drumbeat

for a transformative change. “People were saying, ‘Let's do this right,’” he said. “You have to do it for the long-term viability of the school.”

Then there was the signal that a transforming gift would send, both inside and outside the campus. “I was thinking, ‘What's the number that will get the school excited?’” Dolan recalled. “What's the number that really says, ‘Wow! Michigan is a player against Harvard, Northwestern, Wharton, all those?’”

“In my own mind, I got fixed on the figure of \$100 million.”

But how would that figure strike Steve Ross?

“He wanted to help the school as much as he could,” Dolan said. “And it was something I was pretty sure he could do.”

But would he? And why would he? Why would anyone?

Steve Ross grew up in the 1940s and '50s around Livernois and Six Mile Road in Detroit, a diverse neighborhood of middle-class businessmen and profes-



PETER SMITH

“It is extremely gratifying to me to be able to provide the gift that will have an enduring impact on the University's ability to incorporate Dean Dolan's vision of becoming the world's foremost business school,” Steve Ross, right, said.



JENNIFER ALTMAN

Kara and Steve Ross in his office at The Related Companies

sionals where the kids went to Mumford High. His father was a bright man but less than successful, at least by the high standard set by Ross' uncle Max, who was building a business empire in oil and gas, and becoming one of the nation's leading philanthropists. David Ross invented an early coffee vending machine and was one of the first to put additives into oil. But he couldn't turn his ideas into money. Ask Ross about his family history and his answers about his father come in short-hand phrases — "Very creative; not a good business man. Never made a lot of money. Struggled, if you will." Ask about his grandfather and his uncle Max, and he opens up, telling stories about their business prowess and their generosity.



"To me, your great success is with people," Max Fisher, left, told his nephew Steve Ross.

PHOTO BY PETER SMITH

Clearly, these two men set the standards by which Ross would measure his own life and career.

As a boy, Ross followed Michigan sports avidly. "Being a kid from Detroit, the association with Michigan was very, very strong," said Jorge Perez, a Michigan master's graduate in urban planning who became Ross' business partner and close friend,

now majority owner of The Related Companies of Florida. "He felt, growing up, that Michigan was the greatest school in the world."

Then Ross' family moved to Miami Beach, where his father had taken a job with his grandfather in the hotel industry. Ross was miser-

able. "I didn't like Florida, let's put it that way. I really didn't care about school. I didn't get into any trouble; I just wasn't a good student." He desperately wanted to go to Michigan, but his grades weren't good enough. There were a couple of unhappy years at the University of Florida, then, after a second application, a transfer to Michigan's BBA program. It was a turning point. "I studied hard so I could get into Michigan, and then, when I got there, it gave me the self-esteem I needed. It was an environment that challenged me more, really kind of set me straight in terms of where I wanted to go. And put more fire in my belly."

After earning a law degree at Wayne State and a master's in tax law at New York University, Ross worked as a tax lawyer for two years at the accounting firm of Coopers & Lybrand in Detroit. Almost immediately, he tired of tax law. And he had fallen in love with New York. On the day after Robert Kennedy was assassinated in 1968, Ross was sitting in his office, pondering the unpredictability of life and death, when a partner in the firm came in and asked if he'd like to attend a seminar in New York. Without a moment's thought, Ross replied: "That sounds great. But I think I want to go to New York for good. In fact, I'm quitting."

He remembered: "I wanted to do something else with my life. I had worked with clients in real estate, and I saw the success they had. And I realized that I really loved real estate and the deal business."

And there was another reason to leave. "People in Detroit were always saying, 'You're Max Fisher's nephew; why do you need anything?' In New York, I was my own man."

Ross picked up experience at two

investment firms, then in 1972 he wrote a business plan. His long-term goal was to develop real estate. What he knew best, in the short term, were the intricate tax laws governing federally subsidized housing. His start-up idea was to organize deals by which wealthy investors incurred risk-free tax losses in affordable housing to shelter other income. Ross made \$150,000 in his first year and was on his way. His mother had lent him \$10,000 to cover living expenses. His uncle had lent him nothing.

"He never asked me," Max Fisher, now 96, remembers. "I felt that he was a man of unusual qualities, and he was going to go a long way. He didn't need my help."

Syndicated tax shelters led to development deals for affordable housing complexes, financial services for the affordable housing industry, property management, and more and more real estate ventures — apartments, condominiums, retail, office parks and mixed-use developments, initially concentrated largely in the northeast and Florida.

"I was a pretty determined person in those days," he says now. Then he smiles, as if to himself. "Certain things haven't changed."

His associates attribute Ross' success to a range of talents. **Jeff Blau**, BBA '90, the 36-year-old who, as president of The Related Companies, is the firm's number-two figure and heir apparent, cited Ross' insistence on high-quality architecture and engineering, a tenacious grasp of details, an eye for talent, an ability to inspire strong loyalty among subordinates and great ingenuity in the financing of highly complex deals. Jorge Perez emphasizes Ross' strategic vision: "He's always had a great ability to see where the trends are going and the nimbleness to change accordingly."

In the mid-1980s, Ross moved the company to its current quarters. Looking west along Central Park South, he could see the massive old Coliseum, a shabby relic just across Columbus Circle. Year after year, Ross looked out his window at that site. It occurred to him that if this was the best available site for a new development in Manhattan, which it probably was, and if New York was the greatest city in the world — a belief to which Ross holds devoutly — then it stood to reason that he was looking at the single greatest real estate site in the world. When other deals to replace the Coliseum fell apart, Ross jumped in.

Dismal parades of resistance had blocked other efforts, but Ross pushed through

his plan to create Time Warner Center — two 80-story towers atop a soaring glass atrium covering top-drawer retailers, a jazz concert hall (which Ross and his partners funded with their own donations) and a luxury hotel, the Mandarin Oriental. The development put Ross and Related among the all-stars of major-league developers, which led in turn to more major projects, now underway, in New York, Los Angeles and elsewhere. Time Warner Center, home to the media giant with its studios and headquarters, opened in early 2004. It has been called the most significant development in midtown Manhattan since Rockefeller Center. The Related Companies will move in soon, as will Ross and his family — his wife, Kara, her two daughters and Ross' two daughters from a previous marriage.

As that seven-year mega-project neared completion, Ross, then entering his 60s, was looking for new things to do. He became one of the driving forces in NYC 2012, the organization that is seeking to bring the Summer Olympics to New York. And he started to take a larger interest in his alma mater. He already had given significant gifts to the University — to endow a professorship in the Business School and to help launch the new athletic academic center. Now his interest intensified as he came to know the new business dean.

Ross' office was one of Dolan's first stops as he made his rounds to meet leading alumni. Dolan sought the developer's advice on the changes he was undertaking to expand the school's emphasis on action-based learning programs in real-world settings. When Ross gave a dinner at the Metropolitan Club to introduce Dolan to other New York alumni, he and Kathleen Dolan met and hit it off, and she watched as a friendship began to germinate between the New Yorker and her husband.

"He's a maverick," Ross told her. "And I love mavericks."

Dolan, admittedly, was not the seasoned negotiator that Steve Ross was. In all those years at Harvard, even as a senior faculty member, he had never raised a dime. Once, when he was asked to run a fund drive at one of his kids' schools, he asked how much they needed, thinking he might ante up for the total to avoid the chore. Now he faced the prospect of asking a master dealmaker for the gift of a lifetime. "If someone had asked me what's the likelihood of me, a kid from Boston, connecting with a big New York City real estate



Architectural Excellence: The Related Companies

The Related Companies, with its team of more than 1,500 professionals who oversee a real estate portfolio valued in excess of \$8 billion, is a fully integrated real estate firm with divisions specializing in development, acquisitions, financial services, property management, sales and marketing.

Founded in 1972 and headquartered in New York City, Related has become synonymous with architectural excellence throughout the country and has major developments, partners and offices in Miami, Chicago and Los Angeles, as well as New York.

Key members of The Related Companies' management team, President **Jeff Blau**, BBA '90, and CFO **Michael J. Brenner**, MBA '68, graduated from what is now the Stephen M. Ross School of Business.

The company has approximately \$4 billion in projects under construction, making it one of the most prominent developers in the United States. The Related Companies is also the largest shareholder in CharterMac, the largest financier of affordable housing in the United States, with approximately 250,000 units in 44 states.

For more about The Related Companies, visit www.related.com.



PETER SMITH

Top: Time Warner Center, which opened in early 2004, has been called the most significant development in midtown Manhattan since Rockefeller Center.

Middle: The Related Companies President Jeff Blau, left, met Steve Ross in a Michigan real estate class when Blau was a student.

Bottom: *Metronome*, the 98-foot by 200-foot art wall commissioned by The Related Companies for the façade of One Union Square in New York City, was created by artists Kristin Jones and Andrew Ginzel. *Metronome* is an investigation into the nature of time — geological, historical, celestial and real time.



developer, I'd say, 'Gee, I don't know.'

Traditionally, Michigan has not named its schools and colleges. The A. Alfred Taubman College of Architecture and Urban Planning and the Gerald R. Ford School of Public Policy are the exceptions. The honor can be granted only once for each school, so it must not be granted easily. Dolan knew such a change would require the approval of President Mary Sue Coleman and the Regents. He also knew that a benefactor preparing to make the sort of monumental gift that Dolan wanted had every right to expect recognition.



MARTIN VLOET

Robert J. Dolan, left, and Steve Ross

He met again with Ross in December, in New York. Michael Andreasen, assistant dean for development, came along.

Ross went straight to the point. He said he wanted to make a naming gift to the Business School of \$50 million.

"I sat on his couch," Dolan remembers, "and I'm thinking to myself, 'I can't believe what I'm about to do.'"

The dean said: "No. Can't do it."

Ross laughed. "Well, I think that's enough," he said. "I even talked to my uncle about it."

Dolan smiled. "That's not fair. I had intended to enlist him as *my* adviser."

Ross asked: "Well, how much is it?"

"Steve, we're looking at north of a hundred million bucks to name the Business School."

Still smiling, Ross said, "That's nuts." He went to his door and called across the hall: "Hey, Blau, come here! You won't believe these guys! It's way more than we thought!"

Afterward, Andreasen turned to Dolan and said: "It's amazing. People go through their whole development careers hoping they'll get a \$10 million gift. And we just turned down fifty."

Early in 2004, Dolan was back on Ross' couch. Since the dean's "no" in December, the two had continued to correspond and talk. Ross was intensely interested in the Business School studies being done at KPF, the architecture firm, which, by coincidence, was around the corner from The Related Companies, though Ross had never done business with the firm. Each talk was good-natured, with much discussion of the college plans of Ross' oldest daughter. ("He wants everybody's kids to go to Michigan," Jorge Perez confides.)

"There has not been a meeting in which there isn't some humor and laughter," Dolan said. "There was never any doubt in my mind that Steve was going to do something very significant. It was never going to happen that I was going to say, 'It's a hundred million,' and he was going to say, 'Get out of here and don't come back.' His love for the school was such that we were always going to work something out."

Ross, too, was pleased with the relationship that was developing between himself and the dean.

"He's not a real blow-hard," Ross said. "But when you listen to the guy, you realize that he's someone with a vision, and he's willing to make changes to accomplish it."

But they were still \$50 million apart.

Sitting over lunch that day, Ross showed that he had done his homework. He cited naming gifts at other business schools that were much less than \$100 million.

"What you're asking me—it's just not a good deal," he said. "Everybody I talk to says fifty million is the right number."

"Well, this is Michigan," Dolan said. "This is different."

Ross asked the dean to put down on paper "an economic rationale" for giving \$100 million to name the school. "Tell me: How is this a good deal?"

Dolan returned to Ann Arbor. He was back to his pricing problem. Dolan knew that Ross, despite his enormous love for Michigan, was still thinking as a developer and a dealmaker. It would go against Ross' instincts to consider the matter in any other way. The challenge, Dolan realized, was to get Ross to do just that—to change the terms of his thinking.

Dolan composed a letter. He cited several recent gifts of \$100 million and much more that had brought about the naming of various schools at other universities—though none for business schools. Then he came to his main point.

"I can't give you an 'economic rationale' for a gift like this," the dean wrote. "I can, however, assure you that a gift of this magnitude will propel the school into a new era of greatness."

"Truthfully, it comes down to a simple fact: This would be an incredible, inspirational act of generosity on your part."

Through all their discussions, Ross was the most determined advocate of an argument that Dolan was hearing in many quarters. Buildings are built from the inside out, Ross said, and he trusted Dolan to find out what the school needed on the inside—the right classrooms, study rooms, offices and technology. But on the outside, there must be a "unified look and feel." He said a new Business School must make the same sort of visual impression on visitors and the campus community that is made by the Law School—a single, harmonious statement conveying the school's purpose and standing.

But to do that, Dolan was learning, the cost would be high. One option was to build additions that would integrate well with the existing facilities, and "reclad" the Davidson Tower to match both the new and the old. But KPF reported that the cost of such a plan would be enormous—for changes that in part would be merely cosmetic.

Dolan reported all this to Ross.

"I'd say, 'I need to get a hundred because I have to be able to do this building right, and because we need to grow our endowment,'" Dolan recalled. "'You're encouraging me to do this building right, and that's really expensive.' He'd say, 'It can't be that expensive.' I said, 'It is.'"

A turning point came when Ross sent one of his experts, Michael Loughran, to make his own inquiries with the architects at KPF. Loughran came back a believer. He assured his boss that the cost estimates were legitimate, and reminded him that state-of-the-art educational facilities are highly sophisticated structures that carry larger costs than office and residential buildings. Discussions now edged higher than \$50 million, toward \$75 million and beyond, though nothing was certain, and the structure of the gift was up in the air.

On April 15, Dolan arrived in New York for what turned into a full day of work—intermittent meetings with Ross, waiting time while Ross dashed to his conference room for other business, lunch, talks with the KPF architects. Finally, at the end of the day, Ross said:



MARTIN VLOET

Robert Dolan, left, and Steve Ross under the portico

“You really want to announce this at a hundred, don’t you?”

Dolan said: “It would be great for the school. It would be great for me. And I think it would be good for you, too.”

“Yeah,” Ross said. “I think you’re right.”

Then he asked: “What would the name of the school be?”

Dolan said: “Well, I’ve been thinking a lot about that.” He stood up, put out his hand, and said: “Anything you want.”

The figure of \$100 million had been agreed upon. As to the structure and timing of the gift, there were many details to be worked out, and many more meetings. The final arrangements specified \$75 million for the renovation and expansion of facilities and \$25 million for the endowment of the Stephen M. Ross School of Business.

Dean Robert J. Dolan, right, said to Steve Ross, “Your gift is a powerful expression of your belief in us. We’re really proud of the confidence that you have in us, and we are most thankful for this transforming gift.”

PHOTO BY MARTIN VLOET



“I’m excited to help create facilities that will enhance Dean Dolan’s impressive vision for team-based learning and leadership.”

* * *

After a quick trip to Athens for the Olympics, Ross spent the last few days of the summer at his bay-side retreat near the eastern end of Long Island. One late afternoon, he stepped off his boat, walked up the long lawn and sat down to reflect on his native and adopted states.

“I’ve always liked Michigan,” he said. “I came to New York because being young and smart it was a place where, if you could make it there, you could make it anywhere—and at the same time have a lot of fun. Yet there’s still a sense of eastern entitlement that exists, and I don’t think you feel that when you go to Michigan. I think the work ethic there is a little stronger. Students there are just as bright as any students in any college. I think Michigan students sometimes undervalue themselves. They’re a little awed by the East. But I think when you get somebody who can see through that, and have confidence in themselves, you have somebody who can go a lot further.”

He talked proudly of the Michigan graduates in his company—Jeff Blau; Jorge Perez; his CFO, Mike Brenner, MBA ’68; and others.

“You get by giving,” he said. “What did I end up with as a result of my previous giving to Michigan? I ended up with a future president of my company. And I tell Jeff, ‘Hey, I started this; you’re the next guy.’ It’s very important that people believe in giving back. Life is not a one-way street. I’ve had so many good things happen to me that I want to help the next generation. That’s how companies survive, that’s how schools survive—and we all do better.”

The gift was announced on September 9. It was a long, good day in Ann Arbor. It began at 7:30 a.m., when the Regents, in a special session, gave the Business School its new name. At 11 a.m., in Hale Auditorium, a crowd gathered and overflowed into the nearby hallways, and when Steve Ross came

A Name Change

Dividend readers will find the school referred to as both the Michigan Business School and the Stephen M. Ross School of Business in this issue. Because of the historical significance of the Ross story, *Dividend’s* fall publication schedule was delayed to include articles about Ross and the gift. Articles and advertisements done prior to September 9 refer to the school by its old name and include the old landmark.

By January 1, all school publications and offices will refer to the school by its proper name—the Stephen M. Ross School of Business at the University of Michigan or Ross School of Business for short.



MICHIGAN
ROSS SCHOOL OF BUSINESS

STEPHEN M. ROSS SCHOOL OF BUSINESS
AT THE UNIVERSITY OF MICHIGAN

to the front and Bob Dolan stepped to the lectern, before anyone said a word into the microphones, there was a spontaneous standing ovation. And Ross leaned down for a word with his uncle Max, who said to him: “Steve, I’m very proud of you for what you’ve accomplished and what you’ve done today.”

At the end of the day, when Ross and Dolan walked out the front door to leave, they saw first-year MBA students performing their section chants in the Alessi Courtyard. When the two men strolled over to watch, the students—again, spontaneously—broke into a new, impromptu chant: “THANK YOU, ROSS! THANK YOU, ROSS!” And after a few minutes, when Ross and Dolan waved and began to move off, the students began to sing “The Victors.”

“Oh, man,” Ross said later. “I’ll never forget that. It was incredible. That whole day was so exhilarating—recognizing that something you did was so much more important than you even thought it would be. It was fantastic.

“At that moment, if they’d have said, ‘Hey, gimme another hundred!’ I’d have said, ‘Okay!’”

James Tobin

Hundreds Gather to Cheer and Celebrate Historic Gift

The Related Companies CEO says, "It is important to never forget where one comes from and how one got there."

As the packed Hale Auditorium crowd rose to its feet to salute **Stephen M. Ross, BBA '62**, for his \$100 million gift to the University of Michigan Business School, his daughters motioned for him to turn around.

On a video screen behind the podium, the Michigan Business School's logo and slogan had been replaced by the words "Stephen M. Ross School of Business at the University of Michigan."

Ross peeked over his shoulder, turned around and smiled broadly at his daughters. He then turned back around a few more times to look at the words as if to make sure his eyes weren't failing him.

"It seems it was only yesterday that I was here as a student," Ross told the audience of students, faculty and administrators. "Never would I have dreamt that the school would one day bear my name."

The gift from Ross, a New York City real estate developer, is the largest donation ever to a U.S. business school and the largest gift to the University in its 187-year history. In recognition of it, the University's Board of Regents met September 9 in special session to rename the school in his honor.

"What inspired me to make the gift

President Mary Sue Coleman and Steve Ross at the announcement PHOTO BY MARTIN VLOET



STEVE KUZMA



The University community, friends and family give Steve Ross a standing ovation.

was that, as everyone here knows, the University of Michigan is an extraordinary institution unlike any other in the United States," Ross said. "It's a place of commitment, compassion and camaraderie. It is a place of academic excellence and esteem, one that feels more like a large extended family than a large public university."

Ross, who earned his degree in accounting from the Business School, is founder, chairman and chief executive officer of The Related Companies, L.P., developer of Time Warner Center on Columbus Circle in New York City. The company is one of the most prominent real estate developers in the country.

"The University of Michigan made a difference in my life," Ross said. "I know firsthand the truly exceptional academic programs Michigan offers its students. The days I spent here laid the foundation for my career and taught me lessons I will never forget."

Many of the school's students wedged themselves into Hale and two overflow rooms to hear the announcement they had previously only been teased about. Signs and an e-mail from Dean Robert J. Dolan promised an "extraordinary announcement and celebration."

But soon word spread among the students about Ross' gift, so before a word

was spoken, the entire auditorium rose as one to give him a long, rousing ovation as he entered.

"This wonderful donation of Steve Ross will animate every part of the Business School's aspirations and plans," President Mary Sue Coleman said. "The ambitious vision of the future will help our students; it will help students not even born yet. This really does propel this business school to the future."

Ross, co-chair of The Michigan Difference, the University's \$2.5 billion fundraising campaign, credited Dolan's leadership, vision and "great salesmanship" for convincing him to make the \$100 million gift.

Dolan said a portion of the money will go to the endowment to attract faculty and students, as well as fund the school's innovative programming.

The Ross gift and other donations the school hopes to receive "will enable us to develop the facilities that we really need to support our programs and the learning community of the future," Dolan said.

The dean said he and others have spent the past 18 months talking with students, faculty, alumni and friends of the school, trying to answer the question, "What does the plan look like that will enable us to be the best business school going forward?"

Dolan hopes to bring to the Board of Regents specific proposals for discussion and approval later this year. Ross' previous gifts to the University include a \$5 million lead gift toward funding of a new athletic academic center. He donated \$1 million to establish an endowed professorship in real estate at the Business School and \$50,000 to establish the Henry Pearce Endowed Fellowship in the College of Literature, Science, and the Arts. He also inspired the Business School's annual Real Estate Forum.

"It is important to never forget where one comes from and how one got there," Ross told the exuberant audience. He thanked family members, including his uncle, well-known financier and philanthropist Max M. Fisher, for their support. Ross also expressed gratitude for lessons he has learned from Fisher — about business and about life.

Fisher, 96, told the audience that he turned his nephew on to gift-giving to his alma mater. Fisher attended Ohio State

Remembering an Extraordinary Day

The buzz began early September 9, increasing in intensity as news spread of a major announcement scheduled at 11 a.m. in Hale Auditorium. Bright blue fliers were posted at entrances to the school, and Dean Robert J. Dolan invited students, faculty and staff by e-mail to an "extraordinary, historic announcement."

Here, *Dividend* photographers Steve Kuzma, Peter Smith and Martin Vloet share images of the festivities and people marking the day the Michigan Business School became the Stephen M. Ross School of Business.

► A quiet moment for Steve Ross and his wife Kara in the midst of a hectic day.

PETER SMITH



PETER SMITH

▲ Provost Paul Courant and Vice President for Communications Lisa Rudgers

STEVE KUZMA



Dorothy Tessler and her brother Max Fisher celebrate a family giving tradition.

University and contributed \$20 million to OSU's College of Business building campaign in 1993. In recognition of his gift, the college was designated the Max M. Fisher College of Business.

Wearing a blue blazer with yellow pocket kerchief, Fisher recalled that when Ross was an undergraduate student, Fisher loaned his nephew money. After graduation, Ross tried to repay his uncle. "I said, 'Stephen, I don't want your money. But I would like to see you use that money for another fine purpose.' I want you to know that I started all of this.

"A lot of people make a lot of money and don't know what to do with it," Fisher said, speaking to Ross. "But all through the years I've known you, you were always thinking about helping somebody else. To me, your great success is with people. I love you and appreciate everything you stand for."

Dan Shine



▲ Roger Sutton, manager of broadcast media at the University's News Service, prepares Steve Ross, center, and Dean Robert J. Dolan for a live CNBC broadcast from the William Davidson Institute studio on September 9.

MARTIN VLOET



STEVE KUZMA

▲ Richard H. Rogel, BBA '70, co-chair of the University's Michigan Difference campaign, applauds his friend, Steve Ross. Later, in luncheon remarks, Rogel would describe the Ross gift as a "tremendous send-off for the campaign."



▲ Mary Sue Coleman, Athletic Director Bill Martin and Steve Ross

STEVE KUZMA

► Steve Ross waves to family

STEVE KUZMA



► Christine Hayes, BBA '06, thanks Steve Ross for his gift and asks him to autograph her textbook.

STEVE KUZMA



▲ Detroit Fox 2 News cameraman Dale Pegg and WWJ reporter Pat Sweeting interview Steve Ross. In all, more than 130 newspapers and magazines and 50 radio and television stations covered the story.

STEVE KUZMA



PETER SMITH

▲ Left, Provost Paul Courant, Regent Olivia Maynard and University CFO Tim Slottow

◀ Steve Ross, left, relaxes with friends Sally Martin, Bill Martin, MBA '65, and Professor Robert Kennedy.

MARTIN VLOET



◀ President Mary Sue Coleman celebrates with MBA '05 students, left to right, Marcelo Freitas, Marcello De Zagottas, Roxana Spitaleri and Alejandro Risso.

► Coleman, left, and Dorothy Tessler, Steve Ross' aunt



PETER SMITH

► Left to right, Jeff Blau, BBA '90, Stephen Gaffney, MBA '05, and Steve and Kara Ross read all about the gift in the *Ann Arbor News*.

PETER SMITH



Making the Business Case for New Facilities

Fifteen years ago, Michigan Business School facilities were among the best of the nation's top 10 business schools. "Almost everyone looked at Michigan with admiration. In 15 years, we have gone from the top to the bottom of the heap in terms of facilities," asserts Kim S. Cameron, professor of management and organizations.

Except for two classrooms originally designed for executive education and the new John R. and Georgene M. Tozzi Electronic Business and Finance Center, classrooms in Davidson Hall, Paton Accounting Center and Assembly Hall are "inadequate, outdated and behind the times," says Cameron. "We simply do not have any flexible space. We also have much less space per student than other top business schools."

The school's prospects improved dramatically on September 9, of course, when President Mary Sue Coleman announced Stephen M. Ross' \$100 million gift, including \$75 million for facilities. The business case for a new campus makes the needs apparent.

Competitors—Harvard University, Stanford University, University of Pennsylvania (Wharton), Northwestern University (Kellogg), Columbia University, University of Chicago, University of California-Berkeley (Haas), Emory University and the University of Wisconsin-Madison—have made substantial capital improvements within the last five to seven years. In contrast, the Business School—now the Stephen M. Ross School of Business—campus has developed piecemeal over 30 years. It no longer reflects the school's academic mission, says Dean Robert J. Dolan. "Our physical plant doesn't support the team-based programs we are running. And among top-tier business schools, the competition for the best students and faculty stars is intense. Modern facilities can make the critical difference in recruiting and teaching."

Cameron was dean of Case Western Reserve University's Weatherhead School

of Management in 1998–2000 and worked with architect Frank O. Gehry to design Weatherhead's six-level, \$61.7 million Peter B. Lewis Building, which was dedicated in October 2002. "Learning is a social event," Cameron says. "You must have lots of chance meetings in buildings, and we have no such space." The school's cramped quarters also limit growth, including expansion of the BBA and Executive MBA programs, he adds.

Faculty can't find rooms large enough to accommodate all the students who want to take the most popular classes, says Thomas C. Kinnear, the Eugene Applebaum Professor of Entrepreneurial Studies. "Our larger classrooms are inflexible and lack good sightlines for both faculty and students and such common amenities as multiple white boards." The majority of rooms are not suitable for our more interactive curriculum, with its emphasis on action-based learning and students working in small groups, Kinnear adds.

"Facilities were an issue I recognized as soon as I arrived three years ago," Dolan says. In May, the school announced as part of its fundraising campaign—The Michigan Difference: Leading in Thought and Action—intentions to renovate and upgrade the school's existing 439,000-square-foot campus to address major shortcomings and improve functionality.

For Ross, BBA '62, replacing his alma mater's aging, outmoded buildings with unified, functional, aesthetically pleasing facilities on the existing footprint is an exhilarating challenge.

"Having the right facilities will give our faculty an edge. I would like to see the school have a clearly defined front door so the outside is as impressive when people walk through that door as what is happening inside," Ross says.

In addition to its major benefactor, the school has another powerful ally and fundraiser, President Coleman. Speaking at the school's campaign kickoff dinner held at the University's new Palmer Commons, Coleman told donors, "Our Business School is one of the best in the country, and our aspirations must continue to be high." She noted that Dolan has been talking with her about facilities since she arrived on campus in 2002. However, it was a trip to the University of North Carolina that persuaded her. "I left North Carolina in 1993. When I returned and saw the Kenan-Flagler Business School and what a difference its wonderful new conference center has made, I became convinced of what we need to do."

Graham Mercer, assistant dean for strategic planning and special projects, has been working with the New York architectural firm Kohn Pedersen Fox Associates (KPF) and a school steering committee to develop a strategic facilities plan. KPF designed and built Wharton's new Huntsman Hall and created the strategic plan for the University of Chicago's new business school campus, now under construction. Cameron, Kinnear and Dana Muir, the Louis and Myrtle Moskowitz Research Professor of Business and Law, represent faculty on the steering committee.

Lesia Chittenden Lim, MBA '86, chairperson of the Ross School of Business Alumni Society Board of Governors, also serves on the committee. The Philadelphia resident, president of the management consulting firm LMCL and professional artist, says, "Our strategy is to create leaders. We differentiate ourselves from other top schools by providing an environment that facilitates teamwork and fosters team leadership. We need the right facilities—study rooms—to enable teamwork."

Drawing on the KPF program review, strategic facilities plans under discussion to create the home for the learning community of the future include:

- Construct a new building that would house 12 new tiered classrooms and six flat floor classrooms to accommodate a variety of teaching styles.
- Build 36 new enclosed group study rooms combined with informal/open group study spaces and seating in the café, library and lounges to provide group study seats for 66 percent of the MBA and BBA students. The school, with more than 2,800 BBA and MBA students, now has only 12 formal group study rooms, all located in Kresge Library.
- Create a hub of student spaces in a glass-enclosed winter garden in the center of the MBA/BBA portion of the campus, which is now an open courtyard.
- Organize a student services suite comprised of Academic Services, Financial Aid, Admissions and the Office of Career Development.
- Expand the number of faculty offices from 168 to 210 and cluster the offices together to promote interaction among faculty and nurture a vigorous faculty culture.
- Create an attractive and obvious entrance, a "front door" that would take advantage of the school's central University campus location.



STEVE KUZMA

Professor Tyler Schumway teaches in the Tozzi Center, one of the school's state-of-the-art teaching spaces.

Design, fundraising and Regent approvals are all interconnected, notes Dolan, who hopes to bring a proposal to the Regents for discussion later this year. "The design influences fundraising, and the actual amount raised will influence the design and the Regents' decisions," he says. If ballpark estimates are correct, the school would need an additional \$50 million to erect the kind of structure Ross and Dolan envision.

Chittenden Lim believes alumni will rise to the fundraising challenge. "It is compelling. There is a critical need, and individuals can make a difference. This is something we must do. Michigan alumni benefit from keeping the Ross School of Business a top-ranked school. A strong reputation helps all alumni in their careers," she adds. "Our strategy to create leaders includes recruiting best-in-class students, providing an educational environment that fosters best-in-class leadership, and marketing the skills and training of our graduates to best-in-class organizations. We need our facilities to create a best-in-class image to potential students and recruiters," says Chittenden Lim.

Dolan agrees: "The Michigan Difference: Leading in Thought and Action is all about creating a facility that supports our mission and enables us to be the premier developer of business leadership talent."

Mary Jo Frank

EDITOR'S NOTE

At 11 a.m. on September 9, the Ross School of Business celebrated the gift and renaming of the school with the debut of a new Web site, www.bus.umich.edu/RossB-SchoolGift/, the first in the University's history to honor a donor.

Business School's MAP

THEORY
+
PRACTICE
=
THE MICHIGAN
DIFFERENCE

MAP—short for Multidisciplinary Action Projects—is one reason **Mariana Nikolova**, MBA '05, traveled from her native Bulgaria to Ann Arbor to earn an MBA. The Michigan Business School's MAP program tips the decision for many students looking for a top MBA program that excels in developing leaders.

"MAP was an opportunity to learn how American companies work. I learned they have the same problems as organizations at home. I also learned more about how multinational companies operate," explains Nikolova, one of more than 400 Michigan MBA students who participated in MAP last spring. MBA students

enroll in MAP, a seven-week, intense-immersion program at the end of their first year. Students bid on management consulting projects that are derived from

a vast network of corporate and nonprofit relationships and are screened for business challenge and rigorous analysis potential.

The largest program of its kind in the nation, "MAP exemplifies the Business School's commitment to connecting theory and practice through action-based learning and interdisciplinary, team-oriented situations that develop leaders and ideas that change the world," says Dean Robert J. Dolan.

Financial support for MAP and other field-based experiences,

which are more costly to operate than a traditional case study/lecture class, is one of the goals of the school's capital campaign—The Michigan Difference: Leading in Thought and Action.

Reflecting on their MAP experiences, **Mark Tholke**, MBA and MS '03, who served as co-president of Michigan Net Impact, and **Daryl Leach**, MBA '03, a past president of the Business School's Student Government Association, recall MAP as a highlight of a Michigan Business School-branded curriculum that

emphasizes leadership.

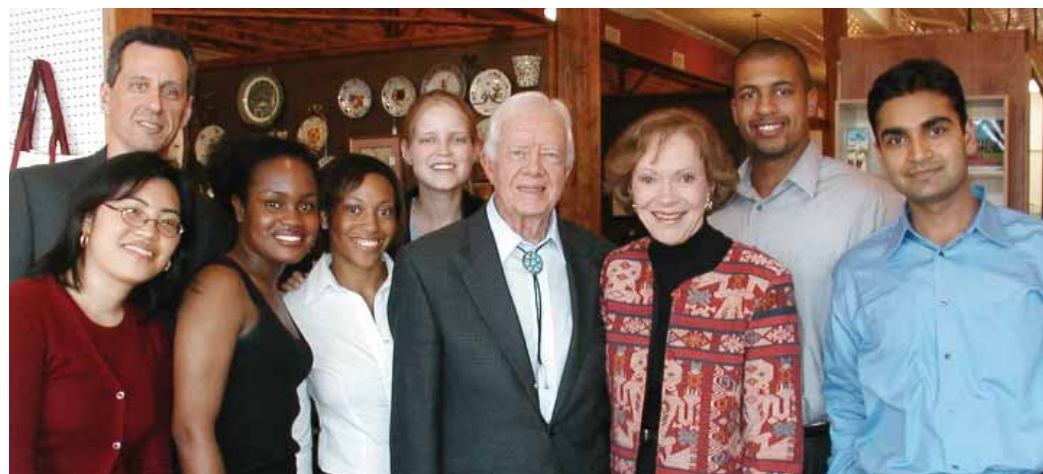
On many of the MAP teams, students rotate responsibilities, including being in charge. Working in teams of four to six, students bring analytical skills, the latest research findings and new approaches to firms and nonprofits that compete to be MAP sponsors. MAP serves as a capstone, giving students an opportunity to practice lessons learned and, for many, influencing second-year elective decisions.

This year 84 MAP teams participated in four variations of the program: CMAP (corporate), IMAP (international), EMAP (entrepreneurial) and XMAP (experimental). In addition, 59 senior managers in the Executive MBA program participated in 12 ExecMAP assignments.

The majority of students participate in CMAP and IMAP. Originally begun as a domestic program in 1992, MAP ventured into the international realm in 1995 with one IMAP team. A year later, IMAP grew to six teams with the support of **Stanley Frankel**, MBA '64, who now funds more than half of the school's Global Projects Program each year.

Since 1995, 853 Michigan students have traveled to Africa, Australia, Central and South America, Europe and the Middle East to work on business plans and marketing strategies as part of IMAP. In 2004, a record 164 students worked on 36 IMAP teams. Among the projects, teams consulted for Habitat for Humanity in Hungary, South Africa and Costa Rica; Rainforest Expeditions in Peru; and Alfa Romeo in Russia.

Former President Jimmy Carter and Rosalynn Carter, center, met with faculty adviser Len Middleton, top left, and members of the Habitat for Humanity International IMAP team at the Plains Inn in Plains, Georgia, in March when the team visited Habitat's international headquarters in Americus. Left to right, students Jeehyang Kim, Russatta Buford, Chandra Coleman, Katherine Richardson, Jonathan Soffin and Pritesh Patel helped Habitat create its first international strategic plan. As part of their research, team members worked in subgroups on projects in El Salvador, Hungary and South Africa.



COLLEEN KELLY



Left to right, Pritesh Patel and Jonathan Soffin pitched in on a Habitat work day in South Africa. Habitat's goal is to eliminate poverty housing and homelessness.

Andrew Lawlor, director of the Global MBA projects at the Business School, says, "We couldn't have sustained the growth in our international programs without Stan Frankel. Through his tremendous generosity, he is providing amazing opportunities for our students and the school."

EMAP, begun as a pilot program in 2001, fielded 10 teams this spring. Projects included:

- Developing a market strategy for launching Interlink Networks' wireless security software product codenamed Soft Padlock. The five-member team focused on which



BILL SHARPSTEEN

Mark Tholke, MBA and MS '03
GE Wind Energy

Daryl Leach, MBA '03
Ethicon Endo-Surgery



COLLEEN KELLY



Left to right, Interlink Networks liaisons Debbie Ziolkowski, Randy Dence and EMAP team members Alejandro Matoso, Mitchell Hollberg, Addison Golladay, Akash Randhar and Brian Loh relax following the team's final presentation.

customers the Ann Arbor-based Interlink should target and how Interlink should reach them.

- Providing the early-stage biotechnology company Velcura Therapeutics Inc. information and strategies to create revenue-generating partnerships. Velcura, located in Ann Arbor, is working on new therapies for treating osteoporosis, bone fractures, gum disease and other bone diseases.

Each MAP team experience is one-of-a-kind, shaped by participants and circumstances. In the following pages, students, faculty and MAP liaisons share a few of the lessons they learned through MAP.

For more information about sponsoring a MAP team, contact Gale Amyx, managing director, at gamyx@umich.edu or call 734.763.2463.

Learning to Manage: Everything from Scope and Timelines to Deliverables

Just days before their final written report to high-level executives was due, members of the Domino's Pizza Multidisciplinary Action Team (MAP) were mired in research data, struggling to separate the meaningful from the minutia.

"They had worked hard and had reams of data as well as anecdotal feedback. Everything was there," recalls Katherine Erdman, adjunct lecturer of business communication and a MAP team adviser, describing how she met

with stressed team members at 9 o'clock that night to talk about what must be done. "The report needed to be organized differently. The text needed to be restructured and sequenced so that their insights and recommendations came through clearly and with impact," Erdman says.

By noon the next day, the students had the report reorganized and the Power-Point presentation under control, a crisis averted. The students went on to dazzle Domino's Pizza leaders with their detailed analysis and suggestions of ways to boost sales in stores located in low-density areas.

The Domino's Pizza experience demonstrates what Dean Robert J. Dolan heralds as a benefit of action-based learning programs such as MAP: Students move from gathering facts to making sense of a situation, developing a team, analyzing data and finding the solution to a defined problem. "Encountering and resolving unexpected difficulties prepare students for when projects blow up on that first job after graduation," Dolan says.

For Domino's Pizza MAP team members Amy Eger and Gregory LaFiura, both MBA '05, MAP was a perfect lead-in to summer internships.

"The organizational frameworks we learned during MAP were helpful because my internship assignment was very broad. I was responsible for defining the project scope and an action plan," says LaFiura, who interned in corporate finance at Ecolab in St. Paul, Minnesota.

Eger, who worked as a strategy intern with the Carlson Companies in Minneapolis, says, "It helped that through MAP we grew accustomed to



Members of the Domino's Pizza MAP team met with CEO David Brandon in the main lobby of Domino's Pizza's Ann Arbor headquarters prior to their final presentation. Left to right, Daniel Oh, Gregory LaFiura, Weizhu (Simon) Hong, Brandon, faculty adviser Damian Beil, Amy Eger, Jae Jang and Marcello DeZagottis stand in front of a 1960 Volkswagen Beetle, the first delivery vehicle used by Domino's when Thomas and Jim Monaghan opened their first pizza store in 1960.

touching base with faculty and liaisons once a week for coaching and validation as opposed to receiving day-to-day supervision. Through MAP we learned to manage scope, timelines and deliverables. Finally, meeting as many key people in the organization as possible in a short amount of time and leveraging that network for information and support proved crucial to success in the MAP project and our internships."

With MAP—one of the ways Michigan innovates in business education—faculty also are learners, says Damian Beil, assistant professor of operations management, who is in his second year teaching at Michigan. "MAP exposed me to fields such as marketing and organizational behavior that are outside my discipline. This will help me in teaching and research, leading to ideas I might not otherwise have thought about."

Faculty members work together in small teams of three or four to advise each MAP team. "Our MAP lunch meetings were on-the-job training," says Beil, who adds, "The challenge of action-based learning is to coach and not take over. With a good team, a faculty member serves as a coach. We're not problem solvers. We do suggest approaches for students to think about or try. We raise flags and ask questions."

Following the final presentation at Domino's Pizza headquarters in Ann Arbor, CEO David Brandon, who is also a University of Michigan Regent and member of the Business School Visiting Committee, congratulated the students on their work. "I have sat through a lot of presentations where people didn't talk our language. It is like you've been here a long time," Brandon said. "I don't hand out compliments lightly. You've impressed me."

Making Connections: Reaping the Rewards of Networking, Developing the Talents of Others

Networking pays. Just ask the Multidisciplinary Action Project (MAP) team that tapped faculty connections with high-profile business executives as part of their research on leadership development strategies for Ethicon Endo-Surgery's financial division. Ethicon Endo-Surgery, based in Cincinnati, develops and markets advanced surgical instruments and medical devices for minimally invasive and traditional surgeries.

Thanks to introductions from Jane Dutton, the William Russell Kelly Professor of Business Administration, and Noel Tichy, director of the Global Leadership Program and professor of management and organizations, the MAP

team members had the heady experience of talking about leadership development with Bob Corcoran, vice president of corporate citizenship, General Electric, and Michael McGranaghan, vice president of group finance, Johnson & Johnson. The conversations were a highpoint of what the students, Dutton and **Daryl Leach**, MBA '03, senior analyst in Ethicon Endo-Surgery's finance division, agree was an outstanding MAP assignment.

Leach, who put the project proposal together and served as Ethicon's MAP liaison, was confident the students would do well. "They pushed the envelope. They did a fantastic job dealing with some really politically charged issues. We've already decided to implement more than half of the team's recommendations."

Leach was vital to the team, says **Mariana Nikolova**, MBA '05, who is interested in a career in strategy and organizational development. "He introduced us and helped set up interviews with 35 individuals in the finance division. He also helped push forward two surveys."

Mark Still, MBA '05, plans to take more management organization courses, thanks to the MAP experience. "So much in an organization is more than number crunching. The relationships with people and how they are managed are important. Communication problems can be a drag on an organization. We need to understand how to develop people."

Left to right, Daryl Leach from Ethicon Endo-Surgery and faculty adviser Jane Dutton worked with MAP team members Mark Still, Terri Lewis, Shinya Momose and Mariana Nikolova.



Earning Trust: Sharing Information, Leadership with Others

When GE Wind Energy committed to sponsor a Multidisciplinary Action Project (MAP) team, it took a risk, acknowledges **Mark Tholke**, MBA and MS '03, who served as the firm's liaison with MBA students from the Michigan Business School.

"By all accounts, it was a good decision. When the students made their four-hour presentation to senior management, the reaction was very favorable," adds Tholke, commercial analyst, Commercial Operations, GE Wind Energy. The firm, one of the world's leading wind energy companies, designs and produces wind turbines ranging from 1.5 to 3.6 megawatts.

Michigan's six-member MAP team experienced wind's power firsthand at

Left to right, back row, GE Wind Energy MAP team members Jonathan Forrester, Kejing (Anthony) Ying, Susana Saja, Ruth Scotti, MAP liaison Mark Tholke; front row, Heather Milcarek and Sze Wan (Winnie) Ho at the GE Wind Energy site in Tehachapi, California.



BILL SHARPSTEEN

the GE Wind Energy site in Tehachapi, a small town northwest of Los Angeles. The team worked on two assignments:

- Exploring market drivers for long-term contractual service agreements
- Creating a turnkey model for small projects of one to 10 wind turbines

"Some of the team's conclusions were surprising," says Tholke, "but the students anticipated the questions and confidently defended their recommendations."

Two team members, **Ruth Scotti** and **Heather Milcarek**, both MBA '05, conducted market research at the American Wind Energy Association Conference in Chicago. The team also relied heavily on GE for data, notes **Sze Wan (Winnie) Ho**, MBA '05.

"One of the biggest challenges when sponsoring a MAP team is ensuring that team members have access to the right decision makers inside the company," says Tholke, who counts his MAP team experience and serving as co-president of Michigan Net Impact among the highlights of his Business School education. Net Impact is a network of business leaders committed to responsible business models, policies and practices.

"We received incredible support from GE. We'd say we needed something and they would meet with us the next day. Mark was an advocate for sure," adds Scotti, who returned to GE Wind Energy for a summer internship.

Scotti and **Jonathan Forrester**, MBA '05, are enrolled in the three-year Corporate and Environmental Management Program (CEMP), the program from which Tholke graduated. CEMP is part of the Erb Environmental Management Institute, jointly administered by the Business School and the School of Natural Resources and Environment.

For Forrester, the GE Wind Energy project was a perfect alignment of environment and business. "I also was impressed that MAP allowed us to integrate what we learned in the core. We drew from marketing, finance and operations coursework," Forrester adds.

Kejing (Anthony) Ying, MBA '05, found the school's Excel class helpful for the cost modeling part of the MAP assignment. Ying, who is from Shanghai, says, "MAP is very meaningful for international students. Through the interaction with American peers, I improved my communication skills and understanding of American culture. I even was able to

address a few life issues such as learning to park a car after getting my first driver's license."

Team members rotated leadership roles and relied on faculty for feedback, financial models, assistance constructing marketing surveys and help in managing the project's scope.

"We tried to limit the level of detail and focus. We could have spent a year on the project," Milcarek says.

Building Loyalty: Treating People (and Pets) Well Pays

Iams and Eukanuba customers are wild about their four-legged family members, and employees who work for the Iams Company are just as zealous about providing world-class quality foods and pet products. Their passion is contagious, report members of the Business School's Iams Multidisciplinary Action Project (MAP) team, who worked longer hours than many consultants and loved it.

The Iams project was "true marketing because you are selling a product to people who will never use it" since the ultimate consumer is the dog or the cat, explains **Daniel Tretola**, MBA '05, one of two team members interested in going into brand management after graduation. Iams, located in Dayton, Ohio, is part of Procter & Gamble's Health Care Global Business Area.

Beginning with a tour of the Iams Lewisburg, Ohio, production facility, students followed a week-by-week timeline developed jointly by the students and

Left to right, Iams MAP team members Ryan Mitton, Matthew Matros, Ryan Elvers, Daniel Tretola, Jae Ahn and David Ragonas at the Iams Lewisburg, Ohio, production facility.



PHOTO COURTESY OF THE IAMS MAP TEAM

Michael G. Stanis, Iams finance group manager and liaison to the MAP team. "The tour was really valuable because you can see why Iams is a better product," says Tretola. "You learn how they make kibble and see how clean the plants are."

At the onset, team members spent four days in meetings with key people, including senior management, to make sure there was an alignment with their project and all levels of the company from assistant brand managers and brand managers to President Jeffrey Ansell.

"We were treated like employees. They treated us really well. As a result, we worked harder. It was like a cycle feeding on itself," explains Tretola, who now buys Iams for his dog Meadow, a rottweiler/Labrador retriever mix.

The schedule was intense: The team worked from 8 a.m. to midnight Monday through Thursday in Dayton, returned to Ann Arbor late Thursday night, met with faculty advisers on Friday and worked weekends on the project. They also traveled across the United States to meet Iams employees in the field and observe how consumers make pet food purchase decisions.

It was worth the effort, says **Matthew Matros**, MBA '05, who describes MAP as "a differentiating experience," noting that it acts as a capstone, incorporating all first-year MBA coursework, particularly finance, organizational behavior and marketing. "I think it gives Michigan students a leg up on other business school grads," Matros says.

"For us, it was a great opportunity to interact with faculty," says Stanis. "Professor Michel Wedel came to Iams to talk about MAP. We kept in touch throughout the process. We had excellent communication among students, faculty and Iams."

The MAP students were professional, respectful to people in the organization and not afraid to challenge the status quo, says Stanis. "They were upfront and honest and identified 30 opportunities to increase business. Senior management decided to devote resources to implement six big ones. Some of our account executives already are using their materials on sales calls, and customers like it."

"The MAP team members uncovered terrific insights in their work," says Ansell. "They came forward with a set of recommendations that highlighted for me the value of having a fresh, inspired group tackle an important area. We will certainly implement several of their recom-

D.C. GOINGS



Left to right, Rina Horiuchi, faculty adviser Sudheer Gupta, Jonathan Windham, Michael Schostak, Nancy Poderycki, Juma Ventures Executive Director Jim Schorr and Toria Crichlow celebrate the conclusion of a successful MAP project in the Business School Board Room.

mendations, making this a worthwhile experience for all."

MAP, Stanis says, "is an opportunity for students to be exposed to a real-life business experience and immerse themselves in the corporate culture of our company. We would definitely be open to doing it again." Stanis, who earned an MBA from Duke University, has worked for Procter & Gamble for 12 years.

"Our team was fortunate to work with an industry leader," says Tretola.

Achieving the Double Bottom Line: Making a Difference and a Profit

The San Francisco-based nonprofit Juma Ventures, which helps youth from low-income communities make the successful transition from high school to college and careers by providing employment and other youth development services, would like to make a transition of its own—to profitability.

Each year, Juma employs more than 200 youths from low-income backgrounds in the six businesses it owns: Three Ben & Jerry's stores, two concession businesses at Candlestick (San Francisco 49ers) and SBC (San Francisco Giants) parks, and a tourist lodge near Yosemite National Park. Until now, income from the businesses has not fully covered the business and program expenses; the nonprofit relies on grants and donors to make up the \$1.5 million shortfall in its annual \$3.5 million budget.

When Juma's leaders were looking for new, more profitable business models, they turned to the Business School's Multidisciplinary Action Project (MAP)

program for creative solutions.

Juma MAP team member **Michael E. Schostak**, MBA '05, says, "For young people, working at Ben & Jerry's and the ballpark is cool. Juma's challenge is to create businesses that are trendy, cool and fun for employees and make money, or at least cover their costs."

With an eye for profitability, social mission, feasibility and brand equity, Schostak, who worked as a consultant for Booz Allen Hamilton Inc. before enrolling at Michigan, and his teammates examined dozens of options in the food service, retail, distribution, service and manufacturing areas before narrowing their recommendations to three: Juma Vending Service (vending machines), Juma Gifts (gift baskets) and Juma Threads (clothing resale shop). All are easily scalable and would develop the brand, **Toria Crichlow**, MBA '05, told Juma Executive Director Jim Schorr at the team's final presentation. The MAP Team also recommended that Juma close two of its ice cream shops, which lost more than \$70,000 in 2003.

Crichlow, who served as a consultant to nonprofits before coming to the Business School, says working with Juma helped her achieve a personal goal: to learn more about the "double bottom-

This colorful mural, one of many that brighten Juma Ventures' walls, was painted by youth in 2003 in honor of the nonprofit's 10th anniversary.



line” business model that includes achieving a social mission and being profitable. “I’m a big believer in applying what I learn. MAP provided a framework for implementing what we’ve learned. I never thought the managerial accounting class would apply, but it did,” Crichlow says.

Jonathan Windham, MBA '05, says he wanted to be a member of the Juma MAP team “because I have had no exposure to social enterprise. I learned it takes even more skill than running an ordinary business.” Windham worked in equity research prior to returning to school.

The different skills and work experience the MAP team members brought to the table influenced their research process and final product, says **Nancy Poderycki**, MBA '05. “Some came with a strong

Juma Ventures MAP team members examined other social enterprise models, including bicycle sales and repair services offered by Golden Gate Community Inc.



finance background; others brought project management experience. Jon, for example, is the Excel whiz, and Rina [**Rina Horiuchi**, MBA '05] adds style and pizzazz to our work products. The process really couldn't have worked without each team member. Also, we wanted to educate each other. We went out of our way to bring up opportunities to help each other learn.” Both Poderycki and Horiuchi have spent time working in nonprofits.

Although Juma had used MBA students from other business schools as con-

sultants in the past, “2004 was the first time Juma worked with a Michigan MAP team. We really wanted to show the value of Michigan MBAs. It was a way to prove ourselves and showcase our school,” Horiuchi adds.

Schorr, who learned about the MAP program from Juma board member **Dina Denham Smith**, MBA '98, says, “The MAP project went exceptionally well. I was truly blown away

by the quality of the work. We received a genuine portfolio strategy for our collective set of businesses—something we knew we needed to consider. It was nice to have objective confirmation of what we need to do. The final presentation was extremely well done.

“The Michigan MAP project is by far the most valuable one I’ve been involved in. MAP is structured so students are fully dedicated to the project rather than fitting it in with other classes. This lends itself to a better product,” Schorr, a Northwestern University Kellogg School of Management MBA, adds.

Balancing Inquiry with Advocacy: Human Dynamics Matter

Michelle Ryan, MBA '93, was a student when the Michigan Business School piloted Multi-disciplinary Action Projects (MAP).

“Unfortunately I wasn’t in one of the sections in which it was offered,” says Ryan, vice president of marketing for hair care products at Matrix, a division of L’Oréal, who served as liaison to Michigan’s Matrix MAP team this spring.

“The team gave us new ways to look at marketing our brands and to get in touch with the pulse from a consumer standpoint,” Ryan says. “They talked to a huge number of stylists and did quantitative research with stylists and focus groups



LORRAINE PANTIC

Left to right, Michelle Ryan, MBA '93, of Matrix and MAP team members Benno Marbach, Danielle Shea, Mustafa Guner, Shalaka Tamhane, William Link, Christina Yen and faculty adviser Gretchen Spreitzer met at Matrix’s headquarters in New York City for the team’s final presentation.

with consumers. We do this frequently but sometimes it is hard to get more general feedback from consumers and a competitive standpoint.

“The students gave us an objective view of what competitors are doing and examples of what brands in other areas are doing to remake themselves,” explains Ryan, who met with Gale Amyx, managing director of MAP, when she invited Matrix to submit a project proposal for consideration.

“I wanted to support the University. It is a great opportunity for students to gain experience and for us to get a fresh perspective on some real-life projects we’ve been working on,” Ryan says. The team kept in touch with Ryan and others at Matrix through trips to the firm’s New York City headquarters and weekly conference calls.

“We felt we had a high profile within Matrix,” says **Danielle Shea**, MBA '05. “We met with leaders in marketing research and distribution and went on sales calls. The biggest challenges were information overload and conflicting data from stylists and consumers.”

The group also worked on team dynamics and communication skills. **Shalaka Tamhane**, MBA '05, says, “We were all pretty direct in our communications on our peer evaluation forms and didn’t take comments personally.”

“It also was an opportunity to practice what we learned in organizational behavior about balancing inquiry and advocacy,” says teammate **Christina Yen**, MBA '05. “Advocacy is pushing your idea. Inquiry is understanding the other person’s input.”

That's Entertainment!

MICHIGAN

Michigan Alumni Shine in Star-Studded Industry

Jennifer Hollingsworth earned her MBA from the University of Michigan Business School in 2002, just months after the September 11 terrorist attacks. The tragedy led to an economic downturn that meant many companies were not hiring at their usual levels. But it did something more, as well. For Hollingsworth and others, the attacks caused

a subtle shift in priorities, inspiring them to reevaluate their lives.

"I reflected," she says. "I didn't go to Business School to get a job I didn't want or to get a job I had before. I love enter-

tainment and movies—the broad-appeal things that everyone enjoys but not everyone gets to work on. I had to try it."

Soon after, Hollingsworth embarked on a path that she thought few Michigan Business School alumni attempt—the search for the elusive success of the American entertainment industry. Along the way, how-

"I didn't go to Business School to get a job I didn't want or to get a job I had before. I love entertainment and movies—the broad-appeal things that everyone enjoys but not everyone gets to work on. I had to try it."

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ever, she discovered what few fellow grads—including some in the biz—actually know: the existence of many others like her, who risked stability and certainty to land jobs they love, and who've become a sizable and influential corps of Business School grads in the entertainment field, holding positions in everything from finance to creative development.

After packing up her truck, Hollingsworth drove to Los Angeles without a place to live or knowing the city and with no personal contacts—except one. Through a Los Angeles forum organized by the school's Entertainment, Media and Sports Club, she had met Victor Elizalde, director of business development at Columbia TriStar Motion Picture Group, a division of Sony, and a Michigan alumna with a master's in applied economics. Elizalde hired Hollingsworth for a competitive internship—that paid only \$12 an hour. "It was hard to hear that," she says. "But I knew I had to do this. I generally hedge my bets by keeping

other more practical options open but not taking big risks. I had fought that battle my whole life, and I finally won."

"I think the Michigan student truly is a unique student," says Elizalde, who is also running for one of California's seats in the U.S. House of Representatives. "They have the absolute raw quantitative skill—and they know how to use this for a qualitative reason. Let's say you have \$100 million to make a movie; what movie are you going to make?"

"You can take a cultural look at something, but you also have to be able to analyze the quantitative side—what if it fails, what is the risk? Michigan students can do that."

For months, Hollingsworth lived out of a low-rent apartment where she didn't even have a bed. But the sacrifice paid off. Today, she is a manager of business development for Columbia TriStar Home Entertainment, where she works on elaborate models to determine the profitability of potential films—and thus helping decide which projects ultimately get "green-lit," or the go-ahead for production. She is also active in the University of Michigan Entertainment Coalition (UMEC), a group resurrected by another Business School alumna, **Dominic Cianciolo**, BBA '91, to enable better networking and develop brand recognition for the Michigan name in the entertainment field.



Jennifer Hollingsworth, MBA '02, is manager of business development for Columbia TriStar Home Entertainment.

The group's treasurer is another Business School alumnus, **Paul Wycoff**, BBA '86, who has a background in film finance and is currently an independent producer. The group's communications chair, **Christopher Derrick**, BBA '93, writes, directs and produces independent films.

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"You can take a cultural look at something, but you also have to be able to analyze the quantitative side — what if it fails? What is the risk? Michigan students can do that."

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"We have a lot of people out here, way more than I realized," says Cianciolo, an independent filmmaker who has produced several short films, commercials and music videos. "It was just a matter of looking under the right rocks and finding the right people."

Since Cianciolo revived UMEC in April 2003, it has blossomed into an impressive organization, with 110 members in Los Angeles and hundreds more on the New York and general e-mail lists. UMEC sponsors a wide range of

annual trips to New York and Los Angeles for students to meet with alumni and business professionals in the field. Typically, about 30 students — BBAs, MBAs and Master's in Accounting — and prospective students attend the forums, in addition to more than 100 alumni.

"The thing I've found really amazing is the enthusiasm Michigan alumni have for helping people," says club president **Colleen Newvine**, MBA '05, a former newspaper reporter who is an information officer at the University's News and Information Services. "When I ask Michigan alumni to do something for current students, they almost can't do enough. There's a real passion for this community."

While UMEC and the club hold a great deal of promise for the future, Michigan Business School alumni have had a long and impressive impact on the entertainment industry. Perhaps the most recognizable name in the field today is **Robert Shaye**, BBA '60, founder and co-chairman and co-CEO of New Line Cinema, which produced the immensely popular *The Lord of the Rings* trilogy, the third installment of which recently garnered a record-tying 11 Academy Awards, not to mention net revenues of more than \$1 billion world-

wide. More than 40 years after earning his degree, Shaye still credits the Business School with helping him develop the skills to turn New Line into the success it is today. He's thankful for one class in particular.

"I'm still grateful to my accounting professor," he says. "That first course served me so well. In general, the Business School offers valuable tools for someone who wants to shape their own professional lives. These are lessons one doesn't forget whether one is in entertainment or real estate. I was very glad to have the kind of grounding that helped in starting a company."

The Business School also has alumni in key positions in other premier entertainment companies such as Home Box Office (HBO), Disney and Warner, to name a few.

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"The thing I've found really amazing is the enthusiasm Michigan alumni have for helping people. When I ask Michigan alumni to do something for current students, they almost can't do enough. There's a real passion for this community."

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Robert Roth, MBA '79, is executive vice president and CFO of HBO, the premier cable television network responsible for hit series such as *The Sopranos*, *Sex in the City* and *Curb Your Enthusiasm*. Roth's story is different in that he didn't start out with the intention of getting involved in entertainment. He was working as an accountant at Arthur Young & Company in 1981 when he received a call from a young, upstart company looking for someone with a strong accounting and business background.

"I literally said, 'What's HBO?'" Roth recalls. He decided to take a gamble with the company, and the gamble paid off. He moved up the ranks quickly and



HBO Executive Robert Roth, MBA '79, enjoys being part of a creative team.



Robert Shaye, BBA '60, is co-chairman and co-CEO of New Line Cinema, which produced *The Lord of the Rings* trilogy.

activities, including a mentorship program, regular forums and networking opportunities.

UMEC works closely with another Michigan organization, the Business School's Entertainment, Media and Sports Club. Along with bringing speakers to Ann Arbor to talk about the entertainment business, the club also organizes

"At the beginning, my Michigan education was very helpful in gaining entrée to certain positions because of the name recognition. It also gave me a lot of experience in finance and marketing, which was very helpful."

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today is one of HBO's top executives.

"If you told me before I started I'd be here for 22 years, I wouldn't believe it," he says. "I really enjoy being part of a creative team in making decisions about HBO's future. You spend a lot of time on something, pulling out your hair, taking it for granted—until you hear what everyone else is doing, and that what you're doing is something that most people would tear off their right arm for."

At Disney, **Mark Silverman**, MBA '91, is general manager and senior vice president of the ABC Family Channel, a position he reached after several years in entertainment. Silverman's job is multi-purposed, involving everything from developing and buying programming to developing advertising and improving viewership. In the eight months since he's



Alan Guño, BBA '93, who works in finance at Disney, also is pursuing a pop music career.

been there, Silverman reports that ratings for the channel are up 50 percent.

"Seeing the results of your work and watching that as you make changes is very satisfying," he says. "At the beginning, my Michigan education was very helpful to gaining entrée in certain positions because of the name recognition. It also gave me a lot of experience in finance and marketing, which was very helpful."

Silverman has passed along the bene-

fits of his success to other Business School alumni, as well. He recently met with the Entertainment, Media and Sports Club during its trip to Los Angeles. In the past, he also has helped alumni like **Alan Guño**, BBA '93, get their proverbial foot in the door. Guño is director of finance at Buena Vista Pictures Distribution and Marketing, a division of the Walt Disney Company. He is also pursuing a career as a pop music singer, with one CD out already. Guño, who has a large, framed poster of the Backstreet Boys hanging in his office, emphasizes that he found work at Disney



Stephanie Atlas, BBA '98, who was responsible for the U.S. video marketing of *The Last Samurai*, is working on the video marketing campaign for *Troy*.

after following up with Silverman persistently.

"Now I get a lot of calls from people who want to do things," Guño says. "I feel like I'm passing on the torch. Michigan grads are typically strong, independent, good thinkers, and I'm proud to be part of that tradition."

Guño also met with the club, a group that **Stephanie Atlas**, BBA '98, helped jumpstart while she was a student. After she graduated, Atlas spent three years working at American Express before moving west. Now she's marketing manager of theatrical new releases for Warner Home Video.

"I never wanted to market diapers," she says. "I knew I wanted to be involved in entertainment. Networking is the number-one reason I am where I am today."

But like Shaye, other alumni have decided to combine their entertainment dreams with the entrepreneurial resources they honed at the Business School, starting their own production and distribution companies.

In addition to being president of the New York chapter of UMEC, last year **Candace TenBrink**, MBA '97, founded Altos Entertainment, a production company devoted to making

Candace TenBrink, MBA '97, combines business and acting skills in Altos Entertainment, a production company that makes films with strong female lead characters.



films with strong female lead characters. She and her partner, Richard Guay, are currently raising \$6 million to fund five films they've selected for their first crop. TenBrink, an energetic and multi-talented woman, has an extensive resume as an actress and a businesswoman. She has acted in several films and plays and also was named "Best on the Street" by *The Wall Street Journal* in 2001 for earnings forecasts.

Altos and UMEC give her the opportunity to put all her skills to work. "I was acting, but I really missed the business side," TenBrink says. "I began thinking about how to mix my business skills with my talent. The company has been so much fun, so crazy, but I love networking and doing things myself. I've been very lucky, but you have to be prepared for luck. How can you raise \$6 million without a business background?"

Dave "Disco Dave" Shayman, BBA '02, got his start as an urban dance hall DJ and is now a founding partner of

Dave Shayman, BBA '02, a founding partner of the Triple Crown music label, also has released his first CD.



an up-and-coming music label in New York called Triple Crown. He also has contributed music to several commercials and network television promotions through his connection to Expansion Team, a marketing collective.

"My business background gave me a level of credibility going into other ventures," says Shayman, who released his first CD, *A Night at the Booty Bar*, last year. "People know I know what I'm talking about."

With assistance from an \$8,000 grant from the Samuel Zell and Robert H. Lurie Institute for Entrepreneurial Studies' Dare to Dream Program for

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"Michigan grads are typically strong, independent, good thinkers, and I'm proud to be part of that tradition."

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entrepreneurs at the Business School, **Tom Anstead**, MBA '04, got his start in the entertainment business before he graduated. Anstead founded Lightkeeper Films, which transfers the films of independent filmmakers to DVDs and distributes them on demand. Anstead also holds an MFA from Boston University in film production.

"After making my own film when I was in film school, I found there were limited opportunities to get my film out to a general audience," he says. "There are thousands of independent films being made every year and most filmmakers cannot get their films distributed. I see the key to developing a successful business in film or entertainment as one that involves new ways to do business."

Like Anstead, not everyone who has dedicated part of their lives to entertainment lives on one of the coasts. There is also a strong alumni contingent in Chicago.

With clients ranging from producers to screenwriters to actors in film, television and theater, Chicago-based lawyer **David Saltiel**, BBA '75, was ranked by *Chambers USA* as one of the top entertainment lawyers in the nation. At first, when he told people he wanted to be an entertainment lawyer in the Midwest, they laughed at him, saying it was only possible in Los Angeles or New York.

"I said, 'I'll show you, I'll go home and do it from Chicago,'" Saltiel says. "I made the right decision. Chicago is

an open and kind city. There's none of the cutthroat behavior you see in other places. People help each other."

Saltiel, an attorney with Bell, Boyd & Lloyd, got his start the hard way — by providing legal advice for free to talented clients who, like him, were getting started in entertainment. As his clients blossomed, so did his practice.

Kathryn Montgomery Moran, BBA '81, is a partner in the Chicago law firm of Lord, Bissell & Brook, but in her spare time serves on the board of directors at the renowned Steppenwolf Theatre Company, which features actors like John Malkovich, John Mahoney and Laurie Metcalf. Like Saltiel, Moran became involved with Steppenwolf in the late 1980s when it was housed in a much smaller facility. Today, she uses her business skills to help direct development and fundraising.

What kind of advice do these successful alumni have for all those who aspire to succeed in the competitive field of entertainment? One mantra was repeated by virtually everyone in the business: Be positive, be persistent and be prepared to make big sacrifices — especially in the beginning. Getting your foot in the door is crucial.

"If somebody comes in thinking they're going to be hobnobbing with James Gandolfini (of *The Sopranos*), they're going to be disappointed." Roth says. "Do you want to be here because you think it's sexy, or because it matches your skill set? I get people who say to me, 'I'd really love to be at HBO — what opportunities do you have at the VP level?' If you're expecting to come in at that kind of level, that's not going to happen. If you want to understand how

David Saltiel, BBA '75, was ranked by *Chambers USA* as one of the top entertainment lawyers in the nation.



Entertainment Coalition Hosts Film Festival

The University of Michigan Entertainment Coalition's (UMEC) first film festival, sponsored by Jet Blue and Red Bull in June, featured eight films by University of Michigan grads.

The UMEC draws on the expertise of high-profile entertainment industry professionals who serve on the advisory board, including Michigan alumni Peter Benedek, partner of United Talent Agency; Hal Cooper, director and producer of network-television situation comedies such as *Maude*, *All in the Family*, *The Brady Bunch* and *I Dream of Jeannie*; Lawrence Kasdan, film writer, director and producer, whose films include *Raiders of the Lost Ark*, *The Empire Strikes Back*, *The Big Chill* and *Silverado*, as well as Endeavor founder Rick Rosen.

For more information about UMEC, visit www.uofmentertainmentcoalition.org.

this business operates, you have to learn it by being in the business. Someone coming out of Business School today has to be willing to take that entry-level position."

For all of them, though, the sacrifice was worth it. "It's hard to leave that comfort zone," says Hollingsworth. "But in the end you know you got the job you truly wanted."



Kathryn Montgomery Moran, BBA '81, a partner in the law firm of Lord, Bissell & Brook, serves on the board of directors of the Steppenwolf Theatre Company.

Christopher Farah

Executive MBA: A Fast Track to Business Literacy for Busy Senior Executives

Former astronaut **Donald McMonagle**, Arkansas Arts Center Director **Nan Plummer** and Landmine Survivors Network Executive Director **Jerry White** are senior-level executives, respected in their fields. High-flying professionals, the three also were, until recently, self-described “business illiterates.”

When McMonagle, MBA '03, left government service after 25 years to join aircraft engine manufacturer Pratt & Whitney, the former NASA space shuttle commander says, “I realized the language used in business included terms with which I was unfamiliar.”

Plummer, MBA '03, who holds three degrees in history of art, including a PhD from the University of Michigan, is responsible for the art center’s \$4 million budget, 35 percent of which is raised through retail sales, facility rental, classes and ticket sales for a children’s theater. She learned, while working on her MBA, that “even if the medium is numerical,

it’s really all about human behavior.”

White, MBA '05, a land mine survivor and leader in the international campaign to ban land mines, says, “I’m a non-profit guy with a religious studies background.

I took microeconomics but never had a finance or accounting class in my life.”

Today, McMonagle, Plummer and their classmates are “business literacy” masters, having completed the Michigan Business School’s 20-month Executive MBA program. In a commencement speech to the first Executive MBA class,



Arkansas Arts Center Director Nan Plummer, MBA '03, is responsible for a \$4 million budget.

McMonagle said, “We have sought and achieved a deeper understanding of the business environment than calculations and bottom lines—an understanding of the spectrum of elements that support sustained success, an understanding that will serve us well when we are seated at the boardroom table. We are now collectively aiming to achieve new heights, to fly higher in the realm of business than we originally envisioned.”

The Executive MBA program, launched in fall 2001 and ranked seventh by *U.S. News & World Report* magazine in 2004, attracts more seasoned business executives as well. It prepares mid-career professionals from diverse backgrounds—finance, law, manufacturing and marketing, to name a few—to lead and create value in their organizations.

Plummer chose to pursue an MBA “because I knew it would give me perceived and actual advantages” to make the leap from educational programming to director of an art museum even though most directors come from a curatorial background. “My dream job was supposed to come after the MBA, not in the middle,” quips Plummer, who was head of education at the Toledo Museum of

Art in 2002 when she was tapped to join the Arkansas Arts Center.

McMonagle, a retired U.S. Air Force colonel who served as spacecraft communicator on NASA’s Mission Control Team, says having an MBA “has helped me communicate more effectively with the CFO and our legal department. I also have a greater appreciation of the roles finance and legal departments play in industry.”

Michigan’s Executive MBA program, a newcomer in a competitive market, is meeting its enrollment goals despite a stalled economy and the September 11, 2001, terrorist attacks, notes Executive MBA Program Director

David Ardis, MBA '92.

He attributes success to innovative faculty; a rigorous cross-disciplinary curriculum; an academic schedule that allows students to bal-

Jerry White, MBA '05



D. C. GOINGS



Donald McMonagle, MBA '03

ance work, school and family; the Business School's overall top-10 ranking; and the school's outstanding reputation for non-degree executive education offerings.

Unlike other executive MBA programs that require students to spend two weekends per month on campus, Michigan's Executive MBAs attend a 10-day residency in August of their first and second years and return to Ann Arbor for once-a-month, all-day Friday and Saturday sessions. In addition, students spend a minimum of 15 hours a week studying faculty-developed material online. Delivering basic course content and exams online allows faculty to reserve the limited face time with students for higher-level learning, explains Susan Ashford, academic

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"I appreciate Michigan's reliance on distance learning technology—CD lectures, conference call networking and e-room document exchanges. The program allows you to participate in a full MBA curriculum with little collateral damage to personal and professional life."

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director of the Executive MBA program, who also teaches the program's negotiations course. "You can't learn to negotiate via CD," says Ashford, the Michael and Susan Jandernoa Professor of Business Administration. "By using a CD to present introductory material, we gain time to work directly with students on their skills."

The once-a-month residency was one reason attorney **John O. Renken**, MBA '04, head of the Washington, D.C., office of Miller Canfield Paddock and Stone PLC, chose Michigan. The father of two preschoolers says, "I appreciate Michigan's reliance on distance learning technology—CD lectures, conference call networking and e-Room document exchanges. The program allows you to participate in a full MBA curriculum with little collateral damage to personal and professional life." Still, Renken adds, he appreciates the sacrifices his wife, family and colleagues made so he could balance the demands of husband, father, lawyer and student.

The Executive MBA curriculum covers the basics—accounting, business law, finance, human resources, marketing and organizational behavior—but from a



PHOTOS STEVE KUZMA



ABOVE (top) John O. Renken, MBA '04, and classmates. ABOVE (bottom) M.P. Narayanan, professor of finance and winner of the 2004 Executive MBA Teaching Excellence Award

more strategic perspective since it prepares executives for higher levels of leadership. "We aren't teaching participants to be CPAs. We do make sure they understand how to read annual reports and can identify when organizations are not operating at the most efficient levels," Ardis explains.

The program's focus on practical application and working across disciplines earns high marks. White says, "Almost every class calls for applying what is taught, real time. Faculty use a layered approach to applying the tools. Business faculty do an excellent job weaving classes together."

The curriculum mirrors the real world. "Businesses don't function in silos," Ashford notes. She cites a second-year capstone course about how to grow a company taught by M.P. Narayanan, professor of finance, and Aneel Karnani, associate professor of corporate strategy and international business, as an example of Michigan's cross-disciplinary approach.

Michigan's Executive MBA differs from competitors in other ways:

- Students pursue a professional development track in addition to regular

course work. Working with faculty, they create professional development plans based on feedback from co-workers and other professionals. As part of the professional development track, nationally recognized business leaders such as Arthur Levitt, former chairman of the U.S. Securities and Exchange Commission, and high-level executives from companies such as Motorola Inc., Borders Group Inc., Domino's Pizza and Eaton Corporation meet with students.

- Customized skills workshops are designed based on students' professional development plans. Topics range from managing senior staff to working with corporate boards and handling media during times of crisis.
- All Executive MBA students participate in an Executive Multidisciplinary Action Project (ExecMAP), a team-oriented learning situation that connects theory and practice and develops leadership skills. MAP, a linchpin of the school's positioning strategy, differentiates Michigan's MBA program and is one of the school's signature action-based learning programs.

“MAP’s value is in provoking debate and thinking as you plan strategically rather than thinking that everything can be boiled down to a PowerPoint presentation.

At the end of the day, Bosnia doesn’t respond to PowerPoint.”

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ExecMAP assignments this past summer included:

- Developing a five-year, multi-tiered business plan to position the Landmine Survivors Network to expand services to more than 500,000 survivors through eight to nine regional offices
- Creating a business plan for a start-up project to buy land and develop condominiums in Florida
- Performing a strategic review for hot tub manufacturer Emerald Spas Corporation of Kentwood, Michigan, and developing a growth strategy

Entrepreneur **John Kennedy**, MBA '05, bought the then-bankrupt Emerald Spa 10 years ago. “We have done very well since then and have a good, young management team,” reports Kennedy, who sponsored a second ExecMAP that worked on a project for his Autocam Corporation, also of Kentwood and Hayward, California. The Autocam ExecMAP team explored a roll-up strategy for the firm’s medical device division in California, similar to that which has

contributed to Autocam’s success in the automotive components market, where the firm achieved more than \$325 million in sales in 2003.

“In both cases we had business issues we needed some help with to move

the companies forward. With ExecMAP, we had some very smart people doing the legwork on these projects. It was almost like free consulting,” says Kennedy, who enrolled in the Michigan program



John Kennedy, MBA '05
PHOTO: D.C. GOINGS

because, “I find it is helpful to bring new thinking into the business environment. The class is outstanding in terms of the makeup of the group. The way the Michigan program is set up, you learn as much or more from your peers as you do from the teacher,” says Kennedy, who would like to teach business at the college level.

The Michigan Business School’s emphasis on action-based learning differentiates it from competitors and opens doors. “I was familiar with the Michigan MBA program because I had sponsored a MAP team my first year at Pratt & Whitney,” McMonagle says. He worked with five students “who compiled a great deal of valuable information about our supply chain.” Also, he adds, “I was born

ing that everything can be boiled down to a PowerPoint presentation. At the end of the day, Bosnia doesn’t respond to PowerPoint.”

John Kelly, MBA '03, who is managing director of line maintenance operations for Northwest Airlines at Detroit Metropolitan Airport, is proud of the inventory management project his ExecMAP team did for Borders, which received an excellent rating from the sponsor and faculty advisers. Kelly manages day-to-day aircraft maintenance operations for about 400 departures a day at Northwest Airlines’ largest hub.

Kelly, who also has a bachelor’s degree in engineering, found MBA coursework intellectually stimulating, particularly the course on supply chain management

STEVE KUZMA



John Kelly, MBA '03, with a new Airbus in Northwest Airlines’ new hangar at Detroit Metropolitan Airport

and raised in Flint. Had I not gone to the Air Force Academy, I wanted to go to Michigan. It was an opportunity to get back to my roots.”

Jerry White too had worked with MAP students, through an introduction from Landmine Survivors Network patron Queen Noor of Jordan. “We’ve done MAP projects in El Salvador, Jordan, Bosnia and Washington, D.C.,” says White. “We get free research and are able to orient these very smart kids to developing countries so they can apply what they learn. Americans tend to have a fast, formulaic solution to chronic, deep-rooted, historic conflict-resolution problems. Sometimes, when students tell us if you do this in three months, you can solve world problems in a year, you want to roll your eyes. However, MAP’s value is in provoking debate and thinking as you plan strategically rather than think-

taught by Izak Duenyas, associate dean for faculty development and research and the John Psarouthakis Professor of Manufacturing Management. “I loved being in school. Learning about other businesses has rounded out my background and enabled me to put theory behind work I had done as a consultant. For me, an engineer, to understand marketing was a high point.” Kelly and Northwest were so impressed with the program that the airline is sending another employee, Kai Duell, head of international operations at Northwest’s Detroit facility, to Michigan. She started Executive MBA classes in August.

For more information about the Executive MBA, visit www.emba.bus.umich.edu.

Mary Jo Frank



Jerry White: Partnership with Michigan Is Helping Me Be a Better CEO

The value of the Executive MBA program is not in the laboratory, formulas or tools in themselves, but it is a great place to think through these things," says Jerry White, MBA '05, executive director of Landmine Survivors Network (LSN), an organization that empowers individuals and communities affected by land mines to recover from trauma, reclaim their lives and fulfill their rights. LSN was a leader in the International Campaign to Ban Landmines, which won the 1997 Nobel Peace Prize.

White was a junior at Brown University when he stepped on a Russian-made mine on a camping trip in Israel in 1984. The unmarked minefield had been laid during the 1967 Arab-Israeli war. Land mines kill or maim some 26,000 people per year, mostly civilians, notes White. Every 22 minutes a person is killed or injured by a land mine.

After graduation, White, who majored in Judaic Studies and international relations, worked 10 years as a nonproliferation analyst, tracking the spread of nuclear, biological and chemical weapons for the Wisconsin Project on Nuclear Arms Control before he and land mine survivor Ken Rutherford founded the Landmine Survivors Network (LSN). More than 130 LSN staff work in seven countries, including Jordan, where they work with Iraqi amputees.

* * *

The father of four admits, "I had no free time before I started the Executive MBA program. I would have left in two months if I hadn't seen an impact." Instead, the pressure of homework assignments and working with a team has forced him to focus.

"The trillion dollar nonprofit sector is very competitive. In the international arena, we're competing over a smaller piece of the pie with big issues at stake, and battles are tough," says White, adding, "The organizational principles have to be applied as rigorously in the nonprofit sector as in business."

The father of four admits, "I had no free time before I started the Executive MBA program. I would have left in two months if I hadn't seen an impact." Instead, the pressure of homework assignments and working with a team has forced him to focus. "It's been an opportunity to increase my own capacity, to step up to responsibility and strike a balance in life. But I'm definitely a less-pleasant person since starting business school," White jokes.

Business training has changed the way he thinks, White says. "Half the time I am listening to the lecture and jotting down notes that apply to LSN. When the professor is discussing flow analysis for factories, I am thinking what is the flow analysis for turning a growing number of mine victims into true survivors and active citizens? Instead of thinking about shareholder value, I have to ask who are my stakeholders and how do I market to them? I am mastering information I have never studied before and trying to translate it immediately to the nonprofit sector."

Michigan is helping him build a global social change movement, White says. "To partner with Michigan is a gift to my organization. I'm delighted to have this partnership. It is helping me to be a better CEO and will help LSN have a bigger impact on the world. I have a deep gratitude for this."

To learn more about the LSN, visit <http://www.landminesurvivors.org/>.

TOP LEFT (Left to right) Executive MBA students Patrick Dempsey, Ken Davis, Jackie Slaga, Jerry White and Mitch Henderson discuss this year's Landmine Survivors Network (LSN) ExecMAP project: a five-year, multi-tiered strategic plan to position LSN for social investors. Not pictured is LSN ExecMAP team member Steve Tuzik. PHOTO: D.C. GOINGS

TOP RIGHT Jerry White meets with Jordanian Royal Corps of Engineers before final stockpile destruction in April 2003.

PHOTO: LANDMINE SURVIVORS NETWORK

BELOW Jerry White shows his prosthesis to Ethiopian children.

PHOTO: LANDMINE SURVIVORS NETWORK



THOUGHT



ACTION

Earlier this year, the Business School launched the public phase of its campaign to further its role as a **leader in thought and action.**

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ALUMNI ACTIVITIES

Beijing

Michigan Business School alumni living in Beijing welcomed **Kristina (Corzine) Martinez**, MBA '03, of Hunt Valley, Maryland, when she recently visited the city on a business trip. Martinez works at Procter & Gamble Company Cosmetics. To contact the group, e-mail **Hao Sun**, MBA '00, at hanksun@yahoo.com.



Pictured left to right are **Hao Sun**, MBA '00, **Kate Feng**, MBA '03, **Kristina (Corzine) Martinez**, MBA '03, **David Wu**, MBA '99, **Jessie Zhang**, MBA '03, and **Lin Zhou**, MBA '03.

Chicago

The Michigan Business School Club of Chicago held its annual Spring Business Conference titled "Leadership in Changing Markets" on May 27 at Chicago's Gleacher Center. More than 75 alumni from Michigan and several other top business schools attended the conference, which featured a presentation by Business School Professor Robert Quinn about leadership and Positive Organizational Scholarship. A panel of distinguished business leaders shared their experiences and insights on leadership. Panelists included **Mary Kay Haben**, MBA '79, senior vice president, Kraft Foods; **John Fox**, MBA '67, retired vice chairman and global managing partner, Deloitte Consulting; and **David Hiller**, senior vice president, Tribune Publishing Company. For information about Business School alumni activities, contact **Greg Bolino**, MBA '92, at gbolino@umich.edu.

Mexico

The Mexico Alumni Club organizes a dinner for Michigan alumni twice a year. At the club's April dinner, alumni met with prospective students, talked about their experiences at the Business School and answered students' questions. April



NEW YORK—Left to right, **Michael Goss**, MBA '02, **Jennifer Alspach Goss**, MBA '02, and University of Michigan alumni **Miki Rosenbluth**, **David Leitner**, **Todd Rosenbluth** and **Illana Feiglin** were among those who attended the Rose Bowl.

and last September's dinners were held at the Omei Restaurant, owned by **Kuan Tai**, MBA '00. Mexico Alumni Club leader **Gerardo Ruiz**, MBA '99, can be reached at Gerardo_Ruiz@hines.com.

Minnesota

Congressman **Mark Kennedy**, MBA '83, from Minnesota's Sixth District, was the guest speaker at a program titled "MBA Goes to Washington" at the Calhoun Beach Club in Minneapolis on April 19. Thirty-five people, including admitted students, attended the program sponsored by the Michigan Business School Club of Minnesota. Kennedy, first elected to Congress in 2000, serves on the House Financial Services and the Transportation and Infrastructure committees. For more information about the Minnesota club, contact **Neil Janmohamed**, MBA '02, at njanmoha@umich.edu.

New York

On New Year's Day, a group of 16 members of the Michigan Business School Alumni Club of New York traveled to Southern California to root for the Wolverines against the Trojans of the University of Southern California in the Rose Bowl. Following the game, the New Yorkers enjoyed a fun evening of networking with the local host alumni clubs, the Business School Alumni Club of Los Angeles and the Alumni Club of Los Angeles. For the latest on alumni activities in New York City or to become involved, e-mail **Cecil Shepherd**, MBA '00, at cashephe@umich.edu.

North Carolina

Business School alumni living in North Carolina gathered at the home of **Karen Mishra**, MBA '88, and **Aneil Mishra**, PhD '92, on January 22 in Winston-Salem for networking and a presentation by **Timothy L. Faley**, managing director



NORTH CAROLINA—Left to right, **James Morton**, MBA '65, **Mimi Morton**, **Tony DeBiase**, MBA '99, **Timothy Faley**, **Milton Goetz**, BBA '53, **Doretta Hill**, **James Thompson Jr.**, MBA '79, **Jeanne Wilkinson** and **Brian Shull**, MBA '86, PhD '91, gathered at **Karen and Aneil Mishra's** Winston-Salem home.

ALUMNI ACTIVITIES

of the Samuel Zell & Robert H. Lurie Institute for Entrepreneurial Studies, titled "Innovation and Entrepreneurialism." "We had a lively discussion and enjoyed meeting other Business School people from around the state," Karen Mishra reports. Participants came from Raleigh-Durham, Chapel Hill and Greensboro. For more information about alumni activities in North Carolina, e-mail Karen.mishra@trustleader.com.

Seattle

More than 35 Michigan Business School alumni and members of the Seattle Business School Alliance (SBSA) turned out on a chilly January 17 for a winter wine reception at the Columbia Winery, outside Seattle, sponsored by the Seattle Alumni Club. The SBSA is comprised of alumni from top business schools living and working in the Puget Sound area. For more about the Seattle Alumni Club, contact **John Gearty**, MBA '02, john@geartys.com.



Pictured left to right are **Ravi Gopal**, MBA '02, MaryAnn and Karl Roberts, Mark Kotzer, **Siddharth Mangharam**, MBA '01 (holding a copy of the *Monroe Street Journal*), **Norman Sigler**, MBA '92, Krisanne Combs and Vikram Mangharam.

Shanghai

On April 3, the Michigan Business School Shanghai Alumni Club and Shanghai American Club hosted a happy hour for alumni and 15 newly admitted students. Guests came from as far away as Hong Kong. **Daniell Chen**, MBA '00, reports that the new students cited "the warm hearts, patience and achievements of the Michigan Business School alumni they had met during their application process" among the reasons they decided to enroll at Michigan. For information

about the Shanghai Alumni Club, contact Chen at daniell@dwsha.com.cn.



Pictured left to right: **Daniell Chen**, MBA '00, **David Zhang**, MBA '02, Sophie Wong, Chem Engineering '97, **Jerry Liu**, MBA '02, and **Kevin Liu**, MBA '02

Singapore

More than 80 participants from industry and academic institutions attended a lecture by Izak Duenyas, the John Psarouthakis Professor of Manufacturing Management, on November 28 in Singapore. The event was sponsored by the University of Michigan Executive Education Center and the Logistics Institute-Asia Pacific in Singapore. The seminar focused on challenges faced by firms in integrating supply chains and innovative approaches from Duenyas' research and Tauber Manufacturing Institute student projects to overcome these issues. For more information about alumni activities in Singapore, contact **Richard Lui**, MBA '01, at rlui@umich.edu.



Professor Izak Duenyas discusses the challenges of integrating supply chains.

South Florida

The Michigan Business School Club of South Florida sponsored a forum featuring Robert Kennedy, director of the William Davidson Institute at the Business School, on April 29 at Miami Beach's Eden Roc Renaissance Resort and Spa. About 50 people, including alumni

from other leading business schools, attended Kennedy's presentation titled "Offshoring and the Globalization of Service Activities."

The Club of South Florida also sponsored a forum about investment opportunities in real estate within Florida at the downtown Miami Hyatt Regency Hotel on November 26. Two hundred people attended the event moderated by Business School lecturer Peter Allen and chaired by **Dan Susik**, MBA '83. The forum featured several prominent South Florida community and industry leaders, including Frank Nero, chair of the Beacon Council, which is Miami-Dade County's economic development organization. Club President **Dario Epstein**, MBA '91, a member of the Alumni Society Board of Governors, organized both events. For more about the club of South Florida activities, contact Epstein at deum@umich.edu.

Switzerland

Walter B. Kielholtz, chairman of the Credit Suisse Group, was the keynote speaker at a March 24 event sponsored by the Michigan Business School Alumni Organization of Switzerland and the Swiss alumni club of the universities of Chicago, Northwestern, Wharton and Stanford at the Hotel Baur au Lac in Zurich. More than 120 alumni attended this lively program and dinner party. Members of the Michigan hosting team included **Martin Brändli**, MBA '96, **Bernhard Brunner**, MBA '98, **Philip Dykewicz**, BBA '80, MBA '86, **Beat Geissler**, MBA '95, **Alain Held**, MBA '99, and **Chris Muggli**, MBA '72. To become involved in Michigan's Swiss alumni organization, contact Geissler at beat.geissler@ezi.net.

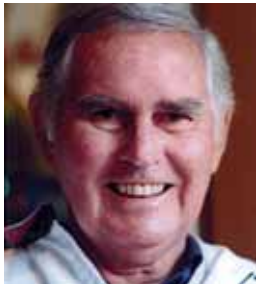


Alumni and guests gather at the Hotel Baur au Lac in Zurich.

Class Notes

Rome J. Kubic Jr., MBA '50

recently was named an honorary 50-year member of the American Institute of Certified Public Accountants. Rome was raised in Elizabeth, New Jersey, and was the youngest person to receive the rank of Eagle Scout in November 1941. He served in the Pacific Theater in WW II, received his BA from Columbia in 1949 and then came to the University of Michigan. He started his career with Price Waterhouse in New York City, received his CPA in 1952 and in 1954 was the first American sent to Hamburg, Germany, to train German staff in American audit standards and techniques. Upon completion of his assignment in 1956, he resigned from Price Waterhouse and joined Mobil Oil Corporation, working around the world. He returned to the U.S. in 1971 and retired in 1986. He then spent several years working with H&R Block, and in 1991 joined the Susan Fund as its treasurer, a position he still holds today. The Susan Fund is dedicated to assisting Fairfield County residents who have been diagnosed with cancer to pursue their educational goals through scholarship grants.



Donald R. Kingdon, BBA '51, MBA '55

served as an officer in the U.S. Navy for several years in the 1950s. He earned his PhD and went on to positions at General Electric and Litton Industries, while doing consulting for TRW Systems and Bechtel Corporation. He also was a full-time faculty member at the University of Southern California, and finally became a senior organization consultant at Atlantic Richfield Company. Don retired from there in 1985, but undertook several other positions — from antique importing, consulting and sales to keno dealer. He now serves as a homeless activist in Santa Monica, California. If you wish to contact Don, call 310.396.7043.

James C. Holmes, MBA '53

is chairman of H. P. Holmes in Birmingham, Michigan. A nationally known real estate counselor and appraiser, his father was a 1917 graduate of the University of Michigan. He and his wife Helen have three sons, all of whom have graduated from the University. Two of those sons are partners with him in the Holmes & Layton real estate company. After graduation, Jim became an instructor in real estate at the Business School. "Stephen Ross, currently a leader in real estate development in New York City, was one of my students," he says. Two outstanding athletes, Red Berenson and Bill Freehan, also were his students. "I think the Business School's high international ranking is due in part to the quality of faculty who blend academics with their own practical background. I've had the pleasure of meeting Dean Robert Dolan and President Mary Sue Coleman, and I am confident in their abilities to face the challenges ahead for higher education," he adds.

Stephen Hunter, BBA '62, MBA '63

"We have three children (one UM graduate) and five grandchildren, living in Chelmsford, Massachusetts, Boulder, Colorado, and Carmel, Indiana, which gives us lots of travel opportunities. Volunteering is my hobby, and I am currently serving on the village planning board and the boards of the local United Way and daycare center," reports Stephen.

David Howe, BBA '64, MBA '65

is minister of administration for the First Baptist Church in Sierra Vista, Arizona. David previously was the chief operations officer at Shadow Mountain Ministries in El Cajon, California, where he began his third career as a church administrator after having careers in the Marine Corps and the defense industry.

William C. Handorf, MBA '67

has been re-appointed to a three-year term on the board of directors of the Baltimore branch of the Federal Reserve Bank of Richmond. He is a professor of finance at the George Washington School of Business and Public Management, and wrote *The Corporate Finance Letter* for 10 years.

Currently he prepares *Global Indicators: U.S. Financial Markets*, a monthly newsletter that synthesizes U.S. financial highlights with supporting documentation about emerging trends. It is available free at www.gwu.edu/~sbppm/news/indicators.htm.

Johanna (Bannon) Becker, MAS '69

retired in May 2004 from MetLife after 35 years with MetLife/New England Life. She resides in Westwood, Massachusetts.

Richard E. Hollander, MBA '72

has been named executive vice president of the Society of Industrial and Office Realtors. He will be responsible for the day-to-day management of the 2,200-member organization and ensuring that product and service offerings are cutting-edge and of exceptional value. Previously he was managing director of Washington Investment Partners, where his responsibilities included acquiring retail real estate in the southeast. He also has been senior vice president and managing director with Randall H. Hagner and Co., a Washington, D.C., brokerage firm, and was an executive at Cushman & Wakefield, where he established and managed its Washington, D.C., downtown and suburban offices.

Don R. Leclair, MBA '76

is group vice president and CFO of Ford Motor Company. Since August 2003, he has had overall responsibility for Ford's financial operations, including the controller's office, treasury and investor relations. Since joining Ford in 1976 as a financial analyst at the Lorain Assembly Plant, Don has held a number of key finance positions.

Timothy D. Leuliette, MBA '76

is chairman, president and CEO of Metaldyne in Plymouth, Michigan. He oversees operation of the global metal company, which is comprised of the former MascoTech, Simpson Industries and Global Metal Technologies. He also is a founding partner and senior managing director of Heartland Industrial Partners, a private equity firm focusing on select industrial companies primarily located throughout the midwest. He is chairman of the board of the Detroit branch of the Federal Reserve Bank of Chicago.

CLASS NOTES

Carolynn Walton, BBA '76

was named vice president and treasurer for Blue Cross Blue Shield of Michigan in October 2003. Carolynn joined the Blues in January 1996 from Kellogg Company, where she served as manager-benefits and trust administration and manager-property and casualty insurance. Prior to that she was with Federal-Mogul Corporation and PriceWaterhouseCoopers. She is a member of the American Institute of Certified Public Accountants and the Michigan Association of Certified Public Accountants.

Margaret W. (Peggy) Carroll, MBA '78

is a sales associate with Charles Reinhart Company Realtors. In 2003 Reinhart was the market share leader in Washtenaw County, both in terms of total units closed and total dollar volume. You can reach Peggy at peggy@elizabethbrien.com.

* * *

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Mary Lincoln Campbell, MBA '79

is founder and general partner of EDF Ventures in Ann Arbor. As a member of their healthcare practice team, Mary has led the firm's investments in multiple healthcare and information technology companies. She is a member of the steering committee for the state of Michigan's Life Sciences Corridor, is chairman of the board of trustees for Northern Michigan University and is active with the Michigan Business School and its Wolverine Venture Fund.

Ron Heller, MBA '79

has been selected by the National Federation of Independent Business (NFIB) as "Small Business Champion" for the state of Hawaii and for the six-state southwest region of the U.S. The award recognizes efforts to improve the business climate,

particularly for Main Street, mom-and-pop small firms. Ron has been active in testifying against tax increases, drafting legislative proposals, organizing NFIB activities in Hawaii and working with other business-oriented groups. He is a director and stockholder of the Torkildson Katz law firm in Honolulu, where he does tax law and business/commercial litigation. You can reach him at rheller@torkildson.com.



Wendy Barth, MBA '80

was recently promoted to senior vice president of product management and innovation at Rich Products Corporation. Wendy joined Rich's in 2001 as vice president of the bakery strategic business unit. Prior to that she worked with Ahold USA/Tops Supermarkets and 7-Eleven. Wendy volunteers her time on the board



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CLASS NOTES

of trustees of the Buffalo Philharmonic Orchestra, has worked with Child and Family Services in several positions and with the Zion Lutheran Church.

Eric Leininger, MBA '81

left Kraft Foods in March and joined McDonald's Corporation as senior vice president of global business research. "Claire and I celebrated our 28th anniversary this spring as our daughters both graduated—Liz from Swarthmore College and Emily from Barrington High School," says Eric proudly.

Diana Freeburg, BBA '83

vice president of Comerica Securities, has been named among the country's top bank investment representatives, according to *Bank Investment Consultant* magazine. Diana is one of 32 investment representatives from around the country honored by the magazine for their ability to exemplify their institutions' values, provide excellent customer service and mentor other employees. She joined Comerica Securities in 1985 and resides in nearby Bloomfield Hills, Michigan.



Jack Dolmat-Connell, MBA '84

is senior vice president of global human resources for Geac Computer in Southborough, Massachusetts. "After spending the last 10 years in HR/executive compensation consulting, I've returned to corporate, heading HR for this \$400 million enterprise software company. Last year I had an article published in *Forbes* on a major study I conducted on executive stock ownership and firm performance," reports Jack. "My wife Carrie heads her own thriving legal practice after 10 years in major law firms. Stephanie has graduated from Yale, where she was a four-year Academic All-American field hockey player, and Scott is a junior in high school—as well as aspiring actor and bicycle racer." You can reach Jack at jack.dolmat-connell@geac.com.

Bruno Piperno, MBA '84

is president of Business Value in Rome. You can contact him at bpiperno@businessvalue.it.

Pete Bosse, MBA '86

returned in March 2004 to his position as vice president of business development at Best Buy World Headquarters in Richfield, Minnesota, after a 14-month stint in Kuwait and Iraq with the U.S. Army Reserve. Bosse is a Lt. Colonel in the Army Reserve and served as a base camp commander in Kuwait and as director of logistics at Camp Anaconda

in Iraq. He was awarded the Bronze Star for his service in Kuwait and the Army Commendation Medal for his service in Iraq. Pete has three sons, Robert, David and Michael, and currently resides in Minneapolis. You can reach him at Pete.Bosse@bestbuy.com.

Wendy Marx, MBA '87

is president of Marx Communications, a Connecticut-based public relations agency specializing in public relations and marketing communications for business-to-business companies. Her firm has helped bring numerous brands and executives to the limelight in the financial services,

Lesa Chittenden Lim Grows Her Portfolio

Lesa Chittenden Lim, MBA '86, chairperson of the Michigan Business School Alumni Society Board of Governors and president of the management consulting firm LMCL, is adding a new career—artist—to her personal portfolio.

The Dearborn, Michigan, native's interest in art developed at an early age. She took ceramic classes at Pewabic Pottery and won a prize from *The Detroit News* Art Show in her late teens. Chittenden Lim's passion for art was only exceeded by her desire to excel in business. As a junior at Michigan, she put her art career on the back burner to focus on business. A mechanical engineering degree from the College of Engineering gained her a position in DuPont's Field Engineering Program for high-potential employees. After successfully completing several engineering assignments, Chittenden Lim realized she could contribute more to a company if she had a stronger business foundation, so she returned to Michigan for her MBA and found her niche in corporate strategy. She served as an engagement manager at McKinsey & Company, director of strategic planning at FMC, and vice president and general manager of the \$500 million specialty chemical division at Allied Signal before starting a management consulting firm.



Chittenden Lim's passion for art was reignited in 1998. She took night classes to relearn the basics, started daytime courses in 2001 and is in the third year of a four-year painting program at the Pennsylvania Academy of the Fine Arts in Philadelphia. Chittenden Lim's work, including "Etude # 1" in the photograph above, won an award in fall 2003. It also was featured at the academy's 103rd Annual Student Exhibition and 12th Annual Graduate Thesis Exhibition in May and in the school's April-June 2004 alumni magazine *Preview*.

Chittenden Lim's goals include maintaining her consulting business while expanding her art business. The Pennsylvania Academy has asked her to teach a business course for artists. She can be contacted at lesa_chittenden_lim@msn.com.

CLASS NOTES

professional services and technology arena. Wendy has written for *The New York Times*, *Advertising Age* and other publications. She previously did PR and marketing for AT&T and GE Capital. Having been single for many years, she is delighted to report she is now happily married to George McGoldrick. They are residing in Trumbull, Connecticut, and she welcomes hearing from classmates at wendy@marxcommunications.com.

Sarah Raiss, MBA '87

is executive vice president, corporate services, of TransCanada Corporation in Calgary. She was named one of the top 100 most powerful women in Canada (sponsored by the *Toronto Globe & Mail* newspaper, Ivey Business School and WXN Women's Executive Network), and within this list among the top 30 corporate women. She also was named co-chair of the United Way campaign for the city of Calgary. She has been appointed to the Senior Advisory Group on International Trade and the Advisory Group on Retention and Executive Compensation for the government of Canada.



Stacey Davis Stewart, MBA '87

president and CEO of the Fannie Mae Foundation since September 1999, delivered the 2004 commencement address on April 30 at Crisler Arena. Stacy leads the country's largest foundation devoted to affordable housing and community development issues. She oversees a team of more than 100 professionals, and under her direction the foundation has become one of the largest private foundations in the country. In 2001, the Fannie Mae Foundation was responsible for nearly 20 percent of all housing and community development grants in the country.

James Lantos, BBA '88

runs a three-year-old start-up in Pittsburgh, www.historicpanoramicmaps.com, that

includes a collection of more than 4,000 maps, including many old State of Michigan maps and photos, several of Ann Arbor and of the stadium and games. His business has become quite successful; he offers a map for everyone and every occasion. You can reach Jim at hpanmaps@aol.com.

Philippe Prufer, MBA '88

has been working for Eli Lilly since graduation in various sales, marketing, strategic planning and general management positions in the U.S., Brazil and Argentina. He was named general manager of Eli Lilly Brazil in May 2001, and in January 2004 became responsible for Eli Lilly Brazil and Eli Lilly Southern Cone (Argentina, Chile, Uruguay and Paraguay). The combined operation has around 800 employees and sales of roughly \$150 million. "I will be reporting to the president of intercontinental operations and will continue to live in Sao Paulo, Brazil," says Philippe. "My wife Alexandra will finish her art program at Escola Panamericana in Sao Paulo by the end of 2004, and we have three children, Thomas, 15, Nicholas, 13, and Stephanie, 8." Philippe continues to serve on the board of the Brazil Alumni Club, and can be contacted at prufer_philippe@lilly.com.

Andy Arvidson, BBA '89

founded Imagine Fulfillment Services in Torrance, California, six years ago and built its revenues to \$13.6 million in 2002, with expected revenue in 2004 of \$18 million-\$20 million. Imagine Fulfillment Services provides inventory tracking, credit card order processing and shipping for its customers, which now number more than 40. "We do order fulfillment less expensively and more efficiently with a high sense of urgency," he says. He founded the company in June 1998, and soon brought on partner Jim Heffernan, then an order fulfillment manager at 20th Century Fox. They have moved three times and are now in a 150,000-square-foot warehouse close to the ports of Los Angeles and Long Beach, as well as Los Angeles International Airport. They currently have 275 employees. You can learn more by contacting him at: Andy@imaginefulfillment.com.

David Cole, MBA '89

"After six years with Borders, my family and I pulled up our roots from Ann Arbor and moved 20 miles away to

Northville. Julie and I are now the proud parents of a bustling bakery — Great Harvest Bread Co. Our three kids are in heaven helping us with the store at the current pay rate of one gumball per hour," says Dave. Order your bread at colebread@msn.com.

Timothy A. Wild, MBA '89

is vice president of Battelle Capital Advisors, a mergers and acquisitions operation started by Battelle & Battelle LLP, one of the Dayton area's largest accounting firms, in August 2003. Tim formerly was with Associated Business Investment Corp. He has a daughter, Eleanor, 3, and twins Luke and Lillie, 1. Contact him at twild@battellecpas.com

Thomas Kushner, MBA '90

was elected to the board of directors of the Joe Torre Safe at Home Foundation, a domestic violence education nonprofit. Check it out at www.joetorre.net.

Dario Epstein, MBA '91

Business Wire Latin America (BWL), a subsidiary of IMS Companies, has established an annual award to recognize efforts promoting the development of emerging Latin American markets based on ethics, transparency, disclosure and equal opportunity for investors. The first BWLA Annual Prize for the Promotion of Market Ethics in Latin America has been awarded to Dario Epstein, president of Sur Investment Company and former director of the Argentine National Securities Commission. Dario, a member of the Alumni Society Board of Governors, has been living in Miami for the past two years, where he advises companies with a presence or interest in Latin America. "I am profoundly honored to receive an award that recognizes my passion for transparency, information and investor protection, which I consider as or more important than what may have been my sound decisions on financial projections," says Dario.

Lois Marler, MBA '92

is chief financial officer for EDF Ventures in Ann Arbor, a small-business investment company. Lois manages EDF's relationship with the Small Business Administration and also oversees the firm's information technology and administrative services.

Alumni Services

The University of Michigan Business School boasts a powerful, international alumni network of more than 35,000. To help unite and strengthen this diverse and influential community, the Business School and Development and Alumni Relations are pleased to offer the following services, programs, tools and products—all designed to help alumni communicate easily and network effectively with both the Business School and one another.

SERVICES & PROGRAMS

■ iImpact (www.bus.umich.edu)

Get connected to the Business School's password-protected online community for students, faculty, staff and alumni. Via iImpact, members can access the Business School Alumni Directory, class and club Web sites, career listings and more.

To get an iImpact login name and password, contact Development and Alumni Relations at alumni@umich.edu with your name, your name while in school (if different) and your degree and year of graduation. Requests will be answered within 24 hours.

■ Alumni Directory

(www.bus.umich.edu/Networking/AlumniDirectory.asp)

Connect with Business School alumni in your city, country, company or class with this easy-to-use, searchable database located in iImpact.

■ Class Web Sites

(www.bus.umich.edu/Classsites)

Find out what your classmates have been up to lately, and publish personal and professional updates of your own. To help develop your class Web site, contact Development and Alumni Relations at alumni@umich.edu.



Class of 1997 alumni

■ Alumni Clubs Network

(www.bus.umich.edu/AlumniCommunity/AlumniClubs)

Get involved in the Business School alumni community in your city or country. To join or establish a club in your area, contact Marla Mast at mmast@umich.edu.



Washington, DC, Club members with Professor Jan Svejnar (third from left)

■ MBS Marketplace

(www.MBSmarketplace.com)

The MBS Marketplace offers a wide variety of apparel, business accessories and gift items for the whole family. Show the world your pride in being a member of the Business School community!

LIFELONG LEARNING TOOLS

■ Kresge Library

(<http://eres.bus.umich.edu/web/alumni2.html>)

Visit the Kresge Business Library to access online business information and career resources. Kresge now offers 11 subscription databases free of charge to Business School alumni, including WetFeet Press Insider Guides, InfoTech Trends and Reference USA. The Library also offers links to hundreds of business Web sites, access to Mentor (the library catalog) and faculty working papers.

■ Executive Education

(<http://execed.bus.umich.edu>)

Executives know that the key to continuing job success is continuing education; the Executive Education Center offers the programs that can help you achieve success in every aspect of your professional life.



Professor Gretchen M. Spreitzer

COMMUNICATION TOOLS

■ Lifetime E-mail

(www.bus.umich.edu/AlumniCommunity/EmailForLife)

Sign up for a free "@umich.edu" e-mail forwarding address! Stay in touch with classmates and other members of the Business School community, even during career transitions and changes in Internet providers.

■ MichiganMail

(www.bus.umich.edu/AlumniCommunity/Michiganmail)

Update your e-mail address at alumni@umich.edu and receive Development and Alumni Relations' e-newsletter, packed full of information about the Business School, the University and alumni.

For more information about these and other services for Business School alumni, visit the Development and Alumni Relations Web site at www.bus.umich.edu/AlumniCommunity.

BUSINESS SCHOOL DEVELOPMENT AND ALUMNI RELATIONS

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mmast@umich.edu

Development and Alumni Relations

www.bus.umich.edu/AlumniCommunity

For more information about alumni activities in your area, e-mail your regional contact or club leader or contact Development and Alumni Relations at alumni@umich.edu.

Alumni Clubs & Contacts

Regional Clubs & Contacts

EAST

Boston*

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lowell.kim@verizon.net

Hartford

Laurie Leonard, MBA '97
lauriel50@hotmail.com

New Jersey

Jeff Norman, BBA '89
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New York*

Cecil Shepherd, MBA '00
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Philadelphia/ Delaware Valley*

Grace Tsuei, MBA '03
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Washington, DC*

Steve Hennessey, MBA '90
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MIDWEST

Chicago*

Greg Bolino, MBA '92
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Cincinnati

Heidi Neuroth, MBA '02
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Cleveland

Jonathan Histed, MBA '00
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Iowa

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AFRICA & MIDDLE EAST

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Switzerland* (Zürich)

Beat Geissler, MBA '95
beat.geissler@ezi.net

Special Interest Clubs

Black Alumni Association* (UMBS-BAA)

Harry McElroy, MBA '78
hmcelroy@performigence.com

University of Michigan Entertainment Coalition

Dominic Cianciolo, BBA '91
lapresident@uofm
entertainmentcoalition.org

Attendees at the Alumni Leadership Workshop in October 2003 included Michigan Business alumni club leaders and contacts, members of the Alumni Board of Governors, faculty and staff.



Richard Paulk, MBA '92

has been named vice president and CFO of Kaplan Professional, a division of global education services provider Kaplan Inc. He will oversee financial operations and business development for the division, which provides licensing and continuing education programs for professionals. Richard will be based in the division's Chicago headquarters. Formerly he was at iPilot, an Illinois-based technology company, where he served as COO for five years. Prior to that, he was CFO of the product services division and manager of investor relations for Sears Roebuck.

Jonathan A. Browy, MBA '94

is vice president of commercial banking for Am South Bank in Tampa. He and his wife Marion are proud to announce the birth of their second child, Madeline Paige, born on April 8, 2004. Madeline joins big brother, Christopher, age 2.

David Himmel, MBA '94

married Ellen Pincus last year, and they have relocated to Jupiter, Florida. "I am starting a new business down here after years of working in New York as a product and services marketer. Any classmates coming down this way are welcome to visit. Contact Dave at himmeldj@yahoo.com.

Michael Tarlowe, BBA '94

is the founder and president of Virt Records LLC, a Seattle-based independent record label. The label's roster includes Vienna Teng, Shane Nicholson and Brenda Weiler, among others. Michael is responsible for discovering and signing artists, publicity and the overall strategic direction of the company. "For our fourth year, 2005, we plan to expand, but we are very selective when signing artists and don't want to be in a position where we can't put all our resources, time and effort behind each and every release," adds Michael. For more information, visit www.virtrecords.com and www.viennateng.com.

Andrew Chien, MBA '95

is now heading the new North American operations of Ricardo Strategic Consulting, with offices in Detroit and Chicago. He has held a variety of consulting positions since 1995, and most recently was vice president of A. T. Kearney's automotive practice in Southfield, Michigan. Prior to

that he was a financial analyst at Intel and a design and race engineer for Ford Motor Company. He received his BSME from MIT and his MSME from Cornell prior to coming to Michigan.

Jincheon Kim, Global MBA '96

had been deputy general manager in the office of the chairman for Daewoo Group, overseeing the human resource practices and managing international executive programs for Daewoo Group's 1,000 executives and 120,000 personnel worldwide when he started his MBA program. In 1999, he formed VenturePeople, an executive search firm "owned by several leading venture companies and their management who share the same venture spirit," says Kim. It has become one of Korea's top HR firms. "I definitely acknowledge my MBA skills for what I have achieved, and frequently ask whether I could have started a business if I had not entered the MBA program." In Korea, people with an MBA have the competitive advantage. The Asia Global MBA Program offers not only the degree, but also the opportunity for students to learn about the backgrounds and cultural differences of Asian countries," adds Kim, who is still involved in the Seoul Alumni Association and the Michigan Business Club.

Greg Arnson, MBA '97

moved to Utah in late 2002 to be closer to family and began working virtually for Root Learning. "So far, working virtually has been wonderful, especially considering that Sarah and I had our third child last September," says Greg. "I have two locking doors that act as sanity barriers so I can actually get work done. After seven years, I still enjoy working at Root very much," he adds. You can reach Greg at greg.arnson@yahoo.com.

Rebecca Meurer, MBA '97

"Jan, Noah and I recently moved to Cincinnati from Geneva, Switzerland. It's funny to be back in the states after six years abroad, but it's nice to be closer to family and friends again," reports Rebecca. They were expecting baby number two in May, and Rebecca adds, "I'm enjoying being a stay-at-home mom." To check on the new offspring, e-mail rebecca.meurer@gmx.ch.

Candace TenBrink, MBA '97

is founder and managing partner of Altos Entertainment LLC, a newly formed company that develops and produces female-centric feature films for the global market. She also is a founding member of the newly created University of Michigan Entertainment Coalition of New York and serves as its chair of professional development. She and her husband recently moved to New York and welcome contact at candace10k@yahoo.com.

Tracy (Brown) Marshall, MBA '98

founded Marshall Consulting Group and is currently managing an engagement with America's largest nonprofit health-care organization. Tracy, husband **John Marshall, MBA '97**, and son Cole recently moved to Danville, California.

Andrea (Damusis) Memenas, MBA '98

"After five years working in various marketing communications positions across Ford Motor Company, I joined up with two friends and we started a relationship management consultancy—Matrix Consulting Partners," says Andrea. "We focus on helping companies optimize their customer experiences by employing relationship-based business strategies. Though I'm still working hard, I now have more control over my schedule, which makes it easier to spend time with my husband Victor and our two boys Justin, 3, and Adam, 2. We currently live in Laguna Niguel, California. I'd love to hear from you at andrea@matrixcp.com."

Menno Ellis, MBA '99

"Last year I married Keri Heye in Dallas. Attendants included **Carlos Zavala, MBA '99**, **Trevor Wilson, MBA '99**, **Eric Stettler, MBA '99**, and **Larent Laffineur, MBA '99**. I also recently made a career change, joining the marketing strategy consulting firm of Achenbaum, Bogda & Associates as a partner in Dallas," reports Menno, who adds that after five years with A. T. Kearney's strategy practice, he decided to move to a smaller, more entrepreneurial group that would allow him to concentrate on marketing and revenue growth consulting. You can congratulate Menno at menno@abaconsulting.com.

Erin (Penniman) Mott, MBA '99

was married in June 2003 to David Mott of Minneapolis. Erin continues to work at General Mills in marketing where she has been since graduation.

CLASS NOTES

Michael DelGrosso, MBA '00

is making a major foray outside his business career into politics. To learn more about his political ambitions, visit his Web site at www.delgrossoforcongress.com.

Sujit Kumar, MBA '01

"Kshama and I moved to Charlottesville, Virginia, last month, and I've taken a new job with GE's GE-Fanuc division," says Sujit. "The place is gorgeous and work is going very well so far." You can reach Sujit at 434.978.5452 or by e-mail to sujitk@umich.edu.

Herman Chein, MBA '02

"I cannot say enough about how well my Business School education has prepared me for my work over the past two years," says Herman. "Working in a Taiwanese electronics company has presented challenges that are unseen outside U.S. multinationals. I enjoy solving our problems by working on management of R&D, manufacturing, marketing and finance at the same time. The rigorous analytical work, IMAP, emphasis on teamwork and team

building, and teaching on organizational behavior and leadership are the best skills I could have built to make change happen at work," he adds. The warm waters of the Pacific also have turned Herman into a self-proclaimed surfer dude, especially after a trip to Bali. If you want to know more, contact Herman at hchein@umich.edu.

Jonathan Chizick, MBA '02

"My wife, Tristan, and I are proud to announce the birth of our daughter, Braelan Aileen, on February 4, 2004." Congrats may be sent to Jonathan and Tristan at jchizick@umich.edu.

Edward Gibney III, MBA '02

"From my first days at the Business School, I was inspired by the burden of responsible leadership the faculty and staff stressed were now ours," says Ed. "My summer internship sent me to consult with Eskimos in Alaska, and it made me realize how fulfilling it could be to share the skills I learned in the classroom with people who might not otherwise be able to afford them, while also being immersed in a foreign culture. Upon

graduation, I joined the Peace Corps, where for two years I will learn a language, gain international experience and help Ukrainian businessmen make the leap from a planned to a free market economy. I am currently working with a small NGO that is trying to establish a business training and consulting center with hope of eventually opening a business incubator. It's fascinating, frustrating and rewarding, and I would never be here without my MBA." To learn more about Ed's very giving experience, you can reach him at egibney@yahoo.com.

Michael Goss, MBA '02

married Jennifer Alspach Goss, MBA '02, and celebrated their first anniversary in the Bahamas. They met in Washington, D.C., before business school, "and Michigan was kind enough to accept both of us," says Mike. Mike has been working for BOC Gases in Murray Hill, New Jersey, as a senior business analyst for the planning group. Jennifer is working at American Express. Both are involved in the MBA Alumni Club of NY, Mike as vice president of general management, and Jen as vice president of marketing. To find out



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CLASS NOTES

more about them and the NY Alumni Club, contact michael_goss1@yahoo.com.

Jill Hungerford, MBA '02

has joined Cerner Corporation, a leading provider of healthcare information technology, after five years as a finance manager with Ford Motor Company. Jill primarily serves in Kansas City as a business development manager, where she is responsible for strategic decision analysis in the intellectual property organization. More recently, though, Jill returned from working in London for six months as part of Cerner's global operations. You can reach her at jhungerford@cerner.com.

Darys Estrella Mordan, MBA '02

an associate in the fixed income currency and commodities division of Goldman Sachs & Company in New York, shares her financial expertise with corporations in her native country, the Dominican Republic, helping them to expand their

businesses. She lives with her husband, Andrew Wilson, son Yan Diego, 7, and daughter Maya, 4.

Sze-Yunn Pang, MBA '02

married **Stephen Lo, MBA '01**, in Singapore in June 2003 in a rooftop garden wedding and Chinese banquet. Many friends from Michigan attended the wedding, including some who traveled from the U.S. "Thanks to everyone who attended or sent greetings," they say. "We have now settled in Washington state and look forward to your visits." You can reach them at pangs@umich.edu.

Jose Salinas, MBA '02

founded Ayudate AC in August 2003, a firm specializing on microcredits (\$50 to \$200 US) to people in rural Mexico. "The future is still up in the air," says Jose, "but we are working on receiving additional resources in 2004." Jose also will be teaching in the MBA program at ITAM, his former university in Mexico. His wife Lizette is eager to get back to

work. Currently, they have three children, Alejandro Salinas Estefan, 8, Sebastian Salinas Estefan, 3, and Ana Sofia Salinas Estefan, born in October 2002. You can reach him at jsalinas@umich.edu.

Rodolfo Quiles, MBA '03

is manager of Latin American International Government Affairs for Bristol-Myers Squibb (BMS) in New Jersey. He is responsible for creating and leveraging relationships among BMS country managers, foreign government leaders and federal government departments to create a fair competitive environment for BMS and the U.S. research-based initiative. You can reach him at rudy.quiles@bms.com.

Mark Tholke, MBA '03

is working as a commercial analyst, Commercial Operations at GE Wind Energy, LLC, in Tehachapi, California. Mark can be reached at his permanent e-mail address, mtholke@umich.edu.

OBITUARIES

Daniel E. Sealey III

MBA '68

passed away on November 18, 2003. "Des" was a proud alumnus who carefully followed the lacrosse team, since he was one of its founding members. His entire career was in the boating industry, for many years with Outboard Marine Corporation and later in the marina and boat manufacturing industries. In 1998, Des was a heart transplant recipient at the Medical University of South Carolina. He was able to see his two daughters, Gail and Janet, graduate and walk them down the aisle. To his son Kevin, he was a mentor and friend. To Cheryl, his wife, he was a wonderful partner and husband. Unfortunately, he battled with cancer for the last year before his death. A fighter to the end, his sense of humor and optimism will remain with all of us.

Walter C. (Chip) Pew III

MBA '74

passed away at age 52 on July 30, 2003, at his residence in Jupiter, Florida. He and his beloved partner, **Andrea Saks, MBA**

'74, have been residents of Jupiter, for more than 12 years. Prior to that, Chip was a resident of Blue Bell, Pennsylvania, and Avalon, New Jersey. In addition to Andrea, he leaves his sister, Arlene Pew Gussman of Gladwyne, Pennsylvania.



Joseph Edward Hadeed

BBA '04

a second-year BBA student, died in a weather-related car accident on January 18, 2004, at age 21, while returning home with friends from a ski trip in Ontario. A graduate of Eisenhower High School in Shelby Township, Michigan, Joe came to the University in fall 2000 with keen determination to become a member of the Business School. He was a member of the debate team and Delta Sigma Pi. His

friends remember him as "an amazingly dynamic and impassioned individual," adding that Joe "was an ever-present voice in the classroom and a genuinely caring and kind individual who gave countless hours and energy to help others." He interned with the Boston Consulting Group in Chicago during summer 2003. Joe also enjoyed traveling with his family and learning about people and their cultures, having been to Italy and Egypt last year. On April 30, Joe received a posthumous degree at commencement, recognizing his achievements at the Business School. Additionally, a memorial bench is being placed in the portico, and the Boston Consulting Group sent \$3,000 to start a scholarship fund under Joe's name. He is survived by his parents, Diann and Nab Hadeed, brother Brian, (DDS '04), sisters Marianne, who graduated from Michigan in 2001, and Suzanne, a sophomore at the University. Gifts to the Joseph Edward Hadeed Memorial Scholarship can be sent directly to Elsie L. Orb, Scholarships and Fellowships, University of Michigan Business School, 701 Tappan St., 1235 Davidson Hall, Ann Arbor, MI 48109-1234.

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team effectiveness, developing strategies for effective group decision making and using teams to manage change.

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Sara Patel
Associate Director

Tel 734.763.1009
Email sepatel@umich.edu



www.execed.bus.umich.edu

Alumni Network Update

Keep your contact information up to date with Development and Alumni Relations. Connect with your classmates and ensure you receive all Business School correspondence, including our e-newsletter MichiganMail.

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701 Tappan St., Ann Arbor, MI 48109-1234
Phone: 734.763.5775 Fax: 734.615.6103
E-mail: alumni@umich.edu

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Name: _____

Name while at School: _____

Degree(s) & Year(s): _____

BUSINESS INFORMATION

Title: _____

Company: _____

Address: _____

City, State, Zip: _____

Phone: _____

Fax: _____

E-mail: _____

HOME INFORMATION

Address: _____

City, State, Zip: _____

Phone: _____

Fax: _____

Web Page: _____

Instant Messenger: _____

Preferred E-mail: _____

I consent to posting the information I have provided in the Alumni Directory, on my password-protected class Web site (if one exists) and in *Dividend* magazine.

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Home contact information

Now you can easily update your contact information online via iImpact!

Go to <http://www.bus.umich.edu/Profile>.

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if you need a login name and password, please contact Development and Alumni Relations at alumni@umich.edu.

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Select one function and one industry code.

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 Marketing-Research
 Marketing-Sales/Retail
 Marketing-Services
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 Other
 Real Estate
 Strategic Planning

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 Consumer Goods
 Diversified Manufacturing
 Engineering Design
 Energy/Petroleum/Minerals
 Healthcare Products
 Machinery & Equipment
 Metals/Metal Products
 Paper/Wood/Glass
 Pharmaceutical/Biotechnology
 Rubber/Plastics
 Textiles

Services

Advertising
 Business Services
 Computer/Internet & Software Services
 Consulting/Research
 Education
 Entertainment/Leisure
 Environmental
 Finance-Commercial Banking
 Finance-Insurance
 Finance-Investments
 Finance-Services
 Finance-Venture Capital
 Government-Federal
 Government-International
 Government-State/Local
 Healthcare

Hotel & Restaurant Mgmt.

Import/Export
 Law
 Media/Entertainment
 Nonprofit
 Other
 Printing/Publishing
 Public Accounting
 Real Estate
 Retail
 Search Firms
 Self-Employed
 Sports Marketing/Management
 Telecommunications
 Transportation
 Travel/Leisure
 Utilities
 Wholesale/Distribution

Development and Alumni Relations

www.bus.umich.edu/AlumniCommunity

Please take a moment to respond to the information on the following page.

Alumni Network Update

Share your news... and send a photo to *Dividend*

We would like to include more news about alumni in *Dividend* and hope you will help us by providing us with information about yourself. We'd like to know where you are working and other news about you, such as promotions, new business ventures, any business or academic honors, authorship of books or articles, or other information that would be of interest to alumni.

Name: _____

Degree(s) and Class Year(s): _____

Title: _____

Company: _____

Business Position: _____

Business Address: _____

Home Address: _____

Please write below some personal or business news about yourself that we can share with other alumni.

FAX to *Dividend*, 734.647.2401, or e-mail to Dividend@bus.umich.edu

Mail news and photos to: *Dividend*

0253 Davidson Hall
University of Michigan Business School
701 Tappan Street
Ann Arbor, MI 48109-1234

Development and Alumni Relations

www.bus.umich.edu/AlumniCommunity

Name: _____

Get Involved!

I would like to help plan my next reunion.

My company may be willing to sponsor a reception/event for alumni or prospective students.

I am willing to advise the following groups regarding the Business School experience and/or career opportunities (please check all that apply).

I understand that my e-mail, home and business contact information may be released for this purpose.

Prospective students

Current students

Alumni

I have enclosed my Annual Fund gift.

Join an E-mail List:

I would like to be added to the following e-mail list(s):

Business School Alumni City Club

Specify city/metro region:

(For a listing of clubs, visit the Development and Alumni Relations Web site and choose domestic or international clubs.)

Black Alumni Association



There are better ways to stay in touch!

**Your Business School
classmates want to
hear from you!**

Please take the time to
respond in one of these fast
and easy ways:

MAIL Fill out all or part of
the forms on the previous
two pages and mail in the
envelope included in this
magazine.

FAX You can also fax the
forms to 734.646.2401.

E-MAIL Our address is
Dividend@bus.umich.edu.



701 Tappan Street
Ann Arbor, Michigan 48109-1234

ON THE COVER: Stephen M. Ross met with BBA students, left to right, James Kempa, Christine Hayes, Nathan Suh, Amy Borer, Juli Gilliam, Ikedichi Nwankwo and Nancy Stano on September 9. Photograph by Steve Kuzma

On a Roll

In addition to being the top business school in the nation according to the 2005 *Wall Street Journal*/Harris Interactive survey, the Stephen M. Ross School of Business rates highly among companies hiring minorities (No. 1), providing women job

candidates (No. 7) and in such academic specialties as marketing (No. 2), operations management (No. 4), corporate strategy (No. 7) and accounting (No. 9).

Journal reporter Ron Alsop summed it up: "Michigan is on a roll."

