

LEADERS & BEST

GIVING AT MICHIGAN

WINTER 2019

Here's to the victors for Michigan. **The victors for the world.**



We are victors

for Michigan.

The leaders and the best. We believe that together, we can achieve anything. This belief pushes us harder, beyond ourselves. Because this is our world. And we choose to make it better. We dare ourselves to push for breakthroughs, transform lives, shape the world. It takes courage and collaboration, ideas and idealism. And together, we make a difference. Our world needs victors, and we've answered the call. Here's to the victors for Michigan. The victors for the world.

In this special edition of *Leaders & Best*

**A WORD FROM
PRESIDENT
MARK SCHLISSEL**

Page 5

**VICTORS FOR MICHIGAN
CAMPAIGN WRAP-UP**

Page 6

**A MESSAGE FROM
TOM BAIRD**

Page 23

**FEATURE: A MAN
WHO MADE IT HAPPEN**

Page 98



The Victors for Michigan National Campaign Leadership Board offers words of gratitude for your contributions to this record-setting campaign.

Page 8



We celebrate your goal-shattering support for the campaign's No. 1 priority: **Students & Scholarship Support**.

Page 24



See how victors for **Health & Wellness** contributed to happier and healthier communities on campus and beyond.

Page 34



Read more about how dedicated U-M donors made **The Arts** at U-M bigger, brighter, and better than ever before.

Page 44

ROSS, DARYL MARSHINE, MICHIGAN PHOTOGRAPHY; GRADUATION: SCOTT SODERBERG, MICHIGAN PHOTOGRAPHY; SCHOOL OF NURSING: DARYL MARSHINE, MICHIGAN PHOTOGRAPHY; CHEEL, THEO MARCO



Learn about the U-M thinkers and tinkerers leveraging **Technology & Innovation** to meet the greatest challenges of today and tomorrow.

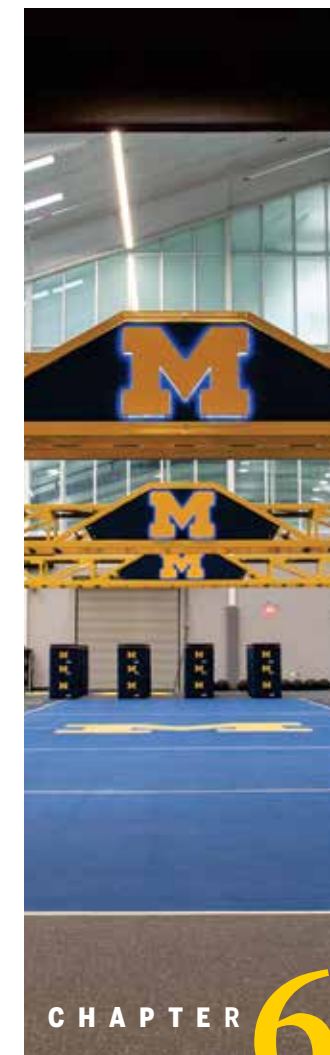
Page 56

CASSIE BLUE, AUSTIN THOMASON, MICHIGAN PHOTOGRAPHY; CAMPUS FARM: COURTESY OF THE COLLEGE OF ENGINEERING; FOOTBALL PERFORMANCE CENTER: ERIC BRONSON, MICHIGAN PHOTOGRAPHY; SOCIAL WORK STUDENTS: COURTESY OF THE SCHOOL OF SOCIAL WORK



Explore how U-M donors empowered universitywide **Environment & Sustainability** efforts in pursuit of a more just and sustainable global society.

Page 68



Hail to the Victors for **Athletics & Student-Athletes**, ensuring that U-M remains among the leaders and best in collegiate athletics.

Page 78



See how U-M students, faculty, and staff are meeting the needs of the day in **Entrepreneurship, Service, & Society**.

Page 86



COURTESY OF THE OFFICE OF THE PRESIDENT

Dear Friends,

The University of Michigan has always been a home for big ideas and aspirations for how we improve society. Thanks to you, cherished members of the Michigan family, our power as a leading public research university remains unmatched.

You ensured that U-M was the first public university in history to raise \$5 billion in a comprehensive campaign—and the impact you have helped us to achieve is simply extraordinary.

When the Victors for Michigan campaign began eight years ago, you joined us in a commitment to empower bold ideas, energize engaged learning opportunities, and provide more support for some of the world's brightest students. In the years since, you drove our success across all three of these priorities.

You have established or propelled new centers and initiatives to address society's most pressing challenges, such as cancer, poverty, and climate change. You enabled students and faculty to engage in unrivaled educational experiences in Ann Arbor and around the world. You strengthened our ability to conduct life-changing research in science, humanities, the arts, and virtually every discipline. And with more than \$1 billion in gifts for student support, you provided unprecedented levels of financial aid through scholarships and fellowships, bolstering initiatives like our Go Blue Guarantee.

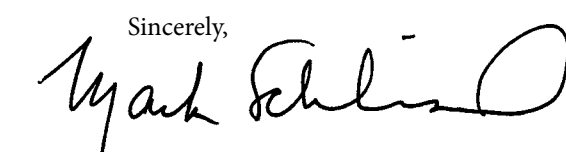
Our world needs victors, and you responded. You have made U-M a stronger university, opened our doors wider to students from all backgrounds, and helped us achieve even higher levels of public impact. You are helping us change the world one Wolverine at a time.

These are bedrock principles that we hold deep within our hearts: that we serve the public, that no challenge is too big or too complex, and that great universities aim to solve great problems. Because of your diligent work championing this campaign over the past eight years, we are poised to meet the challenges that await us and pursue perpetual excellence for generations to come.

It has been an honor to work with you to bring Victors for Michigan to a record-breaking finish. With more than 398,000 donors contributing \$5.2 billion to our university, the final campaign numbers are spectacular. But what's more remarkable than the numbers are the myriad ways that your support continues to change our world for the better.

I would like to extend my most sincere gratitude to every member of the National Campaign Leadership Board, to President Emerita Mary Sue Coleman, to our regents past and present, to Vice President Emeritus Jerry May, and to the students, faculty, staff, and retirees who worked tirelessly in support of the Victors for Michigan campaign.

Above all, I want to thank you. Thank you for being our most loyal friends, leaders in our community, and Victors for Michigan. I very much look forward to working with all of you and new Vice President for Development Tom Baird as we embark on our exciting future. We are deeply grateful for your unprecedented generosity and your commitment to ensuring that our aspirations remain unlimited. And the best is yet to come. Go Blue!

Sincerely,

MARK SCHLISSEL
President

Victors for Michigan Campaign Leadership

CAMPAIGN CHAIR

Stephen M. Ross

CAMPAIGN CO-CHAIR

Rich Rogel

CAMPAIGN VICE CHAIRS

A. Alfred Taubman (1924–2015)
Regent Ron Weiser and Eileen L. Weiser
Helen Zell

CAMPAIGN DEPUTY CHAIRS

Donald C. and Ingrid A. Graham
Penny W. (1944–2018) and E. Roe Stamps

CAMPAIGN STEERING COMMITTEE

Bert Askwith (1911–2015)
David J. Barger
J. Robert (1924–2014) and Betty J. Beyster
Jeff T. Blau
Paul W. and Amy A. Blavin
William K. and Delores Brehm
Robert M. and Susan C. Brown
Karen W. Davidson
Frances and Kenneth Eisenberg
David S. and Joan E. Evans
Domenic J. and Molly Ferrante
Nathan and Catherine Forbes
Sidney and Madeline Forbes
Stanley Frankel
Judith C. and David G. Frey
J. Ira and Nicki Harris
Mike J. and Sue M. Jandernoa
David B. and Meredith H. Kaplan
Larry Leinweber and Claudia Babiarz
Bryan P. and Kathleen M. Marsal
Michele D. May and David R. Walt
Douglas F. Meijer
Hank and Liesel Meijer
Paul M. and Susan B. Meister
Peter C. and Carolyn P. Mertz
Jane C. and Daniel S. Och
Mary L. Petrovich
Phil and Kathy Power
Sanford R. and Jeanne Robertson (1933–2018)
Susan Rogel
Stephen W. and Karen Sanger
Craig R. and Susan L. Sincock
Lizzie S. and Jonathan M. Tisch
Jim Wigginton

Victors for Michigan

BY THE NUMBERS



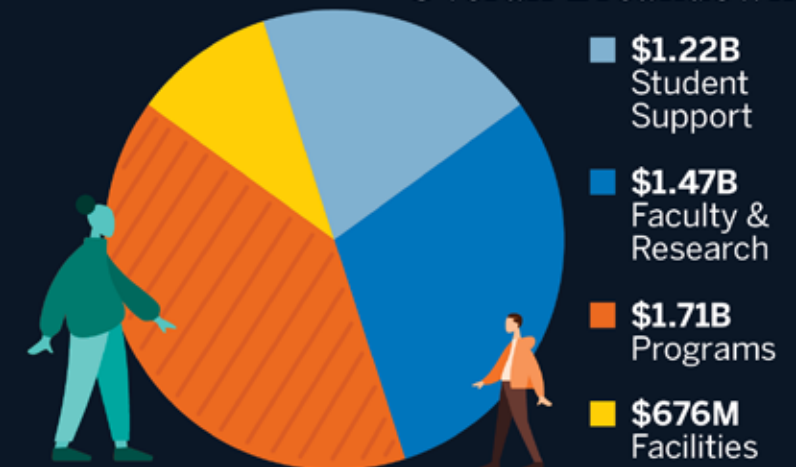
398,399

TOTAL DONORS

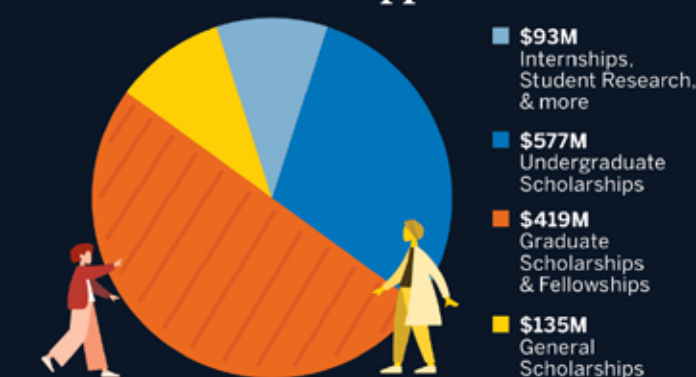
- Over 50% Non-Alumni
- 22,740 Faculty, Staff, & Retirees
- 11,948 Students
- 1,655 Volunteers

M \$5.28B*

Overall Breakdown



\$1.2B Student Support Breakdown



4,158

NEW SCHOLARSHIP FUNDS

2,426,149

GIFTS

*Total Raised: \$5,278,709,118



Dear Friends,

Like the many students who arrive in Ann Arbor, Flint, and Dearborn each fall, this university offered me the educational foundation to succeed. I will always be eternally grateful to be a Michigan Wolverine. That's why I was so honored to serve as chair of the Victors for Michigan campaign. Now that the campaign has come to a close, I can proudly say that seeing your combined efforts come to fruition has been an outstanding privilege.

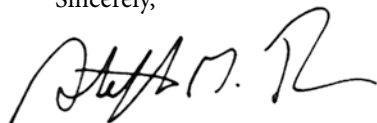
Like all of you, I was thrilled to support such a worthy university. To have been a part of establishing a world-class athletic campus and an elite business school has brought me enormous pride and satisfaction, and that's just the tip of the iceberg when it comes to this campaign's historic success. Together, we've helped build a better Michigan—a stronger Michigan. Today, our university is more capable than ever in its ability to serve its students and meet the world's toughest challenges.

What makes Michigan unique is a combination of school spirit and academic excellence that is unrivaled anywhere else in the world today. At Michigan, we're taught to push beyond expectations. With the Victors for Michigan campaign, you have truly exceeded every expectation. We all know that alumni and friends of the University of Michigan are exceptionally ambitious, generous, and competitive. By becoming the first public university to raise \$5 billion in a single campaign, you have upheld the longstanding tradition of excellence that defines the spirit of Michigan.

Our national campaign leadership board gave so much of their time and energy to ensure this campaign would reach historic heights, and I want to extend a special thanks to each member of the board for their contributions. Each of you deserves to be celebrated for all that you do for this university and for the impact your generosity has on communities around the world.

Thank you for all you have done for this great university. Your drive is admirable and your dedication is unrivaled. Thank you for your energy, your talent, and your support. Go Blue!

Sincerely,



STEPHEN M. ROSS (BBA '62, HLLD '11)
Campaign Chair



SCOTT SODERBERG, MICHIGAN PHOTOGRAPHY

Dear Friends,

I've been involved as a volunteer with the University of Michigan for more than 30 years. Nowadays, I consider supporting Michigan my full-time job. That's because my wife Susan and I have always looked for ways to help improve the lives of others, and we've found that U-M is the best place to make that happen. We believe in Michigan, and as your dedication throughout this campaign has proven, we're not alone.

When we were asked to serve on the Victors for Michigan leadership board, we were eager to jump in for two big efforts that are near and dear to our hearts. First, supporting U-M's diverse group of students and ensuring they have the support they need to succeed. Second, for the doctors, nurses, researchers, and support staff who provide unparalleled care at Michigan Medicine. It has been superbly rewarding to see the Victors for Michigan campaign eclipse its \$1 billion goal for student support, not to mention the Michigan Medicine campaign reaching nearly \$1.5 billion. We knew that U-M donors would rally, but the Michigan family really stepped up this time. The momentum of this campaign has been nothing short of overwhelming. Thanks to people like you, more students than ever before—who are among the best and brightest in the world—will have access to a U-M education. When I tell people about the Go Blue Guarantee, their mouths drop open. Meanwhile, even more patients will find hope thanks to world-class care and research at Michigan Medicine.

It's not an exaggeration to say that serving on this leadership board has been an honor. Like so many of you, we knew in our hearts that our support would make the most impact at Michigan. And that's what it's all about: making people's lives better. We want to thank every one of you for supporting the causes you care about at the University of Michigan. Every single one of your gifts has made a difference, and as you will see throughout this book, that support comes together to make an awesome impact. These stories show how so many of you have made a difference in the world by giving to Michigan.

Our world needed victors, and you answered the call. You provided the means for brilliance, breakthroughs, and collaboration on a global scale. From our family to yours, **THANK YOU!**

Go Blue,

RICHARD ROGEL (BBA '70, HLLD '09)
Campaign Co-Chair

SUSAN ROGEL
Campaign Steering Committee



LAURA SEGALL PHOTOGRAPHY

Thank you from the Victors for Michigan National Campaign Leadership Board



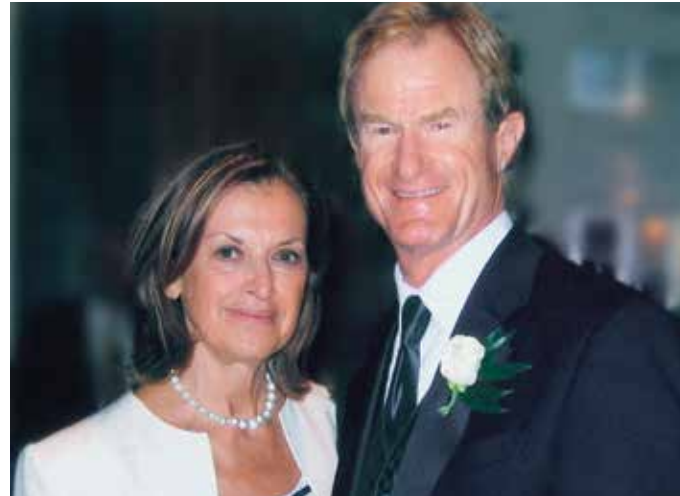
We are proud to be part of the Victors for Michigan campaign along with so many others who have helped make this effort so successful.

We have supported the university over many years and it is gratifying to see that support echoed broadly and in such great numbers. Your gifts to Michigan throughout this campaign are living proof that nobody is more passionate, thoughtful, and generous than the many friends of the University of Michigan. Breaking contribution records and making headlines is rewarding, but the truly important accomplishment of this campaign is the impact felt by our students, faculty, and staff, who are changing the world for the better with their work at the U-M.

It has been a great privilege to support many great causes at our alma mater and deeply satisfying to witness the remarkable things that are happening today all across the campus. It is rewarding to see that so many of you have found the same satisfaction by supporting U-M in so many different ways.

You are truly making a difference in so many ways! Go Blue!

**DONALD C. GRAHAM (BSEIO '55, MSE '56, HDENG '09)
AND INGRID A. GRAHAM (BSDES '57)**
Campaign Deputy Chairs



We were so delighted to lend our support to U-M students and faculty throughout this campaign. We've always been passionate about education, so seeing our Stamps Scholars leading the way at U-M has been a wonderful experience from day one. And what an honor to add our name to one of U-M's most vibrant and talented campus communities at the Penny W. Stamps School of Art & Design. To see creative thinkers thriving at Stamps—and throughout the entire U-M community—is just phenomenal. That kind of growth simply wouldn't be possible without your support.

You made certain that students from all backgrounds will have the opportunity to study abroad, serve their communities, and participate in invaluable research and internships. You have empowered them to reach above and beyond themselves to become meaningful, driven leaders in society. There can be no dollar value placed on your contributions to these students' lives and the difference they'll make in the lives of others. Whether that be through the arts, medicine, civic engagement, or any number of the myriad disciplines taught at U-M, you have empowered the next generation of leaders and best. You have our sincerest thanks for your part in making the world a more just and equitable place.

**PENNY W. STAMPS (BSDES '66, TEACHCERT '66, HDFA '18)
AND E. ROE STAMPS**
Campaign Deputy Chairs

Editor's note: Penny and Roe submitted this message of gratitude just two days before Penny passed away peacefully on Dec. 13, 2018. For more on the Stamps' legacy at U-M, turn to page 46.



One of the greatest lessons we learned from our father was how to treat other people. He devoted an enormous amount of his life to giving back to many causes and communities. He also touted the values of hard work, because hard work brings opportunities of all kinds. His own efforts and success in business afforded him the opportunity to do extraordinary things for untold numbers of people.

He also taught us that it's not just about the capacity and willingness to give back, but lending your knowledge and leveraging your experience alongside your financial contributions to make the world a better place. Generations of our family will remember him as an extraordinary family man, businessman, and perhaps most importantly, an extraordinary philanthropist. The two greatest passions of his life—his family and his philanthropic work—are now coming together in his wake. He asked that we become more and more involved, and we are so thrilled to fulfill his wish and continue his generous legacy for generations to come.

What pleases us most is that beyond our family and friends, future generations of people all over the world who never got a chance to meet our father will benefit from his life and generosity. He truly loved the University of Michigan, and contributing to its longstanding mission of service to the world was one of the great joys of his life. For all that you've done to contribute to that mission, we thank you.

**Gayle Taubman Kalisman (BFA '74, Teach Cert '74),
Robert S. Taubman, and William S. Taubman, in loving memory of**

A. ALFRED TAUBMAN (TAUBMAN COLLEGE '48, HLLD '91)
Campaign Vice Chair



Serving the University of Michigan has been a lifelong passion for us both. Whether by supporting emerging democracies in foreign nations, combating pediatric brain cancer and life-threatening food allergies, or lifting up our outstanding students and student-athletes, Michigan has been an extraordinary vehicle for creating positive change in the world. U-M students go on to become leaders in society by making advances in medicine, music, business, and so much more. How gratifying to see so many of you lend them your support as they make strides in a diverse range of fields.

Your support throughout this campaign has been so generous. To not only eclipse the campaign's \$4 billion goal, but to also shatter records with \$5 billion in donations, is a true testament to the enthusiasm, drive, and generosity of the entire University of Michigan family. We're proud to have been a part of leading this historic effort. The Victors for Michigan campaign may have concluded, but its effects will be felt for centuries to come, both on our campuses and around the world. Together, you empowered our students and faculty, created exciting engaged learning opportunities, and supported bold ideas that will change the way we address the challenges and opportunities of the future. Thank you, and Go Blue!

**REGENT RON WEISER (BBA '66)
AND EILEEN L. WEISER (MMUS '75)**
Campaign Vice Chairs

Thank you from the Victors for Michigan National Campaign Leadership Board

Across this seven-and-a-half-year-long campaign, some of U-M's most passionate supporters offered their service on the Victors for Michigan national campaign leadership board. Their contributions in time, talent, and leadership led to unprecedented levels of success, but they couldn't have done it alone. *Leaders & Best* asked each member of the steering committee to offer a few words of gratitude for your tremendous commitment throughout this historic campaign.

To our maize and blue family, a heart-felt Thank you. You are the Victors!
Guy + Sue Sincak

Jerry May's passion for Michigan inspired donors to go to the next level for our students!
Mike + Sue Gardner

5 Billion! Unparalleled investment in our people, our state, our nation!
Phil + Kathy Power

Go Blue - the rising tide that lifts all boats!
Many thanks,
Hank Meijer

Almost 150 years ago, James Angell branded Michigan "An uncommon education for the common man." With your oh so generous support, Angell's vision lives on stronger than ever!
Go Blue Always!!
Phil Blavin

FIRST PUBLIC UNIVERSITY TO RAISE \$5B!
HAIL TO THE VICTORS.
- Don Fenante

A great joy of my life has come from being involved with the U. of Michigan
Ira Harris

Thank you for all you do for the maize and blue!
We ♥ U of M!
- Liesel Litzenburger Meijer

"A CAMPAIGN FOR THE AGES - ALL AGES - THAT PROMISES YET ANOTHER GENERATION OF EXTRAORDINARY EDUCATION AND RESEARCH EXCELLENCE!"
David Frey + Judy Frey '59

We salute the countless donors who joined us in supporting the ambitious and successful Victors for Michigan Campaign. It was a huge honor for us to be a part of this, making many new friends who share our love of and pride in this great university.
Susan + Rob Brown

M Hail! Hail! to Michigan, the Leaders and Best!
Thank you,
Meredith and David Kaplan

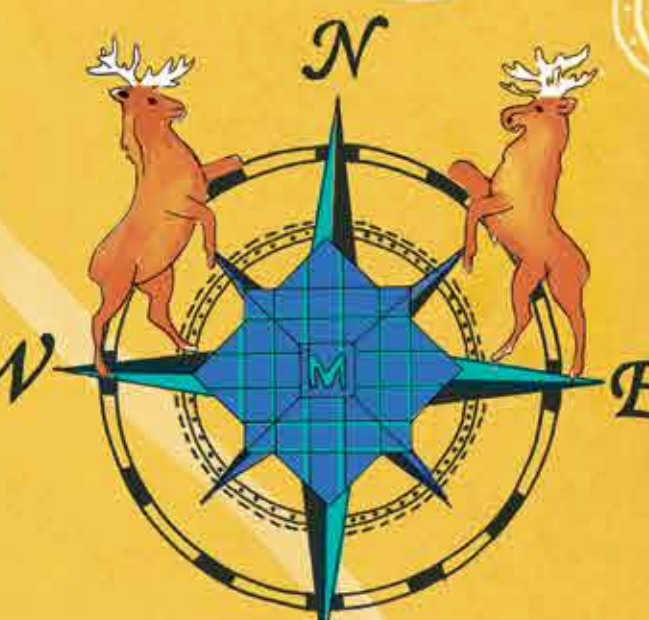
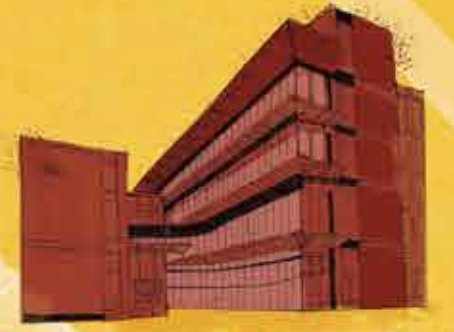
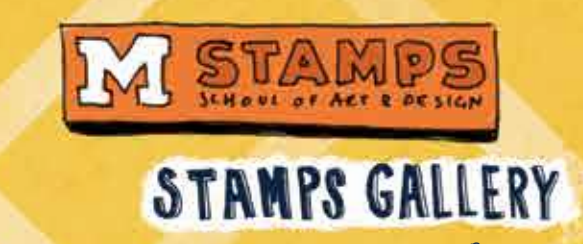
How much do we love thee, Michigan?
Here is one measure -
Five Billion Worth!
Bill and Dee Brehm

Incredible gifts to an incredible institution!
Thanks for the biggest "GO BLUE" ever!
Michelle Diney And Walter

Congratulations and thank you to all 380,000+ who helped to achieve this stunning success. You are truly leaders and best!
Steve + Karen Sanger

VICTORS FOR CAMPUS

In Ann Arbor, Dearborn, and Flint, your generosity reached every nook and cranny of campus. Your gifts established new homes for roboticists, nurses, and architects, and breathed new life into some of U-M's most iconic spaces. You gave rise to advanced new facilities for leading student-athletes, revitalized places of healing for patients from around the world, and built multidisciplinary hubs for the arts, research, internships, and more. Here, Leaders & Best presents an eclectic, far-from-comprehensive illustration of the Victors for Michigan campaign and its wide-reaching impact on our many campuses. These are but a few of the spaces, places, and landmarks that have been redefined by your generous support during this historic campaign.



Huron River

Thousands of victors contributed to better patient care, research, and education for the Little Victors and patients at C.S. Mott and Von Voigtlander Women's Hospital.

Let there be light! Burton Tower has never looked more stunning thanks to leadership donors Regent Ron Weiser and Eileen Weiser, and their friends Paul Diamond, John Carver, and Tim Wadhams.

The Dennison Building underwent massive renovations and expansion. The transformed space was rededicated Weiser Hall in honor of the Weiser family and their ongoing support at U-M.

A comprehensive upgrade came courtesy of the Avenir Foundation and other generous donors.

UNDER CONSTRUCTION

S. DIVISION ST.

PACKARD

S. STATE ST.

OAKLAND ST.

MADISON

MONROE ST.

HILL ST.

THOMPSON ST.

MAYNARD ST.

S. STATE ST.

HEITCHER

N. UNIVERSITY

E. HURON ST.

WASHTENAW AVE.

OBSERVATORY

ZINAPITCHER

WASHINGTON HEIGHTS

GLEEN AVE.

W. MEDICAL CENTER DR.

E. MEDICAL CENTER DR.

E. MEDICAL CENTER DR.

Page 34

Page 37

Page 27

Page 25

Page 31

Page 46

Page 42

Page 52

UM-DEARBORN

FAIRLANE DRIVE



COLLEGE OF ARTS, SCIENCES, AND LETTERS

JOHN MONTEITH BLVD

Chancellor's Pond



ENGINEERING LAB BUILDING

The new Engineering Lab Building at UM-Dearborn will bring students, faculty, industry, and the community into one collaborative space. Donor support included a 4 million gift from Regent Ron Weiser and Eileen Weiser.

RICHARD DRIVE



UNIVERSITY PAVILION



MURCHIE SCIENCE BUILDING

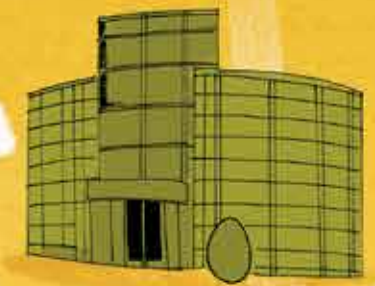
Students and faculty at UM-Flint will enjoy a new home for STEM teaching, learning, and research, thanks in part to an 11 million grant from the Charles Stewart Mott Foundation.

UM-FLINT

KEARSLEY ST

NORTH CAMPUS RESEARCH COMPLEX

The NRC is home to some of U-M's brightest researchers and boldest ideas, like the Forbes Institute for Cancer Discovery.



CRANFORD

HUBBARD RD



FORD ROBOTICS BUILDING



Page 53



EDA U. GERSTACKER GROVE

HAYWARD AVE.

Page 60

WALGREEN DRAMA CENTER



BOB AND BETTY BEYSTER BUILDING

Page 62

EARL V. MOORE BUILDING

Page 55

BIAL AVE.



A. ALFRED TAUBMAN WING

Page 44

BONSTEEL BLVD.

FULLER RD.



AUSTIN THOMASON, MICHIGAN PHOTOGRAPHY

Dear Friends,

There are so many remarkable stories to share in the wake of this historic fundraising campaign. Those stories are about you, the dedicated donors who believed in something bigger than themselves. In partnering with our university, you brought new research and beautiful learning spaces to life, empowered engaged learning opportunities, and offered your vote of confidence in our students, our faculty, and their ability to change the world. Your commitment amounted to a truly storied success, and as you'll see throughout this book, there are plenty of exciting stories to tell about the Victors for Michigan campaign. Each of those stories illustrates one of the many reasons to be excited for the future at the University of Michigan.

I can't help but marvel at what we've achieved together throughout this campaign. As former campaign director and later as assistant dean for advancement at our College of Literature, Science, and the Arts, I saw your passionate support for Michigan firsthand. In Ann Arbor, Dearborn, and Flint, this community was hard at work bringing energy and enthusiasm to our campaign and our campuses. True to our moniker as the leaders and best, we led U-M to record heights in public higher education. It's a true privilege to take the helm of such an outstanding development organization, and it's an even greater honor to do so at my alma mater. My experience at this university shaped my worldviews and instilled me with a sense of gratitude that made me want to give something back. In the decades since my graduation, it's been a joy to be of service to this university and support U-M's many vibrant communities. Like all of you, I know what a difference a university like Michigan can make in the world, and I look forward to continuing that important work together.

Vice President Emeritus Jerry May spent the better part of his career supporting that critical work. For close to three decades, he helped passionate people like you achieve their philanthropic goals by finding meaningful causes and connections at U-M. We owe him and his dedicated team our thanks. It required their shared vision, the National Campaign Leadership Board's direction, and the tireless dedication of more than 1,600 volunteers to reach \$5.2 billion in this campaign. That's not to mention the contributions of two visionary U-M presidents and the deans, directors, and regents that championed this campaign to each and every milestone along the way. It took nearly 400,000 of us working together to get here, and it's a moment worth celebrating. As we look back on our shared impact throughout the Victors for Michigan campaign, I'd like us all to pause, celebrate, and reflect on this historic effort and what it will mean for generations of future Wolverines.

Soon, it will be time to look toward that bright future. I look forward to connecting with all of you in the coming months, and I'm eager to see what we can accomplish together in the years ahead. Until then, thank you. Thank you for your loyalty, for your dedication, and for ensuring that U-M remains among the leaders and best in higher education today. I can't wait to see what we achieve next.

Sincerely,

A handwritten signature in black ink that reads "Tom Baird". The signature is fluid and cursive.

TOM BAIRD (AB '83)
Vice President for Development

V I C T O R S F O R

Students & Scholarship Support

U-M's longest-serving president, James Burrill Angell, once said that there can never be a surplus of wisdom and true learning. "We need all the intelligence, all the trained minds we can have," he reflected in his 1879 commencement address. "Of strong, well-balanced, well-furnished minds we cannot have too many... They are the true riches of the nation."

Angell knew that higher education must be accessible to all, not only for the benefit of those scholars of humble origins, but for the benefit of all society. More than a century following Angell's death, students remain U-M's highest priority. As the leading public research university in the world today, Michigan is uniquely positioned to offer students a world-class education that rivals any private institution. In keeping with its longstanding ethos—the uncommon education for the common person—it remains Michigan's foundational mission to make that experience accessible for all.

At the outset of the Victors for Michigan campaign, students and scholarship support were cemented as the campaign's No. 1 fundraising priority. The campaign's highest edict was to guarantee that a diverse group of the world's brightest students can study, thrive, and learn to lead at Michigan. Donors met that charge by shattering existing records, contributing more than \$1.2 billion towards student support. Together, you helped pave the way for tomorrow's victors. The next generation of artists, healers, entrepreneurs, and athletes call Michigan home thanks to your generosity. Angell believed that all the world's sons and daughters should have the opportunity to be a part of something greater than themselves—to come as they were, and leave as leaders and best. Thanks to you, that vision continues to come to life for thousands of aspiring young minds.





Students celebrate at Spring Commencement.

Three Guarantees in Life

It's commonly said that there are two guarantees in life: death and taxes. But thanks to the generous contributions of U-M donors, qualified in-state students can now add free U-M tuition to that otherwise dismal list. U-M's Go Blue Guarantee premiered in the winter semester of 2018. Its promise is simple: four years of free tuition for qualified in-state students with family incomes below \$65,000. "The notion is to tell them up front, if you're talented and willing to work hard, regardless of what your family's income is, we will find a way to help you afford a spectacular college education," said U-M President Mark Schlissel.

Alongside careful financial management of the university's endowment, consistent donor support throughout the Victors for Michigan campaign has made this

guarantee possible. With U-M's endowment for student support growing by nearly \$850 million across the scope of the campaign, the financial aid budget for Ann Arbor undergraduates has increased by an average of 11.3 percent per year. With the Go Blue Guarantee, U-M is now able to ensure that a combination of scholarships and grants will cover the cost of tuition and fees for qualified students. In the program's first year, U-M saw a 24 percent increase in admissions applications from some of the state's lowest-income communities.

Your support lends this university the confidence it needs to guarantee an affordable education to all students, not just those who qualify for the Go Blue Guarantee. Today, two out of three U-M undergraduates receive financial aid, with

scholarship support extending to families with incomes up to \$180,000 a year. As donor support continues to grow and the endowment grows alongside it, the university hopes to expand the Go Blue Guarantee—broadening the thresholds for in-state students and increasing the aid available for out-of-state students.

The Go Blue Guarantee represents the university's continued commitment to its foundational missions of academic excellence, service to the public good, and accessibility to higher education. We recall the words and ideals of U-M's longest-serving president, President James B. Angell: "To the historic life of this state, let us now hold wide open the gates of this university to all our sons and daughters."

STUDENTS: SCOTT SOBERBERG, MICHIGAN PHOTOGRAPHY

With Internships and Opportunity for All

In the same way that the Big House defines Michigan Football, the Opportunity Hub is coming to define U-M's College of Literature, Science and the Arts (LSA). But the Hub is more than just a space. Its team of professionals is committed to creating an all-new ethos at LSA, effectively redefining the future of the liberal arts at U-M.

The Hub provides access to internships, offers career coaching, and connects students with employers and U-M alumni. Thanks to tremendous support throughout the Victors for Michigan campaign, students are now able to bolster their liberal arts education with the connections, experiences, and opportunities that will allow them to reach their goals beyond graduation. Leadership gifts from the likes of **Dick Costolo (BS '85)**, **Steven Shindler (AB '85)** and **Mary Kay Kosnik (AB '83)**, **Elizabeth (AB '94)** and **Jonathan Tisch**, and **John (BGS '89)** and **Cynthia Luce (BS '90)** have made the Hub's early efforts come to life. Foundation support from the **Applebaum Foundation** and the **Lefkofsky Family Foundation** have elevated those efforts to even greater heights.

"In the future, I'd like to think that the Hub will be one of the things that defines LSA, an institution that's viewed as the national standard to which other universities aspire," said former LSA Dean Andrew D. Martin. "I hope that the Hub is a place that's known not only on this campus, but by employers all over the world."



The Opportunity Hub will have a new home inside the renovated Literature, Science, and the Arts Building on Central Campus. The space's grand opening is scheduled for fall 2019.

In Good Company

Every scholarship at the University of Michigan has a story, and thanks to U-M's generous donors, students from all economic backgrounds receive the resources they need to write their own U-M success stories. Some of U-M's most committed donors have extended their generosity to provide the funding necessary to create scholarship cohorts—groups of students brought together under extended scholarship programs. Throughout the Victors for Michigan campaign, these programs have grown in number and quality.

Last fall, the Irene and Morris B. Kessler Presidential Scholarship Fund launched a two-year pilot program to promote student achievement and foster a greater sense of belonging among low-income and first-generation college students. The fund first opened at the College of Literature, Science, and the Arts in 2006 thanks to support from **Judy (AB '58)** and **Fred (AB '58) Wilpon**. The gift created LSA's largest scholarship cohort, which has grown to more than 170 students. The scholarship is named in honor of Judy Kessler Wilpon's immigrant parents, Irene and Morris B. Kessler.

For exceptional students at Fordson High School in Dearborn, Michigan, the Brehm Scholars Program represents an opportunity for a world-class education. Fordson grad **William K. Brehm (BS '50, MS '52, HLLD '13)** and **Delores (Dee) Brehm** established the program to provide talented Fordson students with an outstanding U-M education. The program recruits Fordson students for their academic excellence, exceptional leadership, and deep commitment to their communities. It awards full resident tuition for those who are accepted to U-M.

Paul (BBA '86) and **Amy Blavin** established the Blavin Scholars Program with the motto "Overcoming Obstacles, Achieving Dreams." Their commitment to supporting students who have spent time in foster care has resulted in a 95 percent retention and graduation rate for those welcomed to U-M as Blavin Scholars. The program has continued to grow throughout the Victors for Michigan campaign, providing even more opportunities for students who otherwise may have never considered U-M a possibility.

Remarkably, these are just a few of the many scholarship cohorts recruiting students at U-M. Thanks to continued support from U-M's loyal donors, scholarship cohorts are able to provide not only financial support, but lessons in character that pay in perpetuity.

Kessler Scholars Agnes Asamoah (LSA Class of 2022) and Kenneth Washpon (LSA Class of 2022) pose for a photo at the annual Kessler Scholars dinner.





A Grand Finale

They say to always save your best for last. With just three weeks remaining in the Victors for Michigan campaign, Lisa and Christopher (JD '74) Jeffries put their best foot forward with a \$33 million gift to Michigan Law—with every last dollar going to student support. In the campaign's final days, that's a record number of dollars for scholarships and financial aid, including summer funding programs and debt management. The gift is the largest in the Law School's history and among the largest to a law school in the United States. In recognition of the Jeffries' support, the Law School's South Hall—opened in 2012—has been named Jeffries Hall.

"Law school is a unique way of disciplining your mind, and my time at Michigan was formative and memorable," Chris Jeffries said. "I'm especially interested in paying the way forward for students who lack financial resources, and this gift will allow them to have opportunities and experiences they otherwise wouldn't be able to."

"We are deeply grateful for Lisa and Chris' transformational gift. Their generosity is particularly meaningful because it directly supports our students, who are the heart of our mission," said Mark D. West, dean and Nippon Life Professor of Law. "The Jeffries'

support also reflects one of Michigan Law's greatest strengths: the passion and generosity of our alumni community."

The Jeffries' total lifetime giving commitment amounts to more than \$40 million. Their previous gifts include \$5 million toward the building of South Hall in 2007 and \$2.5 million to support the establishment of the Law School's 1L Summer Funding Program in 2015. With the Jeffries' latest gift in the books, the Victors for Michigan Law campaign has reached historic heights, exceeding its \$200 million campaign goal.

LAW QUAD, KIM HANSEN



LEAD Scholar Lisa Garcia (School of Nursing Class of 2018)

LEAD by Example

Leadership. Excellence. Achievement. Diversity. These are the defining characteristics of U-M's LEAD Scholars. Since 2006, the LEAD Scholarship—a merit-based scholarship awarded by the Alumni Association—has helped the best and brightest students make their way to campus. The Alumni Association takes full financial and administrative responsibility for the program.

In the last year alone, the LEAD Scholars Program grew by 14 percent and continues to close the diversity gap on campus. Thanks to the generosity of U-M donors, qualified students were awarded scholarships ranging from \$5,000 to \$15,000. That critical support helps offset the costs of higher education and allows students from underrepresented communities to make their dreams a reality at U-M. Among this group are aspiring artists and designers,

performers, sports doctors, engineers, and teachers. Donor support extends beyond tuition to create a community focused on the success of these scholars with life-enriching programs.

"With the LEAD Scholarship, you don't just get money, you get a community," says LEAD alumna Sara Leon (BS '18, BSEEnv '18). "It's all about holding you up and helping you make your future."

GARCIA: COURTESY OF THE ALUMNI ASSOCIATION; WOLVERINE PATHWAYS: AUSTIN THOMASON, MICHIGAN PHOTOGRAPHY



Students participate in the Wolverine Pathways kickoff event at the Michigan Union in 2016.

All Paths Lead to Michigan

From Ypsilanti, Southfield, and Detroit—new pathways are leading the brightest students straight to U-M. Launched at the height of the Victors for Michigan campaign, Wolverine Pathways serves as a supplemental educational program for seventh- through 12th-grade students from a growing list of underserved Michigan communities. As a part of the cost-free program, students participate in two semesters of hands-on college prep courses and 16 days worth of daylong summer sessions emphasizing math, speech, communication arts, and more. All this to ensure that they are Wolverine-ready—those who complete the program and earn acceptance to U-M are awarded full-tuition scholarships.

Major gifts from donors including Keith Black (BS '78, MD '81, MedRes '87) and Carol Bennett (MedRes '83), Jim (BSA '88) and Maureen Lico, Stephanie (AB '92) and Glenn Salzman, and Alex Tolchinsky (MBA '89) have made the Wolverine Pathways program possible. Their contributions and generous donations from numerous others are already supporting outreach to middle and high school students in communities across the state of Michigan. This fall, U-M welcomed the first cohort of Wolverine Pathways students to the Ann Arbor and Dearborn campuses. Approximately 91 percent of students who participated in the program were admitted to U-M.

Great Teachers Aren't Born; They're Taught

In 2014, the U-M School of Education received the largest gift in its history thanks to **Kathleen (ABEd '72, TeachCert '72) and Bryan (BBA '73, MBA '75) Marsal**. The couple's \$5 million gift during the Victors for Michigan campaign supported the school in three key areas: first, by bolstering scholarships available to students; second, by dramatically improving career services for students and alumni; and finally, by endorsing community engagement programs and partnerships with K-12 schools throughout the United States. The gift helped launch the school's nationally renowned TeachingWorks program.



A School of Education teaching intern works in a classroom at Pattengill Elementary School in Ann Arbor.

Since then, the School of Education and TeachingWorks have improved the standard for skillful teaching, accelerating the development of professional networks for new teachers and dramatically improving resources available to students and

alumni as they prepare for their job searches. In 2018, a major \$4.3 million gift from **Mike (BBA '72) and Sue Jandernoa** helped strengthen the school's collective efforts even further. All told, gifts from the Jandernoas and Marsals—alongside

thousands of others to the School of Education—have made for a more robust and accessible experience for the next generation of teachers at U-M.

A Historic Gift from Lifelong Scholars

When **Arthur Kochoff (AB '92, AB '96, HLLD '09)** donned his cap and gown for graduation in 1996, he was far from a traditional student. At 80 years old, Arthur had come to UM-Dearborn to pursue three bachelor's degrees following a 50-year career in engineering. Along with his wife, **Mary**, Arthur believed that education simply made life better. "Arthur personified the spirit of lifetime learning," said former UM-Dearborn Chancellor Daniel Little.

The couple's philanthropic drive and lasting dedication to U-M made the name Kochoff ubiquitous at UM-Dearborn. The campus is home to Kochoff Hall, the Kochoff Language Lab, and the Mary Kochoff Auditorium. When Mary passed away in 2012, followed by Arthur in 2014, a bequest gift ensured that their shared passion for education would make an impact in perpetuity. An estate gift valued at more than \$12.5 million—the largest gift in UM-Dearborn's history—now supports the Kochoff Pathway to Success Scholarship Program. Today, the program recruits students from area community colleges by providing \$5,000 scholarships to about 40 transfer students each year. The program also helps retain students who are at financial risk—the fund supplements 225 U-M-funded Opportunity Scholarship awards and supports about 50 graduate students annually.



UM-Dearborn students at the Environmental Interpretive Center.



The late President Gerald R. Ford (AB '35) at his number retirement ceremony at Michigan Stadium, October 8, 1994

In No. 48's Footsteps

What does it take to become a Wolverine captain, a decorated World War II veteran, and a U.S. President? Taking on all three roles in one lifetime requires the kind of leadership ability that defined **President Gerald R. Ford (BA '35)**. On the 100th anniversary of the Gerald R. Ford School of Public Policy, U-M donors set out to honor the remarkable life and legacy of the school's namesake. The Gerald R. Ford Presidential Fellowship celebrates President Ford with an effort to endow two full graduate fellowships for the most exceptional Ford School applicants.

Support for the fellowship has been abundant and generous. In the early stages of fundraising, the **Meijer Foundation** offered a \$1 million matching incentive for donors.

Since then, major gifts from **Peter and Joan Secchia, Regent Ron Weiser (BBA '66) and Eileen**

(MMus '75) Weiser, Paul and Nancy O'Neill, Mike (BBA '72) and Sue Jandernoa, Jim (BGS '77) and Kathy Hackett, and Lynn and Stuart White have ensured the fellowship's growth. Additional gifts from **Margaret (MD '85) and David (BS '81, MD**

full support, these students can fully engage in the school's many events and activities, participate in unpaid internships that offer invaluable professional experiences, and serve in leadership roles in the school's many student organizations. In

"THERE MAY BE NO GREATER HONOR THAN HAVING A SCHOOL BEAR YOUR NAME. SUCH RECOGNITION MEANS ALL THE MORE WHEN IT COMES FROM AN INSTITUTION THAT YOU LOVE, AND WHEN IT IS DEDICATED—NOT TO ME PERSONALLY—BUT TO THE CAUSE OF PUBLIC SERVICE TO WHICH I HAVE DEVOTED MOST OF MY LIFE."

PRESIDENT GERALD R. FORD (BA '35)

'85) Thompson, Jim Hudak (MPP '71), John (BBA '68, MBA '67) and Janet Baab, Marty and Susan Allen, and President Ford's children, Michael, John, and Steve Ford, and Susan Ford Bales have pushed the fund to even greater heights.

Today, Gerald R. Ford Presidential Fellows exemplify the president's commitment to bipartisan cooperation and civility. With

President Ford's name, these fellows will go on to build their own legacies of leadership. Much like their alma mater's namesake, they analyze issues creatively and objectively, identify actionable policy solutions, and build the kind of bipartisan consensus that helps a healthy democracy flourish.

Something to Write Home About

In the early stages of the Victors for Michigan campaign, a landmark gift from Chicago-based philanthropist **Helen Zell (AB '64, HLLD '13)** ensured that U-M's reputation as a home for great writers will continue well into the future. Zell's \$50 million gift was the largest donation in LSA's history, and the largest gift of its kind to a writing program in the United States. The donation was made through the **Zell Family Foundation**, for which Zell serves as executive director.

The gift permanently funded the Master of Fine Arts in Creative Writing Program, now known as the Helen Zell Writers' Program. Zell initially committed \$10 million in seed funding starting in 2004. In the 15 years since, the program has become well known as one of the best writing programs in the country, if not the world.

Alumni from the MFA program have gone on to publish hundreds of celebrated novels and collections of poetry. Their work has garnered recognition from *The New York Times*, Oprah's Book Club, and countless prestigious writing awards.

"The goal of this MFA program is twofold—to ease the financial burdens of talented budding authors so they have time to write, and to teach them the skills that will help them refine their voice," Zell said. "Books have the power to inspire and change people, to create action, to generate movements, and to better understand those qualities that are uniquely human. We want to capture important stories that might otherwise go untold."

The program consists of two years of study, as well as a postgraduate year for qualifying students in the form of "Zellowships" dedicated just to writing. The program provides 22 students with more than \$1 million of financial support each year through tuition waivers, stipends, and health insurance.

More than 1,000 students apply to the highly competitive program each year. The curriculum includes writing workshops where students read and comment on one another's works in progress and the Zell Visiting Writers Series, in which published authors hold individual consultations with students, give lectures, and

present readings. In addition, the program brings in agents and editors to provide students with exposure to the publishing business, and a stage from which they can showcase their work.

Zell, a 1964 graduate of U-M's Department of English Language and Literature, is pleased that her bookshelves are now lined with works generated from the MFA program.

"What a prized collection," Zell said. "The caliber and volume of product are amazing. Michigan is serving as a platform from which these talented writers are launching successful literary careers. And, we, as readers, are the ones who really reap the rewards."

The Helen Zell Writers' Program has produced award-winning authors of memoirs, fiction, poetry, and more. Among their ranks: Jesmyn Ward (MFA '05), winner of two National Book Awards for her novels "Salvage the Bones" and "Sing, Unburied, Sing." Ward returned to campus in 2017 to deliver U-M's Winter Commencement address.

WARD: ERIC BRONSON, MICHIGAN PHOTOGRAPHY



State of Gratitude

Gratitude begets generosity, and that's especially true in the Mitten State. From Lake Michigan to Lake Huron, from Escanaba to Detroit—alumni, donors, and friends came together to make a record number of contributions for the best and brightest U-M students. All throughout the state of Michigan, a common sentiment of appreciation propelled student support to greater and greater heights during the Victors for Michigan campaign. More than 31,000 Michigan donors gave more than 88,000 individual gifts, contributing more than \$325 million to student support. All that to ensure that future students would have the same opportunities they enjoyed in Ann Arbor, Dearborn, and Flint. Here are a few of the remarkable scholarships, fellowships, and internships from around the state.

DETROIT

The spirit of Michigan is alive and well in the city where U-M began. With **Nate (AB '85) and Catherine Forbes** at the helm, the Greater Detroit Campaign Leadership Council led the way to more than 100 new scholarships at U-M. That includes the Detroit Bicentennial Scholarship, a special fund celebrating the university's 1817 founding in Detroit. In 2015, more than 7,000 donors joined together for the Southeast Michigan Student Support Initiative, raising more than \$36.3 million in just one year.

SHIAWASSEE COUNTY

Recruiting students from Michigan's rural counties isn't always easy. But thanks to the vision of **Bruce (BBA '50, MBA '51) and Jacqueline Cook (BS '52)** and the **Cook Family Foundation**, more students from the state's furthest corners are now excelling at U-M. The Michigan Alumni Scholarship Fund provides scholarship support throughout 23 underrepresented Michigan counties, the Cooks' own Shiawassee County chief among them. "The students are out there, and the potential is out there in these students," says Cook Scholar Mitchell Lawrence (Taubman College Class of 2020). Thanks to U-M donors like the Cooks, those students are realizing their fullest potential at U-M.

ESCANABA

Peter Schweitzer (AB '61) left U-M with more than a diploma. "It took me a while to realize the value of the experience I had at Michigan," he says. "But I went back to campus, met students and professors, and I remembered what it was like—and what it still is [like] for current students." Alongside his wife, **Elaine**, Schweitzer now supports students from around the state of Michigan. "I want those kids to get to experience what I did," he says. "I want to reach kids from Escanaba, Petoskey, Holland, Kalamazoo—kids for whom being at Michigan would open new worlds."

VICTORS FOR Health & Wellness

The University of Michigan has long been credited as a global leader in medical research, education, and patient care. U-M opened the first university-owned hospital in the United States in 1869. In the 150 years since, leading doctors, nurses, researchers, students, and support staff have contributed to numerous medical breakthroughs and a nationally recognized patient care experience. U-M's list of medical firsts is abundant: it created the first human genetics program in the United States, one of the nation's first psychiatric departments, the first burn center in the state of Michigan, and the first comprehensive depression center in the country. U-M physicians performed the first heart transplant in Michigan at University Hospital, and it was at U-M that the foundations of the polio vaccine became a reality. Today U-M is home to a top five hospital in the country, alongside the likes of the Mayo Clinic, Cleveland Clinic, and Johns Hopkins Hospital.

U-M's contributions to a healthier world don't end at its nationally renowned health system and Medical School. Its School of Dentistry is the leading dental school in the United States; its College of Pharmacy consistently ranks

in the top five in the nation. Its School of Kinesiology is the No. 2 college for kinesiology and physical therapy in the U.S., with its School of Nursing and School of Public Health both ranking in the top ten in undergraduate and graduate programs across the board. At U-M's Life Sciences Institute, faculty, staff, and students aim to advance the understanding of the fundamental processes of life and improve human health. Unrivaled cross-campus collaboration empowers programs like the university's new Precision Health and Biosciences initiatives. On every corner of campus, the leaders and best in health and wellness are working together to make life better for others.

Your support for health and wellness initiatives at U-M during the Victors for Michigan campaign made a remarkable impact on countless lives. As Michigan Medicine Campaign Chair **Rich Rogel (BBA '70, HLLD '09)** likes to say, gifts like yours "will make people's lives better, and that's the most important thing." These stories attest to your commitment to a happier, healthier world for all.

CHAPTER TWO





The Rogel Cancer Center ranked as the No. 1 destination in the state for cancer care by U.S. News and World Report's "Best Hospitals" rankings.



Catalyzing Cancer Research & Care

Very few institutions, private or public, have the breadth and depth of resources to tackle medicine's most complex challenges like cancer. But with more than 100 graduate programs ranked in the top 10 nationally by *U.S. News & World Report*, the University of Michigan is uniquely positioned to catalyze breakthroughs in cancer treatment. The generosity of Victors for Michigan campaign donors has enabled U-M to collaborate with some of medicine's most promising minds to translate research into lifesaving treatments.

"THANKS TO OUR GENEROUS DONORS, U-M IS AS LIKELY AS ANY PLACE IN THE WORLD TO MAKE THE BREAKTHROUGHS THAT TRULY MAKE THE DIFFERENCE IN CANCER TREATMENT."

PRESIDENT MARK SCHLISSEL

In March 2018, Victors for Michigan Campaign Co-Chair and Michigan Medicine Campaign Chair **Rich Rogel (BBA '70, HLLD '09)** and his wife, **Susan**, made the largest gift ever to Michigan Medicine

and one of the largest in U-M's history. In honor of the couple's \$150 million gift, U-M named its comprehensive cancer center the Rogel Cancer Center. This transformational gift enables Michigan Medicine to draw on its collaborative research culture to drive cancer care forward. It helps attract and support outstanding cancer researchers from around the world, including the most promising fellows and trainees, making U-M a premier center for developing new leaders in cancer research and care.

The Rogels were inspired by a \$17.5 million gift from Victors for Michigan campaign steering committee members **Sidney and Madeline Forbes**. The Forbes Institute for Cancer Discovery is fostering interdisciplinary collaboration across the university and, building on the prestige of the Rogel Cancer Center's status as one of only 49 National Cancer Institute-designated comprehensive cancer centers in the country, is accelerating cancer therapies with innovative science and practice. The institute provides grants, team science awards, and technology transfer support to speed discoveries that translate into lifesaving therapies and treatments.

Experience has taught us that cancer attacks not only the body, but also the mind and spirit of the patient—as well as the emotional resources of the patient's whole family. Many need support beyond traditional medical interventions throughout the cancer experience.

At the Rogel Cancer Center, the Patient Family Support Services (PFSS) Program offers resources that are crucial to the emotional and physical stability of cancer patients and their families. Since its creation in 1999, PFSS has helped more than 20,000 patients and their families navigate cancer treatments through an array of programs, providing emotional, spiritual, and educational support as part of a holistic care plan.

Over two dozen programs are available to patients upon request. At the very core of healing, the programs reduce anxiety, stress, and even physical pain. And PFSS addresses a critical need: The majority of its services, despite their proven role in cancer treatment and recovery, are not covered by traditional insurance plans.

Like so many other vital resources, generous donations from passionate philanthropists make them possible at U-M.

Conquering Clinical Depression & Mood Disorders

The U-M Depression Center was the world's first comprehensive center established to fight depression and associated stigma on all fronts. It has since helped inspire the creation of 32 additional depression centers across the U.S. and Canada, building an international network to accelerate progress. At U-M, a \$10.75 million gift to the Depression Center from alumni **Frances (ABEd '64, TeachCert '64) and Kenneth (AB '64) Eisenberg** and family is accelerating the development of personalized treatments necessary for conquering clinical depression, bipolar disorder, and related illnesses. In addition to creating abundant support for researchers, the gift established the Frances and Kenneth Eisenberg Professorship of Depression and Neurosciences, held by psychiatrist **Srijan Sen**.

The Eisenbergs weren't alone in their mission. When **Waltraud "Wally" Prechter** lost her husband, auto industry mogul **Heinz Prechter**, to suicide in 2001, she

resolved to fight the stigma that led her husband to hide his bipolar disorder. With a new commitment of up to \$5 million from the **World Heritage Foundation Prechter Family Fund**, she expanded the Heinz C. Prechter Bipolar Research Program and committed to matching

every dollar given to U-M bipolar disease research up to \$5 million. Prechter's commitment effectively doubles the value of every donation, making the gift available to researchers faster as others joined in to support the cause. Prechter's total gifts to the program total more than \$10 million.



The U-M Depression Center Vision: Depression's stigma will be a vestige of the past, people will be empowered with knowledge, and prevention will no longer be a dream.

Revolutionizing Complex Cardiovascular Care

As the leading global cause of death, cardiovascular disease demands treatment and research from the world's most promising doctors. At Michigan Medicine, the nationally recognized Frankel Cardiovascular Center leverages U-M's multidisciplinary expertise to unite its cardiovascular services.

Prominent Detroit-area real estate developer and philanthropist **Samuel Frankel** and his wife, U-M alumna **Jean Frankel (AB '36)**, were on a mission to revolutionize cardiovascular care. That dream became a reality at U-M. The U-M Cardiovascular Center (CVC) opened in 2007 thanks to an anonymous \$25 million gift to the project from the **Samuel and Jean Frankel Foundation**. Four years later, their support became public, and an additional \$25 million gift from the family named the U-M CVC in honor of the late Samuel and Jean Frankel. The Frankel Cardiovascular Center is continually ranked among the nation's top heart and vascular centers by numerous organizations. Later in the Victors for Michigan campaign, the late **Robert Aikens (JD '54)** and **Ann Aikens (BFA '02)** helped solidify U-M as a top destination for complex aortic care. The couple gave a \$7.5 million gift to create a new hybrid operating suite within the CVC. This hybrid surgical suite, which is equipped to accommodate the most advanced radiological, interventional, and surgical procedures, is the third for U-M and the first located in the Frankel Cardiovascular Center. The space merges the radiological and surgical techniques that make advanced hybrid procedures possible at U-M.



The Frankel Cardiovascular Center ranked No. 8 in the nation and No. 1 in Michigan in adult cardiology and heart surgery in U.S. News & World Report's "Best Hospitals" rankings.



One in 13 children in the United States suffers from a food allergy. At the Mary H. Weiser Food Allergy Center, leading-edge biomedical science is pushing for a future where children needn't fear what they eat.

Game-Changing Gift for Food Allergy Research

Mary H. Weiser once watched in terror as her one-year-old daughter suffered a severe allergic reaction after taking just one bite of an egg. With two children facing life-threatening food allergies, the Ann Arbor native decided to take action, advocating for better treatment options for families living with food allergies.

"I want my kids to have the same opportunities that everyone wants for their children, and I know that in some ways, their lives will always be different," said Weiser. "As their parent, I am committed to helping make their lives better, and as an advocate I'm also committed to improving the lives of the 15 million Americans who suffer from food allergies."

In 2015, the Weiser family made a generous gift to name the U-M Mary H. Weiser Food Allergy Center in honor of her tireless advocacy. Regent Ron Weiser (BBA '66) and Eileen L. Weiser (MMus '75) directed \$9.5 million from a previous \$50 million campaign contribution. Mary and her husband, Marc A. Weiser (BSE '95, MBA '00), contributed \$500,000, bringing the family's total contribution to \$10 million. The center has garnered enormous national support, with more than \$30 million in donations. That includes gifts from the William Davidson Foundation and a \$5 million anonymous gift.



Chad Carr (2010-2015)

Chad Carr's Legacy

An incurable brain tumor took Chad Carr's life when he was just 5 years old. Today, his name is synonymous with research to fight lethal pediatric brain cancer.

The grandson of former U-M head football coach Lloyd Carr passed away in 2015, only 14 months after being diagnosed with diffuse intrinsic pontine glioma (DIPG). DIPG is among the most aggressive and lethal types of brain tumors. In 2018, a \$30 million commitment from multiple donors established the Chad Carr Pediatric Brain Tumor Center in his memory, an initiative to advance research and treatment for children with brain cancer.

Thanks to an international movement that included thousands of ardent supporters, some of the world's most promising doctors

and researchers are already implementing innovative new therapies, bringing us closer than ever before to finding a cure.

Regent Ron Weiser (BBA '66) and Eileen L. Weiser (MMus '75) made lead gifts, along with generous donations from Wayne and Shelly Jones and the Jones Family Foundation, the Glick family and Alro Steel, The ChadTough Foundation, William and Sharon Stein, Frank (BBA '61, MBA '62) and Barbara Westover, and David (BGS '85) and Joan (AB '87) Evans. Together, thousands of supporters have ensured that Chad's legacy will live on in the transformational research and care made possible at the newly established center. Under the #ChadTough banner, U-M will lead the way to a brighter future for patients and families.



Architectural renderings of the renovated Edward Henry Kraus Natural Science Building

Kinesiology Moving to Kraus

The School of Kinesiology is on the cusp of historic growth. As the number of students, faculty, and experiential learning opportunities at the school have continued to expand at record levels, the square footage of its facilities has not.

Now, the school is bursting at the seams. Currently, all of its activity takes place in only 60,000 square feet of space spanning three separate buildings.

But by 2020, the School of Kinesiology will move to a new home in the historic Edward Henry Kraus Natural Science Building, one

of many Central Campus masterpieces designed by renowned architect Albert Kahn (HLLD '33). This transformative renovation of the 103-year-old building aims to consolidate Kinesiology facilities—classrooms, labs, collaboration spaces, and more—into one amazing location in the heart of Central Campus.

For the first time in school history, all faculty, students, staff, and research operations will be together under one roof, in a location with nearly double the space.

Generous donors like Jon (AB '95) and Debra (AB '96) Paley, Nick (AB '11) and Lori Shaw, and Jeannine Galetti (AM '55) have helped secure almost 90 percent of the donor funding needed for this project. Those funds will support significant updates to the building's existing structure and help construct an additional 62,000-square-foot space that includes an exterior courtyard.

Additional philanthropic support will make this \$120 million renovation project fully possible, providing the equipment, space, and technology Kinesiology students, faculty, and staff need to succeed.

CHILD IN HELMET: MARTIN L. DEE; MICHIGAN PHOTOGRAPHY; KRAUS RENDERINGS: COURTESY OF THE SCHOOL OF KINESIOLOGY

A Win for Women's Health

The Wainstock name has long been associated with medicine and public health at Michigan. Renowned physician, inventor, and research scientist Michael A. Wainstock—the first ever to apply ultrasound technology to ophthalmology for use in the U.S.—taught on the faculty at the Medical School.

"THE LONG-SIMMERING DEBATE OVER WHETHER HEALTH CARE IS A PRIVILEGE OR A RIGHT IS BACK BOILING AT THE SURFACE."

ELIZABETH WAINSTOCK (BA '68, MA '70, MPH '75)

By the 1970s, his daughter, Elizabeth J. Wainstock (BA '68, MA '70, MPH '75), was studying at the U-M School of Public Health during a dynamic time for research, policy, and women's health care rights. Now, decades later, Wainstock says we are



Elizabeth Wainstock with Lilah Khoja and Iris Liang, 2017-18 recipients of the Elizabeth Wainstock Endowed Scholarship

again in an era where health activism is needed. "The long-simmering debate over whether health care is a privilege or a right is back boiling at the surface," she says.

Inspired by one her earliest mentors, feminist activists Gloria Steinem, Wainstock dedicated her career to raising awareness about women's health issues. She became a passionate advocate for improving research and funding for women's health initiatives. Wainstock also founded the School of Public Health Dean's Advisory Board. Her genuine concern for women's health

motivated her \$7 million pledge to establish the Elizabeth Wainstock Endowed Scholarship.

Wainstock knows that giving to Michigan, and to public health, specifically, is a great investment in the future. "There are few fields in which you can make such an enduring difference on large numbers of people, where you can say, at the end of the day, you did something meaningful," Wainstock says. "That's the spirit in which I gave this gift, and in thanks for all that Michigan has meant to me."

Transcending Trauma

Thirty-two years ago, a tragic accident forever altered the lives of an entire family. Joyce Massey—beloved wife, mother, and matriarch of a leading family in Michigan’s auto industry—suffered a devastating traumatic brain injury, or TBI.

From the time of Massey’s accident in 1983 to her death in 1993, her ability to speak, eat, move, and even breathe were seriously impaired by the effects of her TBI. But her mind, and her role as the heart and soul of the family, were not.

At her side was her husband, Don Massey, a self-made auto dealer. Starting in the 1960s, Massey built a network of 28 dealerships in eight states, with a flagship location in Plymouth, Michigan. Joyce’s accident inspired the Massey family to work alongside experts at Michigan Medicine to ensure other families might avoid the trauma they endured.

In recognition of a significant gift from the **Joyce and Don Massey Family Foundation**, Michigan Medicine launched a major initiative focused on discovering new TBI treatments. Its emergency treatment center, located in the adult emergency department



At right, Kyle Gunnerson, MD, speaks with EC3 staff.

at University Hospital, was renamed the Joyce and Don Massey Family Foundation Emergency Critical Care Center (EC3). One of the first of its kind in the nation, the EC3 gives patients who have suffered a TBI, stroke, major trauma, or other critical illness or injury the most advanced care possible in the first crucial hours of their crisis.

The gift includes funds for clinical research, technology innovation, a patient/family support fund, and an annual TBI summit that brings together key researchers.

In addition to supporting TBI care and research, the Massey Foundation established the Massey Foundation Professor of Surgery in the Department of Surgery—currently held by Lena M. Napolitano, MD, FACS, FCCP, FCCM—to advance research and care for those with brain injuries and their families.

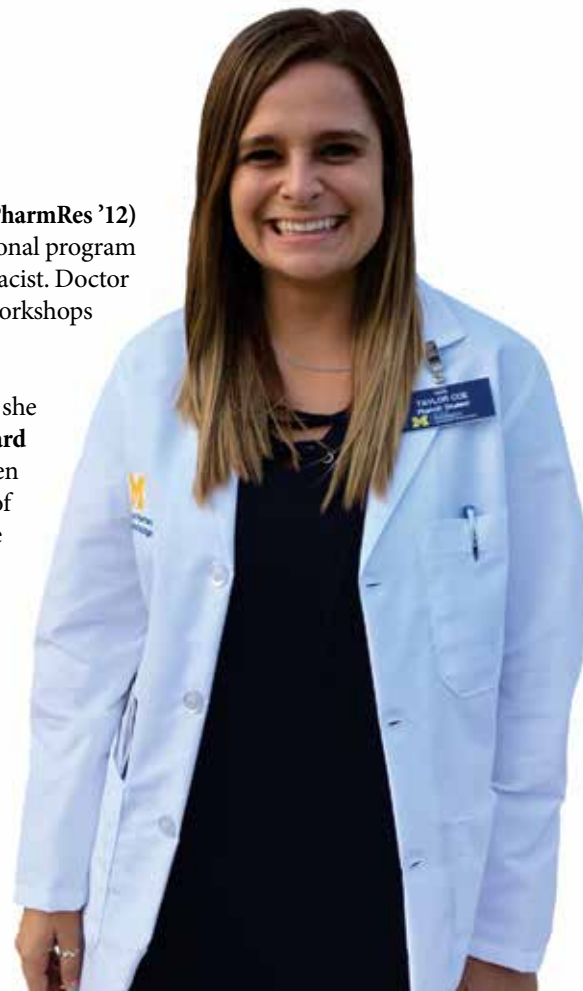
A Prescription for Leadership

As a Doctor of Pharmacy student at U-M’s College of Pharmacy, **Shannon Hough (PharmD ’10, PharmRes ’12)** participated in the college’s Leadership Scholarship Program (LSP). LSP—a co-curricular educational program for elite students—helped propel Hough’s successful career as an inpatient and ambulatory pharmacist. Doctor of Pharmacy students who are accepted into the LSP meet monthly for professional development workshops to practice public speaking, professional presentations, and other leadership skills.

When the time came for Hough to pay it forward and inspire other pharmacy students, she knew she could call on her family members, longtime philanthropists **Nancy Rambeau Hough** and **Richard Trevelyan Hough**, for help. They established the Hough Family Scholarship to ease the tuition burden for Doctor of Pharmacy students, allowing students like Taylor Coe (College of Pharmacy Class of 2020) to take advantage of opportunities like the LSP. “When I launch my career, I hope to promote the Hough family values of excellence and integrity wherever I practice,” Coe said.

The Hough Foundation, which supports educational programs and community enrichment opportunities by providing scholarships, grants, and more, encourages its scholars to make lifelong societal contributions as leaders in their communities—something Hough took to heart as a pharmacy student in the LSP.

College of Pharmacy student Taylor Coe (Class of 2020), a Hough Family Scholarship recipient.



Specialized Care for Special Needs

Patients with special needs, from post-traumatic stress disorder to developmental disabilities, now have access to a clinic designed specifically for their care. Thanks to a \$2 million gift from the **Delta Dental Foundation**—the largest grant ever awarded by the foundation—the U-M School of Dentistry now offers the state’s first interprofessional health care clinic. The clinic combines dental care and other health services in the same facility to improve access to high-quality, efficient treatment.



Dental students care for a patient at one of the School of Dentistry’s many clinics.

The unique delivery model at the Delta Dental of Michigan Integrated Special Care Clinic is designed for dental students and faculty, as well as colleagues from other U-M health sciences schools and colleges, to provide care as a team. As part of the School of Dentistry’s \$140 million renovation and expansion project that is expected to be completed in 2022, this new special care clinic will improve health care access and

convenience for patients with special needs, all while teaching dental, dental hygiene, and graduate students how to assess and manage the needs of these patients.

“Appointments in our comprehensive care clinics may require two or three hours, something that can be difficult for

patients with special needs,” said Stephen Stefanac (DDS ’76, MS ’87), senior associate dean and clinical professor of dentistry. “Patients in our new clinic will be assigned to a faculty member who will expedite care with the help of an interprofessional team representing dentistry, nursing, pharmacy, and social work.”

Mette’s Dream for Dentistry and Medicine

The late **Norman H. Mette** spent only one semester at U-M. Studying in the midst of the Great Depression, he lacked the funds to continue his education, but the university remained in his heart. Although his time at Michigan was brief, U-M—according to Mette—represented the epitome of excellence, a place where anything is possible.

Years later, when Mette was diagnosed with cancer, he recognized a familiar excellence in the care provided to him by university doctors and dentists.

The kindness, care, and renewed sense of hope he was given by his medical team inspired him to pay it forward. Upon his death in 1985, he left his estate to the Mette Foundation supporting scholarships for future medical and dental students and giving them an opportunity to be a beacon of hope for others in the way that his doctors and dentists were for him.

By 2015, as board members began to retire from the foundation, they remained committed to preserving Mette’s generous legacy. They knew Mette believed there was no institution more worthy of that generosity than Michigan—a place where excellence, in a variety of disciplines, made hope possible.

The foundation left Mette’s estate to U-M for endowed scholarships at the School of Dentistry and the Medical School, resulting in one of the largest scholarship gifts in the School of Dentistry’s history. Since the scholarships’ establishment, 126 dental students and 192 medical students have benefitted from Mette’s giving spirit.



Mette scholar Carl Buchanan II (BS ’11, School of Dentistry Class of 2019), who served as a two-time captain of the U-M men’s track & field team.



Janeth McKay Turner (BSN '67), above with simulation technician Ben Oliver, tests one of the new high-fidelity mannequins in use at the new home of the U-M School of Nursing (UMSN), right. She and her husband, Amherst H. Turner (AB '61), are two of the many generous donors who helped UMSN build its new facility; the Turner Family Conference Room was named in their honor.



TURNER AND OLIVER: AUSTIN THOMSON, MICHIGAN PHOTOGRAPHY; SCHOOL OF NURSING: DANIEL MARSHEC, MICHIGAN PHOTOGRAPHY

The New Names in Nursing

In a building with limited space, U-M School of Nursing (UMSN) students learned their profession in crowded classrooms and labs. With steady increases in enrollment and a facility insufficient for innovative learning, the school needed a new home.

In fall 2015, UMSN opened the doors to its first brand new building in its history. The space caters to hands-on experiences for nursing students—a vital component of their education.

At the UMSN's Clinical Learning Center (CLC), the state-of-the-art practice environments mimic the real world, offering exam rooms, standardized patient suites, and life-like mannequins that replicate numerous patient scenarios.

UMSN's renovation was made possible by a group of donors whose generosity is a true testament to the power of the community. Passionate support from **Sara (BSN '65) and Robert Rothschild, Janeth (BSN '67) and Amherst H. Turner (AB '61, TeachCert '61), the McLelland Family Foundation and James Fausone**

(BSE '76, BSAOSS '76) is advancing nursing education at Michigan. That takes shape through scholarships, cutting-edge facilities, and engaged learning opportunities that enable nursing students to explore their future profession in an innovative, collaborative, and supportive environment.

Nearly 50 years after Janeth Turner graduated from UMSN, the profession has dramatically changed, with an increased need for experiential learning opportunities. To keep UMSN on the forefront of nursing education and care, the **Amherst and Janeth Turner Foundation** made a generous gift to create innovative academic spaces in the new nursing building. The Turner Family Conference room was named in their honor.

Enhancements to UMSN's facilities continued when the McLelland Family Foundation created the 80-seat McLelland Family Media Learning Center, a "flipped classroom" where students are exposed to both traditional and hands-on learning opportunities.

Donors didn't stop there, building innovative learning environments and offering scholarship support that would continue to attract the nation's top nursing students.

In 2014, James Fausone established the Brigadier General Carol Ann Fausone Scholarship in honor of his wife, Brigadier General Carol Ann Fausone (BSN '75). Fausone served as a nursing education director in the U.S. Air Force. The couple lent their support to the renovation underway.

To solidify U-M as a top destination for nursing students, faculty, and patients, UMSN needed to provide students with tangible, real-world learning experiences beyond the school's newly constructed walls.

A transformative gift from Sara and Robert Rothschild established the Rothschild Global Health Scholars Program, enabling nursing students to take their careers global. The funds support travel and study expenses for nursing students who choose an undergraduate minor in population health in a global context, or at the graduate-level, a concentration in global health.

Lifetime Investment in Life Sciences

At the Life Sciences Institute (LSI), an interdisciplinary group of scientists are leveraging U-M's status as the nation's No. 1 public research university, according to *U.S. News & World Report*, to help translate biological insights into new medicines and treatments.

For this important work to continue, U-M must continue attracting the top students and researchers in the biosciences, and **James Flynn (BS '88)**, president and partner of health care investment firm Deerfield Management Company, has stepped in to help. The collaborations underway at LSI inspired Flynn to support a pipeline of future researchers by encouraging high school students to pursue studies and careers in STEM fields—science, technology, engineering, and math.

"We know that there are brilliant potential future scientists in every county in this state, but typically only people who are close to the University of Michigan get access to the resources here," said LSI Director Roger Cone.

Thanks to a generous gift from Flynn, talented, underserved students—who often lack the resources to explore research and internship opportunities—are realizing their passion for the life sciences as part of a new, on-campus internship at LSI.

U-M's Aspirnaut Summer Research Internship Program, supported by Flynn, provides an opportunity for students curious about life sciences to immerse themselves in the college environment through a six-week, hands-on research program designed to encourage college

attendance and a deepened desire to solve complex problems. Students in the program work with graduate students in the labs at LSI conducting real experiments.

The Aspirnaut program is already inspiring future generations of STEM professionals. Amarri Johnson, a senior at Flint's Southwestern Classical Academy, is a 2018 program graduate whose experience with the program inspired her to pursue STEM-related opportunities in college.

"We believe it's important that kids with real scientific talent have a chance to experience life in a lab at a great research university like U-M and receive the tools they need to reach their full potential, regardless of background or zip code," Flynn said.

Diogenes Lopez-Urrioso, a rising junior at Fennville High School in Fennville, Michigan, conducted experiments in the LSI labs over the summer.



V I C T O R S F O R The Arts

U-M alumnus and longtime benefactor **Arthur Miller (AB '38, HLLD '56)** described the theater as “endlessly fascinating... so accidental... so much like life.” But it’s no accident that fascinating artists like Miller, arguably America’s most prized playwright, were trained right here at the University of Michigan. Whether it’s the Pulitzer Prize-winning Miller, two-time National Book Award winner Jesmyn Ward (MFA '05), or Emmy Award-winning actor and musician Darren Criss (AB '09), there’s no shortage of talent among U-M alumni. From the stage to the page, from the canvas to the concert hall, U-M has long been home to a diverse and talented cohort.

Leading programs at the College of Literature, Science, and the Arts; the School of Music, Theatre & Dance; and the Stamps School of Art & Design have established Michigan as a global leader in training up-and-coming artists. These programs open new horizons for students to pursue their artistic fascinations, while also equipping

them with the skills and opportunities they need to fully realize their goals beyond graduation. Today, Michigan graduates are seen, heard, and read by millions around the world. They continue to inspire hearts and minds of today and tomorrow.

In Ann Arbor, Dearborn, and Flint, the arts at Michigan bring communities from near and far closer together. Whether enjoying a student production at the Arthur Miller Theatre, admiring an exhibit at the Museum of Art, or relishing in a performance hosted by the University Musical Society, members of the Michigan community benefit from nearly limitless opportunities to engage with the arts. The Victors for Michigan campaign garnered new spaces, pieces, scholarships, and more for creators both accomplished and aspiring at U-M. Your support has ensured that trailblazing artists will always have a home at Michigan.





A student sketches in a studio space at the Penny W. Stamps School of Art & Design.

Stamps of Approval

As a student at U-M, the late **Penny W. Stamps (BSDes '66, TeachCert '66)** could have never guessed that the program that first sparked her love for art and design would one day be named in her honor.

Though active supporters of the School of Art & Design for many years, Penny and husband **E. Roe Stamps** dramatically increased their support in 2012 with a \$32 million gift—the largest donation in the school's history. "We are enormously proud of the programs we support," Penny said. "We want to ensure that they continue to benefit students for generations." Already, their support is creating opportunities for students and faculty alike.

In honor of that support, the Regents voted to rename the school The Penny W. Stamps School of Art & Design—the only school to be named during the Victors for Michigan campaign. Dean Gunalan Nadarajan described the gift as "a radical vote of confidence for the current direction

of the school and the progress it has made in reinventing art and design education within a university context."

Launching the school into the top tier of elite design schools in the country, the Stamps have helped orchestrate a new ethos for art and design on campus. The couple has been instrumental in bringing creative thinkers and innovators like Bill T. Jones, Philip Glass, Oliver Stone, Marina Abramovic, Laurie Anderson, Temple Grandin, Maira Kalman, and others to campus share their work. The Roman J. Witt Residency program and the Roman J. Witt Visitors program—both established by the Stamps—also bring high-profile professionals in art and design to the school for residencies to instruct and inspire.

The Stamps' gift also contributes to the universitywide Stamps Scholars Program, one of the largest and most selective scholarship cohorts across all of U-M's

undergraduate schools, funding approximately 72 students per year. The couple also established a number of Stamps Creative Work Scholarships, merit-based funds that drive top-tier student recruitment at Stamps and provide students with the financial resources they need to excel at their craft. Along with student support, the Stamps have increased the visibility of students' work by opening gallery spaces near Ann Arbor's Central Campus.

In December, U-M said goodbye to one of its most dedicated benefactors when Penny passed away following a courageous battle with leukemia. Her boundless creativity and steadfast advocacy for the arts has forged a legacy that will long be remembered. "Now go out there and break the rules," she told students in her 2018 Stamps School commencement address. "Make the world a better place for your being here. Create fantastic art. Design products which will change the way we look at the world. Dream, engage, imagine."

SKETCHING STUDENT: AUSTIN THOMPSON



Guests await an event outside of U-M's Hill Auditorium.

Aspire to Art and Music

English critic Walter Pater's famous dictum that all art aspires to the condition of music is an apt description of **Professor Emerita Ilene Forsyth's** 35-year teaching career at U-M. Since the 1963 inception of the annual Chamber Arts Series at the University Musical Society (UMS), Forsyth (AB '50) has been an avid supporter and attendee. Though an art historian by trade, she never let disciplinary divisions keep her from music. Alongside her husband, **Karl V. Hauser (MBA '68)**, she established three endowed funds at UMS during the Victors for Michigan campaign. The funds provide key annual support for three UMS chamber concerts each season. Their endowment ensures that the couple's support will continue in perpetuity, promising future generations access to the best performing artists from around the world.

"I want to help chamber music flourish in Ann Arbor," Forsyth says, "and I continue to believe that these concerts help nurture our intellectual life as they stimulate and refresh us." The series brings distinguished musical talent from around the world to perform in Ann Arbor. A few recent concerts at Hill and Rackham auditoriums have featured violin virtuoso Joshua Bell, the Budapest Festival Orchestra, the Chinese NCPA Orchestra with pipa virtuoso Wu Man, and the Takacs Quartet.

Forsyth also provided historic support for her own History of Art department by establishing the George H. and Ilene H. Forsyth Professorship in Medieval Art. The gift was the largest in the department's history. Alongside a generous endowed fund to support the department, the Forsyth professorship will ensure the continued study and teaching of western medieval and Byzantine art at U-M.

Who Could Ask for Anything More?

In partnership with the Gershwin family, the Victors for Michigan campaign has brought a treasured piece of American music history to U-M.

Together, the Gershwin brothers created some of the most inventive and beloved music of the 20th century. George Gershwin had an unrivaled ability to draw on classical and popular genres to forge his own eclectic rhythms and soaring melodies, finding outlets in opera and cinema alike. Ira Gershwin was a wordsmith, whose unique gifts delighted listeners with witty and profoundly humanizing lyrics. The brothers played an integral role in shaping America's rich musical history, both individually and collaboratively. Their works include *An American in Paris*—adapted for Broadway in 2015—and the beloved opera *Porgy and Bess*.

For decades, the Gershwin's work suffered from minimal scholarly editing, rendering many works with notational errors and inconsistencies that had never been addressed. A lack of critical scholarship inhibited the

accuracy of scores, and it remained to be seen whether or not this chapter of treasured musical history would ever be critically written. But that's no longer a concern, thanks to the generous contributions of the Gershwin family. Initiated by George and Ira's nephew **Marc G. Gershwin** and grandnephew **Todd Gershwin (AB '97)**, a complete critical edition of the Gershwins' creative work is now underway. Headed by U-M Associate Professor of Musicology Mark Clague, the project draws from private papers, compositional drafts, and original scores by the Gershwin brothers spanning an estimated 10 volumes. This final, critical edition will be a treasure trove for interested listeners and scholars alike.

Additionally, the collaboration opens avenues for students at the School of Music, Theatre & Dance to engage with the Gershwins' art, including new courses, lectures, and musical performances throughout the academic year. The gift also includes one of George's personal pianos, a 1933 "Long A" Steinway, recently restored by experts at U-M. Now, students and other musicians have the chance to perform on a cherished piece of musical history.

U-M student Gil Scott Chapman (BFA '13, MMus '16) performs on George Gershwin's 1933 Steinway.



HILL AUDITORIUM: SCOTT SODERBERG; MICHIGAN PHOTOGRAPHY; GERSHWIN STEINWAY: ROGER HART; MICHIGAN PHOTOGRAPHY



Furniture designer and architect Keiji Ashizawa leads a public Brightmoor Bento Kit workshop at the Maker Space.

Drawing Connections in Detroit

Brightmoor, a neighborhood tucked away in northwest Detroit, hasn't always been a hub of artistic creativity. But thanks in part to U-M donors, the Brightmoor Maker Space is helping the neighborhood's artistic reputation gain steady traction.

Detroit Community Schools has been collaborating with the Penny W. Stamps School of Art & Design since 2009, and the Maker Space is one of the key developments of this fruitful relationship. The space was secured with support from the **John S. and James L. Knight Foundation**, the **Michigan Economic Development Corporation**, and strategic crowdfunding by the Stamps School. Thanks to that support, students from local schools can now visit an environment equipped with the tools necessary for creating art that empowers their creativity and inspires members of the communities they call home.

And that's not the only gift fostering artistic intersections in Detroit. **Michele Schara (BFA '79) and Randy Mehrberg** established the Schara Artist & Designer in Residency Program to build bridges between Stamps students in Ann Arbor and youth-focused community partners in Detroit. It invites U-M alumni to propose and conduct a project that collaborates with youth and teachers in one of the Stamps' partner schools in Detroit. Schara and Mehrberg also helped purchase a new Stamps bus that could bring Stamps students to Detroit and other destinations across the Midwest's creative landscape.

The arts bring communities together. As these programs highlight, generous donors throughout the Victors for Michigan campaign have opened spaces and resources for creativity to thrive across the state of Michigan.

BRIGHTMOOR: COURTESY OF THE STAMPS SCHOOL; ARTSAPADEL; SCOTT SOBERBERG; MICHIGAN PHOTOGRAPHY

Corporate Collaboration Opens New Doors to the Arts

The **University of Michigan Credit Union (UMCU)** opened the door to the arts for thousands of U-M students and members of the Southeast Michigan community. Its \$1.5 million gift—the largest corporate gift to the arts during the Victors for Michigan campaign—established the UMCU Arts Adventure Program. The company's support has allowed the University Musical Society (UMS) and the University of Michigan Museum of Art (UMMA) to offer discounted admission for musical performances and fund an array of workshops for students and the greater Ann Arbor community.



"For my kids, the bridge between looking at art in the museum and making their own is priceless," an UMMA Family Art Studio participant said. From hands-on art-making workshops to performances by world-renowned artists, UMCU's unique gift creates opportunities for people of all ages to engage in the arts. "Transportation and the cost of getting our students out [to Ann Arbor] to experience these wonderful performances at UMS can present a big issue," Cass Technical High School orchestra teacher Deanna Burrows said. "To be able to get the kids here to Ann Arbor for some UMS performances is fantastic."



UMMA hosts its annual Artscapade! event during U-M Welcome Week. The event offers hands-on arts experiences, live music, dance, and poetry.



Laura De Becker presents "Power Contained: The Art of Authority in Central and West Africa."

Collecting to Give

In 2014, **Helmut (HLLD '04) and Candis Stern** established the Helmut and Candis Stern Associate Curator of African Art with a \$1.5 million gift. Currently held by Laura De Becker, the curatorial position enhances the Museum of Art's world-renowned collection of African art by supporting installations, lectures, speaker series, and more to nourish appreciation for African art at UMMA. The position joins UMMA's curatorial posts in Western, Asian, and contemporary art.

The gift grew out of Helmut Stern's affinity for collecting art—especially African art. For many years, his collection of Central African materials was credited as among the finest collections in private hands. In fact, many of the works that DeBecker oversees were donated by the Sterns. "Art has always been a passion for Helmut, and of all the artifacts and paintings he collected, the African pieces were the ones I most treasured," said Candis.

Helmut passed away in 2017. The passion and generosity he demonstrated throughout his life have left a lasting legacy at U-M. The Sterns' support has also extended to music and medicine, most notably to the Samuel and Jean Frankel Cardiovascular Center, the Depression Center, and the Kellogg Eye Center.

The Ideal Gift

Though **Irving Stenn, Jr.'s (BA '52, JD '55)** time as a student at Michigan ultimately led to a remarkably successful law practice in Chicago, it also sparked a lifelong interest in curating and collecting art—especially postwar and contemporary works. "I was so fortunate to have attended the University of Michigan," Stenn reflects in a recent interview with the *Chicago Gallery News*, "and live with a group of young men who were very interested in the arts." Those friends inspired Irving to take art courses at U-M in addition to his law studies. He hasn't stopped learning since.

True to his appreciation for the arts at Michigan, Stenn established the Irving Stenn, Jr. Curatorial Fellowship at the University of Michigan Museum of Art (UMMA) in 2014. The gift provides full tuition support for an aspiring curator. "I am delighted to make this gift to the Museum of Art," he said. "Supporting Michigan students is very dear to my heart... With this fellowship at UMMA, I'm able to combine my passion for art with my desire to help talented students. It's ideal."

Stenn's gift will open new doors for aspiring museum professionals and further establish UMMA as a vital resource for scholarly growth and aesthetic development at U-M.

UMMA: MATT SCHLENTZ; DE BECKER; LEVISTROUD; MICHIGAN PHOTOGRAPHY



Band, Take the Field

From the iconic Block M formation and renditions of “The Victors” to the drum major’s high-legged strut across the field, the Michigan Marching Band’s inspiring performances have been a cherished part of autumn Saturdays in Ann Arbor for more than a hundred years. Recently, the Raab Family helped continue the marching band’s legacy with a \$1.5 million gift. The family’s support has established the Raab Family Scholarships to support the drumline and flag sections of the band. At the Raabs’ request, the scholarships are awarded by the band members in each section. Each year, their support goes to “the member who has most contributed

to your happiness, learning, love for Michigan, and general well-being on and off the field.”

For more than a century, the Michigan Marching Band has upheld a vibrant tradition of performance excellence and student growth. That legacy continues thanks to gifts like the Raabs’, whose endowed scholarship will help recruit the most talented musicians and spirited performers. Donor support during and after the Victors for Michigan campaign will continue to ensure that the band is always ready to take the field.



Cold Blood, a performance by the creative team of Charleroi Danses in Belgium, arrived at the Power Center thanks to Renegade funding.

UMS and the Art of Being Renegade

Maxine (AB '66, HDFA '16) and Stuart (BBA '61) Frankel challenged conceptions of musical performance at the University Musical Society (UMS) by establishing the Renegade Ventures Fund, which funds unique, creative, and transformative performing arts experiences at UMS.

Maxine says that they established the fund “to ensure that UMS has the flexibility to consider the new, the different, the innovative, and the cutting edge.”

Renegade features artists and works by artists who, in their own time and place, broke with the past and forged new ground. It fosters an ongoing dialectic across generations of artists, as well as between performers and audiences. Students especially benefit; with reduced ticket prices, students comprise as much as 35 percent to 40 percent of the audience for some performances.

As its tagline suggests, Renegade creates a space “where curious audiences meet unexpected ideas.” The program expands UMS’ soundscape for more inventive and risk-taking performances. Opening Hill Auditorium to *Steve Reich@80: Music for 18 Musicians* is one example of how Renegade is keeping conversation alive across generations of musical influencers. *The New Yorker* has deemed Reich “one of the most original musical thinkers of our time,” and his polyphonic rhythms and demanding arrangements continue to inspire artists of all ages.

The fund also fosters new mediums of performance less often associated with UMS. Simon McBurney’s *The Encounter* is exemplary in this way. Described by *The New York Times* as a “genre-bending” form of theater, McBurney’s eclectic performance at the Power Center used binaural technology (3D audio) to interweave narrative and sound through an



Simon McBurney performs.

immersive, 2-hour-straight sonic experience that required the audience to tune in wearing individual headsets.

The Frankels have helped create an artistic atmosphere at Michigan that encourages experimentation and risk-taking. But contrary to its name, the fund isn’t just about the Frankels giving against the grain. Though they may support rogue artists who have taken the road less traveled, the Frankels also seek to inspire the greater community to come together in supporting the arts at Michigan. With hundreds of thousands of dollars given to the fund from individuals, families, foundations, and corporations alike, the Renegade Ventures Fund is truly a community fund that opens opportunities for past and present innovators to share their passions and inspire us all to re-imagine the arts at Michigan.

COLD BLOOD: JULIEN AMBERT; MCBURNEY: TRISTAN HENTON



The Brehm Pavilion, the new addition to the Earl V. Moore Building, adds 25 percent more space for students, faculty, and performers.

A New Pavilion for the Performing Arts

The Victors for Michigan campaign saw the renovation and a new wing expansion to the Earl V. Moore Building at the School of Music, Theatre & Dance (SMTD). The Moore Building was designed by esteemed architect Eero Saarinen in 1964. The renovation project enhances Saarinen’s original vision with key building upgrades along with the addition of the William K. and Delores S. Brehm Pavilion, christened in honor of **William (BS '50, MS '52) and Delores Brehm's** support of SMTD.

Considering SMTD’s vast expansion since the Moore Building first opened its doors in the 1950s, the Brehms’ support comes at a crucial time. The Brehm Pavillion and other renovations increase social, practice, and performance spaces at the Moore Building by 25 percent. That includes a suite of percussion practice rooms, new classrooms, and a new entrance and lobby to offer more public commons space for students. The facility upgrades also meet the demands of a 21st-century arts education, including a music technology center, state-of-the-art lecture hall, and facilities that are fully equipped to support students as they hone their craft. “This is truly a historic moment for our school,” said SMTD Dean Aaron Dworkin. “The Moore Building is reclaiming its place as one of the country’s finest facilities for the study of music, and will again match the excellence of our faculty and students.”



BREHM PAVILION: ERIC BRONSON; MICHIGAN PHOTOGRAPHY; NY PHILHARMONIC: CHRIS LEE; MICHIGAN NEWS

World-Class Orchestra in Ann Arbor

For 140 years, the University Musical Society (UMS) has been one of the most respected presenters of the performing arts in the country. During the Victors for Michigan campaign, gifts by **Eugene M. Grant (AB '38), Regent Mark Bernstein (AB '93, JD '96, MBA '96), and Rachel Bendit (AB '97)** totalling \$2.1 million opened the door for three major orchestral residencies in Ann Arbor, the first time in UMS’ prodigious history that residencies of this caliber have taken place at U-M.

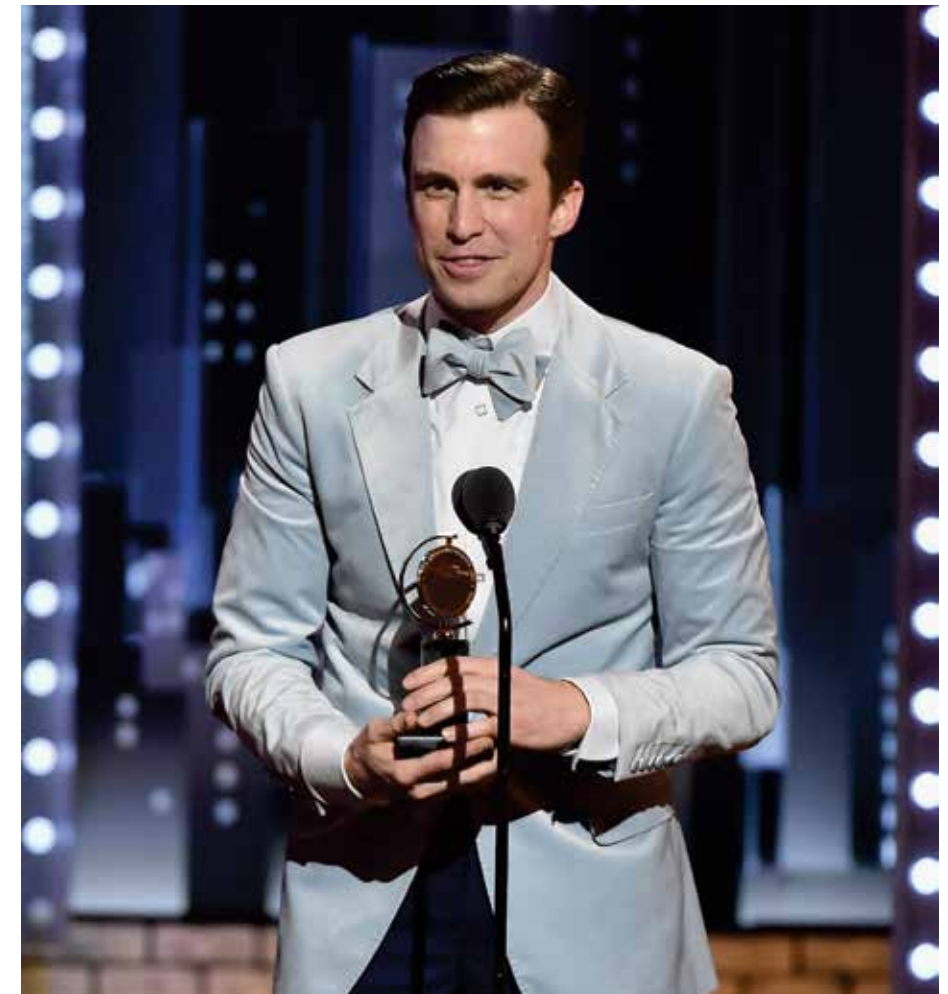
Grant passed away last year at the age of 100, but along with being its first million-dollar donor, the vision he cast for UMS has been a significant boon for the society’s development. “I believe the arts are a critical part of a well-rounded education and should be a part of the Michigan experience for all students,” Grant said. “Ticket prices should be affordable, more classes should use the arts for experiential learning, and the best world-class performers should be available on and off the stage for students at Michigan.”

With additional support from Bernstein and Bendit, the residencies have more than exceeded Grant’s vision. The residencies have welcomed not only the world-renowned New York Philharmonic, but also the Berlin Philharmonic and special guests like actor Jeremy Irons. Extended campus stays also allowed SMTD students to practice with and even join these world-class performing groups on stage. Thanks to discount prices, thousands of students were able to attend these shows. Collectively, the impact of these residencies on the student body and the broader campus community are immeasurable.

The New York Philharmonic performs at Hill Auditorium in November 2017. The concert was the first of a five-year-long orchestral residency with UMS.



Onstage in Mean Girls: Erika Henningsen, Ashley Park, Taylor Louderman, Kate Rockwell, and Barrett Wilbert Weed.



Gavin Creel accepts the award for Best Featured Actor in a Musical for Hello, Dolly! onstage during the 2017 Tony Awards.

SMTD Alumni Paint Broadway Maize and Blue

The School of Music, Theatre & Dance (SMTD) prides itself as one of the most prolific performing arts programs in the country. With over \$3 million given to establish the Lizzie and Jonathan Tisch Scholarship Fund to support musical theatre students, **Jon and Lizzie (AB '94) Tisch's** generosity is representative of the incredible student support that has nourished the SMTD program. "Jon and I are so pleased to be able to support the Victors for Michigan campaign by offering opportunities for scholarships and internships for the talented students in the School of Music, Theatre & Dance," Lizzie said. "We know that their education at the University of Michigan will help them prepare for a fulfilling and promising life upon graduation."

Musical theatre has an especially rich tradition of success at SMTD, cultivated in part through the school's tremendous culture of giving. Among the most successful graduates to pursue a career on Broadway is **Gavin Creel (BFA '98)**. You may recognize him from his impassioned portrayal of Elder Price in *The Book of Mormon*, or more recently his Tony-winning role as Cornelius Hackl in *Hello Dolly!* Creel has established himself as one of the most gifted performers on Broadway. He's also a proud U-M graduate. "My education there as a young person changed my life forever," he said in dedicating his Tony award to the musical theatre program at SMTD. "My professors, my classmates, they instilled in me an appreciation for what it is to be an artist." Creel was a recipient of the Arthur and Martha Hearron Musical Theatre Scholarship as an SMTD student. In gratitude for the Hearrons' support and for his experience at Michigan, Gavin established his own student scholarship alongside SMTD classmate **Celia Keenan-Bolger (BFA '00)**.

One of Broadway's most successful new shows, Tina Fey's *Mean Girls*, has a particularly maize-and-blue hue. Though not "mean girls" by any stretch of the imagination, Erika Henningsen (BFA '14), Taylor Louderman (SMTD '13), and Ashley Park (BFA '13) comprise three of the leads for the show. *Mean Girls* racked up a record 12 nominations at the 2018 Tony Awards—more than any other show last year. Louderman, who plays the glamorous yet cruel Regina George, was nominated for Best Performance by

a Leading Actress in a Musical. Park was also nominated for Best Performance by a Featured Actress in a Musical for her adaptation of Regina's sidekick—the ditzzy and ever-loyal Gretchen Weiners.

**"START A SCHOLARSHIP;
CHANGE SOMEONE'S LIFE THE
WAY THAT ART AND MARTI
HEARRON CHANGED MINE!"**

GAVIN CREEL (BFA '98)

SMTD musical theatre graduates can also be seen in Broadway shows like *Aladdin*, *The Band's Visit*, *Come From Away*, *Dear Evan Hansen*, *Frozen*, *Hamilton*, *Head Over Heels*,

Kinky Boots, *Once on This Island*, *The Prom*, *School of Rock*, *Summer*, and *Wicked* as well as other shows around the world. SMTD students work incredibly hard to succeed at what they do. As testament to this achievement, esteemed composer and lyricist Stephen Schwartz says, "I know when I am sitting in auditions, if the resume says 'U of Michigan' on it, I am going to be seeing someone who is talented and highly skilled." While at U-M, these students are given the tools to succeed not only in auditions or on stage, but in life as well. Henningsen, who currently plays *Mean Girls* protagonist Cadie Heron, recently reflected on how her education has helped her handle being a Broadway star: "A big thing our program

taught us at SMTD was that you'll be a better artist if you're well-rounded, but you'll also probably be a happier human," she says.

Scholarships are a vital reason SMTD graduates thrive after leaving U-M. As one of the most competitive programs at the university, scholarships drive recruitment, allowing students to learn and perform alongside incredibly talented peers. That support also allows students to focus on their education and hone the skills that can allow them to flourish in life after graduation.

With donors like the Tisch family supporting the program, SMTD will only continue to be a vibrant training ground for future Broadway stars.

VICTORS FOR Technology & Innovation

Cars that drive themselves. Robots that march through the toughest terrain. Reality stretched through wearable headsets. All across the University of Michigan's campuses, the stuff of science fiction is quickly becoming reality. In U-M's third century, engineers, programmers, designers, and inventors are paving the way to a brighter, more dynamic future.

At U-M's MCity, a nationally recognized testing ground for autonomous vehicles, researchers are redefining the way we'll travel in the near future. On North Campus, U-M's bipedal robot Cassie Blue is mastering the Wave Field with the help of faculty and student researchers. Meanwhile, virtual reality is reshaping the way we work, learn, and play in U-M classrooms thanks to an exciting new initiative at U-M's School of Information. Architects and designers are creating innovative new spaces at Taubman College of Architecture and Urban Planning. And in Detroit, sensors that fit in a shoebox are teaching

us how people interact on the riverfront and, in doing so, opening up the doors to scientific discovery for high school students.

From nanomechanical research to cloud computing in Big Data, no challenge is too big or too small for the thinkers, tinkerers, and researchers at U-M. The only limit to possibility is the imagination—and at Michigan, there's no shortage of big ideas and bright minds to meet them.

"I want Michigan to be the place where society turns for solutions to problems," says the Robert J. Vlasic Dean of Engineering, Alec Gallimore. Thanks to your support throughout the Victors for Michigan campaign, U-M is more well equipped than ever to meet the world's most pressing needs. You created more support for its students, more engaged learning opportunities, and empowered bold ideas that will shape and reshape our collective future.





Team Michigan's award-winning MAGIC (Multi Autonomous Ground-robotic International Challenge) robot explores the Eda U. Gerstacker Grove on North Campus. New technology enables the robot to autonomously analyze the environment and determine its optimal path.



U-M's bipedal robot Cassie Blue, built by Agility Robotics, sports five motors in each leg, four hours of battery life, and weighs only 73 pounds. Cassie utilizes code from its predecessor, MARLO.

Robotics Rising at U-M

A new facility collaboration with **Ford Motor Company** is giving rise to an all-new slate of walking, driving, and gravity-defying robots on North Campus.

Ford remains one of the University of Michigan's most dynamic and longstanding corporate partnerships, and its \$15 million gift during the Victors for Michigan campaign helped establish a new facility for robotics research at U-M. Named the Ford Motor Company Robotics Building in recognition of the company's support, this four-story, state-of-the-art facility will be an epicenter of future innovation and technology. "We thank Ford for this exceptional investment in the future—the future of robotic technologies and in the coming generations of visionary faculty members, students, and industry engineers who will make these advances real," said Alec D. Gallimore, the Robert J. Vlasic Dean of Engineering. "This gift reinforces Michigan's leadership position in enabling the future of robotics."

Ford and U-M have a decades-long partnership. The company is the single largest corporate donor to the university and adds to its philanthropic legacy with this facility collaboration. The Ford Motor Company Robotics Building will house classrooms, offices, a startup-style open collaboration area, and tailored lab space for a variety of robotic technologies. Additionally, the building will include a three-story fly zone for autonomous aerial vehicles, an outdoor obstacle course for walking robots, and a high-bay garage space for self-driving cars. Ford will also lease the fourth floor of the facility to house a custom research laboratory—the company's first laboratory on any university campus in the country.

Ford's presence on campus will open new doors for students in research, internships, and full-time employment at Ford, a company that is already one of the top employers for U-M engineering graduates. "Ford's co-location on Ann Arbor's campus will only enhance the extraordinary pipeline of talent," said Ken Washington, vice president of Ford Research and Advanced Engineering and chief technology officer. "Our investment will also enhance our already strong collaboration in autonomy and robotics by establishing an enduring footprint to propel our research partnership forward."

To Reality and Beyond

The concept of virtual reality has been captivating the human imagination since the 1800s, but the term "virtual reality" didn't enter the English language until 1979, when IBM announced plans for a new operating system that could "enable the user to migrate to totally unreal universes." From perception-bending simulations to galactic science fiction, virtual reality (VR) has long been associated with ideas of escape. But as computer-generated technologies like augmented, virtual, and mixed reality (AVMR) continue to develop, they are also enabling us to imagine a more vibrant reality here on earth.

The University of Michigan is at the forefront of AVMR research and education. One way U-M is pioneering the field is through AVMR graduate certification that provides advanced training and research in these computer-generated technologies. Spearheaded by the School of Information (UMSI), this interdisciplinary certification initiative is truly a campuswide effort, involving 14 U-M units and 32 faculty members. With its breadth of knowledge and resources, U-M is positioned to be among the leaders and best in AVMR education. "We have the health sciences. We are a top engineering college with proximity to one of the world's greatest manufacturing centers. We've got an entertainment venue, Michigan Stadium, where

we can play to live audiences of 100,000 seven times a year," said Thomas A. Finholt, dean of UMSI. "So we are a very rich environment for producers of AR, VR and MR technology. We're also a top research institution. We combine these things, and that combination is not present in very many other universities."

Support during the Victors for Michigan campaign from **Lenovo Group**—a pioneer in technology and innovation in its own right—provided key hardware and funds to enhance U-M's AVMR infrastructure. The gift put U-M one step closer to offering a graduate certificate. The Beijing-based tech company has also helped fuel interest across campus in finding new avenues for AVMR technology in both education and research. Medical simulations are being used to train aspiring doctors to understand and help mediate pain for their patients. Environmental education is using AVMR simulations to better represent the effects of climate change. New pedagogical applications are being implemented

with each semester. Lenovo also helped support joint research between UMSI and Michigan Medicine to explore ways that AVMR can transform medical outcomes among children with diabetes.

Though the certification is yet to be finalized, U-M's foray into AVMR education is already in full swing, launching a new introductory course in AR-VR technology taught by UMSI Assistant Professor Michael Nebeling. The course is technologically immersive, teaching students the ins and outs of AR and VR technology through hands-on experience with state-of-the-art devices. It also equips them with the ability to articulate trends and trajectories in current and future AR-VR systems.

With support from corporations like Lenovo, U-M will redefine the meaning of virtual reality in 2019 and beyond.

Students demo Google Cardboard (virtual reality) and Microsoft HoloLens (augmented reality) headsets during an introductory AR-VR course.



MAGIC ROBOT: LEVI HUTMACHER, MICHIGAN ENGINEERING; CASSIE: AUSTIN THOMASON, MICHIGAN PHOTOGRAPHY; AR/VR STUDENTS: JEFFREY M. SMITH



Community By Design

Iconic spaces can define a campus, inspire the imagination, and bring students and faculty closer together. Today, an all-new North Campus is doing just that at U-M.

During the Victors for Michigan campaign, the **Rollin M. Gerstacker Foundation** and other university donors dramatically reimagined the heart of technology and innovation at U-M with a \$6.9 million redesign of the North Campus Diag. Covering approximately

four acres, the Eda U. Gerstacker Grove now serves as a vibrant outdoor civic space for North Campus students and visitors. Through an innovative redesign by Stoss, Inc.—a Boston design firm that specializes in landscaping revitalization—the Grove promotes more vibrant community living thanks to redesigned walkways, volleyball courts, added greenery, and integrated seating.

The late **Eda U. Gerstacker**, the Grove's namesake and the founder of the Rollin M. Gerstacker Foundation, was passionate about building community. Fostering human connection had been at the heart of her philanthropic legacy since establishing the foundation in 1957 in honor of her late husband, Rollin. The foundation has been supporting universities, health care, youth work programs, and various community support projects ever since. The couple's philanthropic spirit persisted

in son and U-M alumnus **Carl Gerstacker (BSEChE '38, HLLD '93)**, who also made significant contributions to the foundation and the university.

Thanks in part to the generosity of the Gerstacker Foundation, Gerstacker Grove is now a space where students can better connect with each other and enjoy recreational time outside of the classroom. Additionally, the redesigned space serves as a natural amphitheater, opening new intersections between students and the community through concerts and

other performances. "We saw as part of the vision for North Campus the need and the opportunity for increased vitality and more destinations that would attract more university community members to North Campus," said U-M campus planner Sue Gott.

To complement the new space, former Robert J. Vlasic Dean of Engineering **David C. Munson, Jr.** and his wife **Nancy Munson** donated high-tech swing sets dynamically coupled with motion-activated lighting. The more motion they

generate, the brighter they shine. The Grove is also home to the Robert and Ann Lurie Carillon, built in 1996 on the university's North Campus. A gift to the School of Engineering from the **Ann and Robert H. Lurie Foundation**, it contains 60 bells, with the lowest bell (bourdon) weighing 6 tons. Between the music of the carillon and the natural spaces afforded its redesign, the Grove has become a remarkable destination for students and community members alike.



Leaving the World a Better Place

From experimental biofuels and gene therapeutics to cloud computing and security, the late **Bob Beyster** (BSEPhys '45, BSEMath '45, MS '47, PhD '50) and **Betty Beyster** supported a number of forward-thinking projects at U-M in recent years. During the Victors for Michigan campaign, the Beysters added to their philanthropic legacy with a \$15 million gift to the College of Engineering for students, facilities, and programmatic support.

The Beysters' gift helped fund the construction of the Nuclear Engineering Laboratory and established an employee ownership course at the Center for Entrepreneurship. Their support also funded the J. Robert Beyster Computational Innovation Graduate Fellows Program. The program supports two graduate researchers each

year at Michigan Engineering, whose combined research pioneers solutions for perplexing societal issues through high-performance computing. To commemorate their support, the Regents agreed to name the Computer Science and Engineering Building on North Campus the Bob and Betty Beyster Building.

Bob passed away at the age of 90 in 2014, but his dedication to making the world a better place carries on. The Beysters' passionate philanthropic support continues to forge a bright future at Michigan Engineering and in the world beyond its campuses.

An illustration of Bob Beyster by Tania R. Warner. The piece is a part of the J. Robert Beyster Collections installation in the Bob and Betty Beyster Building. The collections pay tribute to Beyster, a giant among Michigan engineers.

A Game of Scales

The Center of Excellence in Nano Mechanical Science and Engineering was a key structural addition to Michigan Engineering during the Victors for Michigan campaign. The \$46 million, 62,880-square-foot addition to the G.G. Brown Laboratories on U-M's North Campus will open new avenues for research at the intersection of mechanical engineering and nanoscience.

The structural paradox in nano mechanical science and engineering is that the larger the facility, the smaller the scale of research. Noel Perkins, associate chair for facilities and planning of the Department of Mechanical Engineering, said the work of mechanical engineers is evolving. "For a long time, they were on the order of the size of our hands, but it's no longer limited to that," Perkins said. "Emerging technologies demand research at the nano- and microscales, and to do that, you need new infrastructure."

Donor support for the project was generous and abundant, with more than \$15 million in private commitments. Gifts from the likes of **Michael Korybalski** (BSEMech '69, MSE '73, MBA '80), **Norm** (BSEIndE '56) and **Donna Harbert, Rufus S. Teesdale, Mary Petrovich** (BSEIO '85), **Karlis Vizulis** (BSEMech '79), the **McLane Family**, and **Borgwarner Inc.** helped establish the Center of Excellence. Together, this broad cohort of supporters has propelled future discovery in nano mechanics. "This facility will enable groundbreaking experiments by our faculty and students, resulting in landmark advances at the interface of mechanical engineering and nanoscience. We look forward to watching this progress unfold," said David Munson, former Robert J. Vlasic Dean of Engineering.



The Center of Excellence in Nano Mechanical Science and Engineering on U-M's North Campus



Jerome Lynch, Katherine Flanigan, and Eddie Bassett Jr. adjust a shoebox sensor on the banks of the Detroit River. Lynch's team hopes their efforts will empower the next generation of scientists and field researchers.

Detroit in a Shoebox

What do a U-M professor, an engineer, and Detroit teenagers have in common? The answer is U-M's grassroots project, **Sensors in a Shoebox**, a collaborative study by the College of Engineering and the School of Education that revolutionizes the way urban technology helps us understand social spaces. Heading the project are Jerome Lynch, the Donald Malloure Department Chair of Civil and Environmental Engineering, and Elizabeth Moje, the George Herbert Mead Collegiate Professor of Education and dean of the School of Education. With Lynch and Moje leading the way, student researchers teamed up with Detroit youth to better understand how Detroiters use the riverfront. The **Sensors in a Shoebox** project is pioneering new methods for tuning into the significance of communal space in Detroit. The team conducted surveys and gathered data from shoeboxes placed around the city, measuring the ebb and flow of traffic at social areas like parks and sidewalks along the riverfront.

These (obviously) aren't your average shoeboxes. "We built them from the ground up—the hardware, the software—for this project," said Katherine Flanigan (MSE '16, College of Engineering Class of 2021), graduate student research assistant in civil and environmental engineering. These unique sensor-boxes are positioned around the riverfront to measure weather conditions, air pollution, traffic flow, and other data. Taken together, they help assess the social and environmental aspects of urban space along the riverfront. The sensors are designed to actually push data to Twitter so that the students have direct and immediate access. The project helps them develop analytical skills that allow them to work closely with the data and make a difference in the planning and structure of a space like the riverfront. Flanigan explains, "They can look at the data that comes from this, and it's suddenly not this frightening idea anymore."

Funded by **John S. and James L. Knight Foundation** and the **National Science Foundation**, **Sensors in a Shoebox** empowers community members to ask questions about their neighborhoods and come up with their own solutions. It's truly a project built from the ground up. The project has opened opportunities for Detroit teenagers to learn about science and get more involved in their communities by engaging directly with the people and data that drive social research. Eddie Bassett Jr., a high school sophomore at Voyager Academy, had high praise for the program. "I love doing science, I love collecting data," he said. "It makes me feel like I'm actually doing something to help the city out in a small way."

The Michigan Daily's Digital Memory

Since its first issue hit the press on September 29, 1890, *The Michigan Daily* has been delivering news to students, faculty, alumni, and the greater Michigan community. From bobbed-haired flappers to Bo Schembechler, U-M's student-run newspaper has compiled an enormous record of Michigan culture in its nearly 130-year history.

Considering digital technology developed only recently, many of these cherished stories have been limited to hard-copy access, significantly limiting access and appreciation for this rich archive of U-M's past. During the Victors for Michigan campaign, **The Kemp Family Foundation** removed this limitation. In collaboration with the University of Michigan Library, the Bentley Historical Library, and *The Michigan Daily*, the foundation funded **The Michigan Daily Digitization Project**. The project has made over 200,000 editions of the *Daily* from 1890–2014 available in a digital archive with searchable access—with more volumes to be added in the future.

The Kemp Family Foundation was established by U-M alumnus **John Kemp** (AB '60, JD '63). With U-M alumni spanning four generations, the Kemps have seen their fair share of Michigan history. Their support for the digitization project opens new avenues into researching and appreciating every storied volume of that history, offering insight into where U-M has been and where it may be headed next.



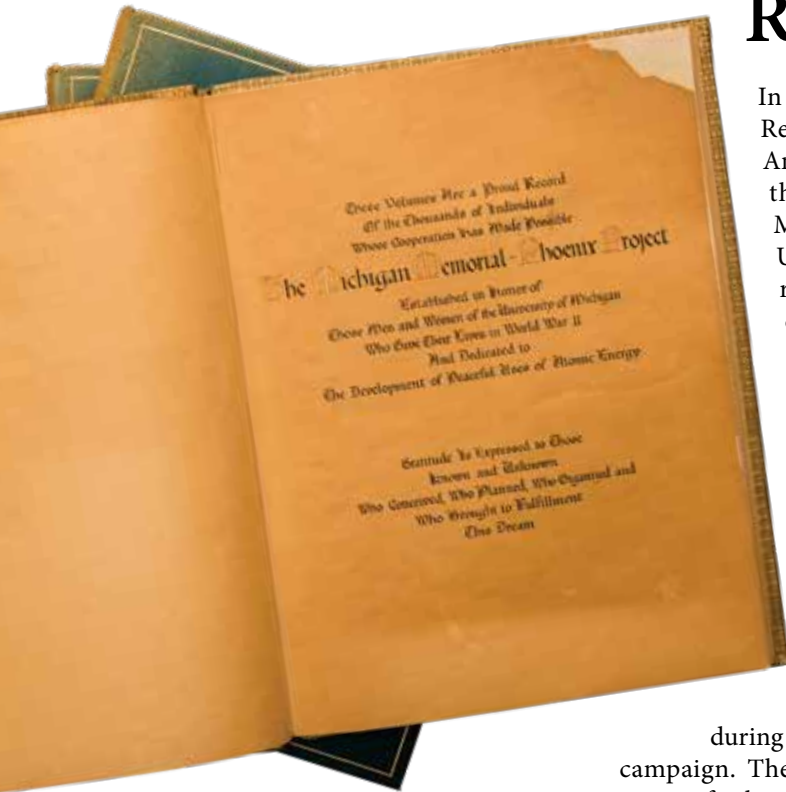
Rising from the Ashes

In 1957, the Ford Nuclear Reactor facility opened on Ann Arbor's North Campus thanks to the Michigan Memorial Phoenix Project, U-M's first modern fundraising campaign. The campaign raised more than \$8.5 million and established a memorial building in honor of the 585 university alumni, students, faculty, and staff members who gave their lives in World War II.

Though decommissioned in 2003, the reactor found new life during the Victors for Michigan campaign. The \$13 million renovated reactor facility—now called the Nuclear Engineering Laboratory (NEL)—was launched by the late **Bob (BSEPhys '45, BSEMath '45, MS '47, PhD '50) and Betty Beyster's** leading \$5 million gift. "He would

be incredibly impressed by what we see here today," Mary Ann Beyster said of her father. "His investment in the future, along with others, has turned into a three-dimensional space where researchers can address critically important issues for this nation and the world."

The renovated facility opened in 2017 to assist the tremendous growth of the Nuclear Engineering and Radiological Sciences (NERS) department. At 13,000 squarefeet, the new building provides laboratory and office space for seven faculty, nine research scientists, two staff, and many graduate students. "In keeping with the mission of the Michigan Memorial Phoenix Project, the NEL enables the NERS department to further our work in thermal hydraulics and nuclear detection, measurements, and nonproliferation as well as materials science," explained Ron Gilgenbach, department chair and Chihiro Kikuchi Collegiate Professor. "These expanding research programs are critical to a new era of exploration of nuclear science for peaceful applications."

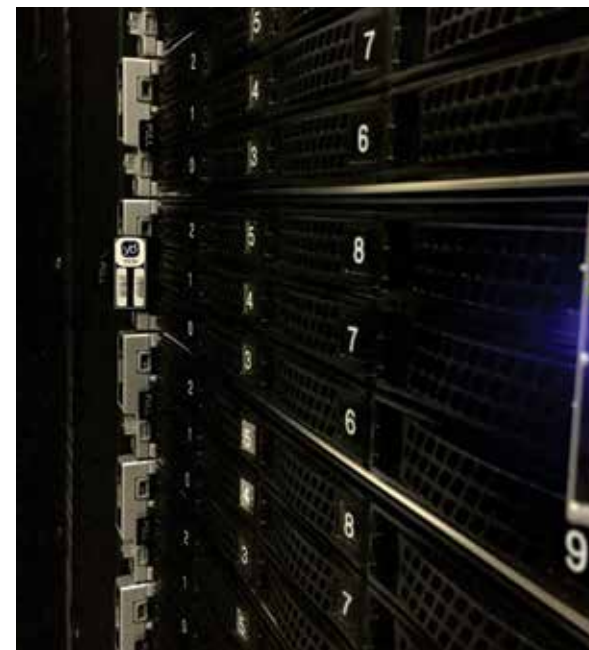


Campaign materials from the 1946–53 Michigan Memorial Phoenix Project. The project aimed to foster nuclear research for mankind's good, rather than its destruction—"in a word, a phoenix rising from the ashes of the atom bomb."

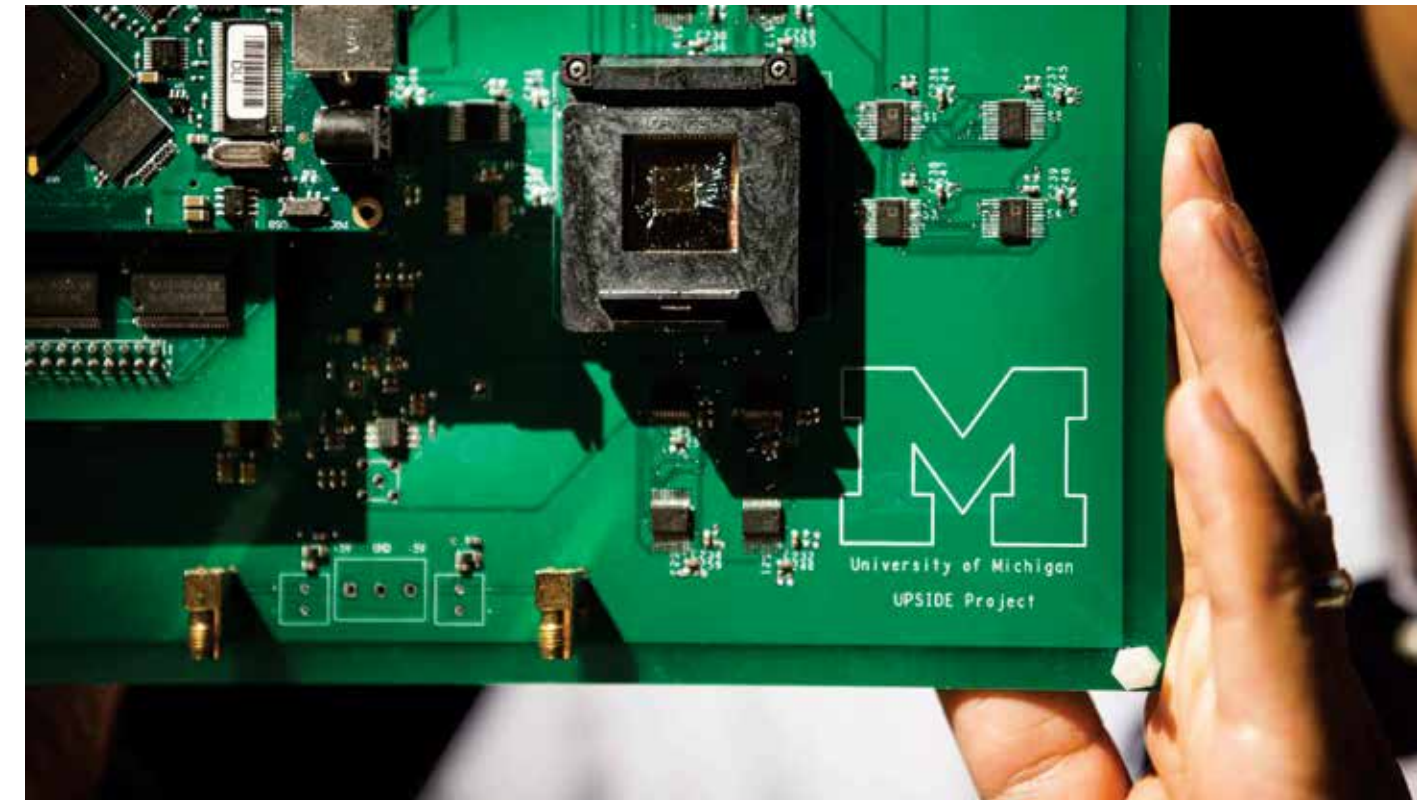
Forecasting the Future of Big Data

The University of Michigan's Advanced Research Computing group partnered with Michigan-based software company **Yottabyte** to construct new infrastructure for data-driven research at U-M. With \$5.5 million worth of hardware and software donated, the Yottabyte Research Cloud radically advances data research at Michigan by providing a flexible computing cloud for complex computational analyses of sensitive and restricted data. In the past, research and discovery has been hindered by the laborious and expensive process of building secure and project-specific IT platforms for running computational analysis of sensitive data. The cloud makes this process much more efficient. "With the Yottabyte Research Cloud, researchers will be able to ask more questions, faster, of the ever-expanding and massive sets of data collected for their work," said Yottabyte CEO Paul E. Hodges III.

The cloud is U-M's first extended employment of software-defined infrastructure for research. It allows for navigable and more tailored configuration of any-scale computing resources, which changes the way traditional IT infrastructure systems are deployed across U-M's research community. Eric Michielssen, associate vice president for advanced research computing at U-M, is excited by the future of big data at U-M. "The Yottabyte Research Cloud will improve research productivity by reducing the cost and time required to create the individualized, secure computing platforms that are increasingly necessary to support scientific discovery in the age of Big Data," he said.



Hardware installed for the Yottabyte Research Cloud at U-M. Yottabyte's contributions to the project in hardware and software total more than \$5.5 million.



Computer scientists and electrical engineers at U-M have developed new "memristor" computer circuit prototypes. With an approach inspired by biological brains, the prototypes can process images 16 times more efficiently than today's most advanced systems.

Theoretical Physics and C.S. Soar at U-M

What do theoretical physics and computer science have in common? Generous support from the **Leinweber Foundation**, for starters. The foundation's \$8 million gift to the Michigan Center for Theoretical Physics revolutionized the potential for leading-edge research at the University of Michigan. The center was renamed the Leinweber Center for Theoretical Physics in honor of **Larry Leinweber (LSA '60, Ross '77) and Claudia Babiarz**.

The couple's support expands opportunities at the center for students to study the fundamental questions of our universe, especially in particle physics and evolution. "I've always been fascinated by scientific discoveries, including research around the origin and scope of the universe we exist in," Leinweber said. "With this gift, the Leinweber family wants to help the university continue to attract talented students and provide faculty with enhanced resources to make groundbreaking discoveries."

Through programs like the Leinweber Fellows program, U-M is able to recruit the brightest young physics researchers. The gift also sustains U-M as a leading center for scientific discourse by bringing leading experts to campus as well as enabling new workshops and conferences that further stimulate discussion and breakthrough research across campus. "This support is crucial for the advancement of science and production of the next generation of researchers," said Bradford Orr, chair of the Department of Physics and an Arthur F. Thurnau Professor. "These are very exciting times in physics and the Leinweber Foundation has helped push Michigan to the forefront."

The Leinwebers' support doesn't end there. The foundation also contributed \$2.4 million for student scholarships in computer science at the College of Engineering. Their support stems from a bold vision to make the state of Michigan the epicenter for software talent and

innovation. Leinweber's own career has been dedicated to this vision. New World Systems, the software company he founded in Troy, Michigan, in 1982, is now one of the largest privately held software firms in the state.

"I want to ensure that we build a system of support and opportunities for students from Michigan who graduate in computer science so that they will find or make their careers right here in their home state," Leinweber said. The scholarship will build a nexus of talent in Michigan, with preference to aspiring software engineers from Leinweber's hometown of Reed City or any other accredited high school in Osceola County.

The Leinwebers' support is indicative of a rich history of philanthropy at U-M, where the causes one can support are as abundant and diverse as one's own interests.

Constructing a New Era

Taubman College raised the bar for facility renovation at U-M with its new Leadership in Energy and Environmental Design (LEED) Gold certified addition, the A. Alfred Taubman Wing. Taubman College's namesake, the late A. Alfred Taubman (Taubman College '48, HLLD '91), provided the lead gift for the \$28.5 million project. Additional support came from the late King Stutzman (AB '37).

"Taubman College is famous for our robot-filled fabrication labs and our wide-open studio floor," said Dean Jonathan Massey. "The A. Alfred Taubman Wing and renovation augments these assets with a faculty research hub and a glorious two-story commons that allows the entire college to gather for lectures, studio reviews, and social events. We are excited to form new living and learning relationships within its complex, carefully considered, and sumptuously daylit spaces."

The wing's strategic design will especially boost opportunities for student collaboration. With additional studio areas and spaces for group projects and collaboration in the eight capstone rooms, three meeting

rooms, two lounges, and reading room, the additional space nourishes all facets of architecture and planning education.

"This new space allows us to gather together to create, discuss, and design in ways aligned with the trajectory of the profession, steeped in collaboration," Massey said. The new atrium—a 5,700-square-foot commons space—underscores the addition's communal focus. Its capacious design, as well as its spiral-like stairs and ramps that create perambulatory patterns and sequences, affords vibrant intellectual and social engagement among faculty and students.

Structural improvements to the Art and Architecture building also include an updated HVAC system and a new roof. The saw-tooth roof on the addition reflects warm, natural light throughout the building—a boon during the cold and cloudy Michigan winters, especially.

An outdoor plaza was also built in the renovations, linking the wing with the rest of the building and providing further communal gathering space.

Students are already settling into the remarkable new space. "Along with the stunning daylighting, unique public spaces, and beautiful views to the exterior," said Henry Peters (Taubman College Class of 2018), "the new building provides a special opportunity for us to study and be critical of a contemporary work of architecture from the position of the inhabitant."

Collaborative opportunities are another bonus. "The open concept really facilitates discussion between not only people in planning, but people all across the school," says Emilie Yonan, a master's student of urban and regional planning.

All told, the new wing and renovation will position Taubman College to continue as a leader in architecture and urban planning. As Massey said, "Beyond the generosity previously provided to the college by Mr. Taubman, his support of the A. Alfred Taubman Wing has created a new era in architecture and planning education."

Pacing the Sun

In Greek mythology, things didn't end so well for Icarus when he flew too close to the sun. U-M students in Solar Car, a student-led organization that designs and races the world's fastest solar vehicles, have more grounded aspirations. They have also, more wisely, steered clear of utilizing wax-based materials.

Since the team's establishment in 1989, Solar Car has built 14 vehicles that have collectively won the American Solar Challenge nine times, placed third in the World Solar Challenge five times, and won the 2015 Abu Dhabi Solar Challenge. Among its many supporters, Solar Car partners with Giving Blueday to help fund its efforts. More than 100 student organizations take part in this worldwide day of giving to U-M. Funds raised on Giving Blueday 2016 supported the team's trip to Darwin, Australia,

for the 2017 World Solar Challenge. The team's second-place finish was the most successful in its history.

Solar Car is driven by more than competition. The team is also involved in advancing knowledge in the community. Much of the work done to develop the fastest solar cars on the planet also provides engaging avenues for U-M students to teach about alternative energies and inspire youth to pursue STEM education.

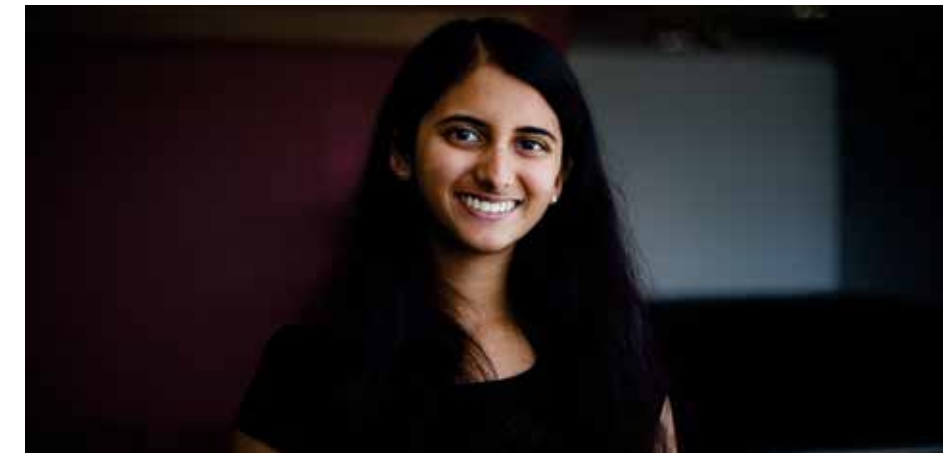


The Solar Car team's latest vehicle, Novum (Latin for "new thing") finished second in the 2017 World Solar Challenge.

Students CARE-ing for Students

When U-M students recognize a need, they take action. That's what happened when a group of Michigan Engineering students saw the need for an extra layer of student financial support. Motivated to keep the Michigan Engineering community together and help fellow students realize their academic dreams, they joined forces to help their fellow students who may have fallen on hard times. The group established Cost Assistance for Resilient Engineers (CARE), a sponsored student organization at Michigan Engineering.

Through the collective vision and fundraising efforts of these engineering students and fellow U-M supporters, CARE established an endowed scholarship to provide



Hannah Cheriyan (BSEBE '15, Medical School Class of 2019), founder and first president of the Cost Assistance for Resilient Engineers fund. The student-led program awards emergency grants to students experiencing an unexpected financial crisis.

additional funding for students who may experience a financial crisis while in school. The program's \$5,000 to \$10,000 grants mitigate the financial risks associated with personal crises—like a parent's job loss or a severe illness in the family.

CARE now serves as an extra support network that aims to keep the Michigan Engineering community together and ensure students have all the resources necessary to achieve their goals while at U-M. CARE's financial goal is to reach a \$1.5 million endowment, which would generate as much as \$67,500 in support scholarships per year.



A robotic arm sketches the A. Alfred Taubman Wing at the facility's grand opening, September 8, 2017.

TAUBMAN: DARYL MARSHKE; MICHIGAN PHOTOGRAPHY; NOVUM: EVAN DOUGHERTY; MICHIGAN ENGINEERING; CHERIYAN: JOSEPH XU; MICHIGAN ENGINEERING

V I C T O R S F O R

Environment & Sustainability

This is our world, our planet, our home—and we only have one. Today, many matters are pressing in on us as a global community. Climate change, deforestation, pollution, and the loss of endangered ecosystems threaten our natural environments. Food and water scarcity jeopardize regions around the globe. From pole to pole, our planet’s environmental challenges are diverse, abundant, and urgent. It’s going to take all of us to make a difference, move the needle, and preserve our planet for future generations.

At the University of Michigan, faculty, staff, and students work in tandem to answer the question: What kind of world will we leave for our children, their children, and the many generations to follow thereafter? Whether it be at the Erb Institute, the Center for Sustainable Systems, or the Graham Sustainability Institute, U-M’s approach to sustainability is as diverse as the challenges facing our environment. With U-M’s new School for Environment and Sustainability (SEAS) leading the way, every school,

college, and unit at U-M will play a part in advancing a more equitable and environmentally sound future for us all.

As we walk down a Nichols Arboretum trail or stop to smell the peonies along the way, we are reminded of our shared obligation to ensure the same privileges for current and future generations around the world. U-M will need to remain committed, agile, and adaptable to remain a national leader in environment and sustainability initiatives. Your support keeps U-M at the leading edge as a catalyst and trusted partner for leaders in society.

“Our job isn’t just to educate and create knowledge,” says Jonathan Overpeck, the Samuel Graham Dean of SEAS. “Our job is to help people in society, to make their world better for their livelihoods, and improve their quality of life.” Thanks to you, our blue planet will have even more allies in our shared fight for a sustainable global society.



Green Gifts for Our Blue Planet

U-M alumnus **Don Graham** (BSEIO '55, MSE '56, HDEng '09) spent his childhood Saturdays roaming the halls of the Dana Building, home to what was then U-M's School of Forestry and Conservation. Don's father, the late Samuel A. Graham, served on the school's faculty from 1927 to 1961. The elder Graham was renowned for his contributions to the school and its students during his 33-year tenure. His scientific contributions, first in forest entomology and later in economics and zoology, were invaluable in helping the new school establish a national reputation of excellence. By his retirement in 1961, he had directed the largest number of graduate students in U-M history.

Today, Don Graham is carrying on his father's legacy. Alongside his wife, **Ingrid Graham** (BSDes '57), Don honored the memory of his late father by establishing the Samuel A. Graham Deanship at U-M's new School for Environment and Sustainability (SEAS). Thanks in part to the Grahams' gift, SEAS welcomes world-renowned climate scientist Jonathan "Peck" Overpeck as its inaugural Samuel Graham Dean. Overpeck has authored more than 200 published works, including coauthorship of a Nobel Prize-winning report on climate change.

As U-M's newest school, SEAS is built on the strengths of its predecessor, the School of Natural Resources and Environment. In U-M's third century, the restructured SEAS will take on broader responsibilities and engage faculty from across the university. The school's porous boundaries will allow it to work collaboratively with other schools, institutes, and programs at U-M. Together, they will move the needle on the most challenging sustainability issues facing society today.

Overpeck welcomes the challenge of bringing the U-M community together to serve society and achieve a healthier, more equitable global environment. "Our goal is to be the best," he says. "We're only going to

achieve that by bringing everybody together and making the sum better than the individual parts. That's what SEAS is charged with doing: to be a catalyst, to be an empowerer. We not only need to help get our university to the very top of environmental research, but to have more impact in society than any other university in the world."

For Overpeck and the SEAS community, donor support throughout the Victors for Michigan campaign has made all the difference. "The donor partnerships with the University of Michigan are nothing less than mind-blowing," Overpeck says.

"There are so many partners helping us do these things right now. **The Erb Family Foundation**, in creating the Erb Institute, a partnership between the Ross School of Business and SEAS, is another example where we have a uniquely powerful program with world-leading synergy. It's amazing what we can accomplish in terms of helping business partners understand how they can create a more sustainable and just world."

The dean of U-M's newest school also acknowledges **the Wege Foundation** for its support of the Center for Sustainable Systems, a partnership between SEAS and the College of Engineering. And for SEAS' Victors for Michigan Campaign Chair **Peter C. Mertz** (BS '74, MBA '81), Overpeck has equally high praise. "He has been visionary in his support of our students. I cannot overstate the critical impact that he's had for our master's students, and how important that is to the success of those programs."

Leading environment and sustainability initiatives at U-M is no small feat. Thankfully for Overpeck, he'll have world-class assistance. "It would be so difficult to acknowledge all of the partners who provide life-changing support to our students, not to mention the vision and expertise they provide for our programs," he says. "We have so many wonderful collaborators who are making U-M a better place."

SEAS student Matthew Bertrand (MLArch '17) at Saginaw Forest. The forest has been home to numerous research projects and field courses for decades, including "Woody Plants," "Forest Ecology," "Freshwater Ecology," and "Soil Properties and Processes."



In Kenya, Dow Sustainability Fellows established Kulisha (Swahili verb, “to feed”), an organization that provides waste-treatment solutions for use in animal feeds. The project received the Dow Distinguished Award for Sustainability in 2016.

Unconventional Partnerships for Unconventional Challenges

From the isolated Book Cliffs of the western United States to the rivers of the Peruvian Amazon, our world’s natural landscapes are continuously threatened by the extraction of their natural resources. Patrick Harlin (MMus ’11, DMus ’16) journeyed to each of these regions to sample the sounds of their natural landscapes in an innovative investigation of the regions’ acoustic ecology. Harlin, a former Dow Sustainability Fellow at U-M, produced an evening-length musical composition that sampled the recordings he collected during his research. His dissertation contributed to an environmental impact report arguing for the preservation of our sonic landscapes. By drawing parallels between the concert hall and the natural world, he hoped to convey the importance of sound as a barometer of an ecosystem’s health.

Harlin’s unique vision reflects the diversity of sustainability projects sponsored by the Dow Sustainability Fellows Program at U-M. The program began in 2012 thanks to a \$10 million gift from **Dow Chemical Company Foundation**. Today, its unique structure brings together some of the most promising master’s, doctoral, and postdoctoral students from schools and colleges across the university. The program allows fellows to learn from one another and integrate the power of their respective disciplines to help solve global sustainability challenges. From energy, climate change, and transportation to water, food, housing, and health—Dow fellows are committed to finding interdisciplinary, actionable, and meaningful sustainability solutions around the world.

Dow Fellows also participate in an ongoing seminar and engage in a series of co-curricular activities designed to expand interdisciplinary thinking and leadership. In 2017, the company doubled down on its vote of confidence in U-M and its students with a \$3 million gift to extend the program through 2020. Dow’s continued support will enable fellows to continue implementing sustainable solutions for food systems, cities, infrastructure, mobility, consumption, and energy systems from Michigan to sub-Saharan Africa.

“There is no other university program like it,” said Neil Hawkins, Dow corporate vice president and chief sustainability officer. “This novel program brings together unconventional collaborations—from social work and business to the sciences and arts—to address real-world sustainability challenges.” That exchange of ideas between diverse academic backgrounds is invaluable for those in the program. That environment is just one more thing that sets U-M apart as a public research university.

“I always joke with people that Michigan is like the Disneyland of academics,” says Jocelyn Leitzinger, a former postdoctoral Dow Fellow. Leitzinger held concurrent appointments at the Erb Institute, the Graham Sustainability Institute, and the U-M Energy Institute. “There are so many amazing researchers across a number of fields, and so many interdisciplinary connections going on all across campus. The program itself is just amazing, especially between the Erb Institute and Dow—it’s a great fit. Academically, I’ve really never seen anything else like it.”

KULISHA IN KENYA, COURTESY OF THE GRAHAM SUSTAINABILITY INSTITUTE

Doris Duke Champions Diversity in Sustainability

We all have a place in the environmental movement. With the United Nations’ scientific panel on climate change reporting a looming climate crisis as early as 2040, we know that it’s going to take all of us to meet the most pressing needs of the day. Regardless of race, creed, religion, or political party, we all have a place in moving the needle in society—in achieving a more just and sustainable future.

“THE MOST VALUABLE THING THAT I LEARNED FROM DDCSP AT U-M IS THAT I HAVE A PLACE IN THE ENVIRONMENTAL MOVEMENT. AND THAT, REALLY, WE ALL DO.”

GABBIE BUENDIA, 2017 DDCSP SCHOLAR

At the height of the Victors for Michigan campaign, the **Doris Duke Charitable Foundation** provided a \$1.06 million grant to bring more bright minds into the fold. The gift established the Doris Duke Conservation Scholars Program (DDCSP) at U-M’s new School for Environment and Sustainability. Its goal is simple: Diversify

the conservation workforce by finding and developing the next generation of land, water, and wildlife professionals among traditionally underrepresented groups.

Each summer, more than 40 Doris Duke Conservation Scholars—selected for demonstrated interest in conservation, nature, and the environment—arrive in Ann Arbor for the program. They come from across the country, representing myriad schools and regions. Undergraduate students experience a two-year summer internship program that includes an educational component on campus and field experience with clients. More than 30 faculty and research scientists have hosted the scholars in their labs over the past two years. The program allows a diverse cohort of scholars to translate their passion and experiences into fruitful careers in the environmental field. By incorporating diversity and inclusion into students’ understanding of conservation practices, the program also fosters an appreciation for diverse perspectives that are critical to affording space for new ways of analyzing, understanding, and protecting the Earth’s land, water, and wildlife.

Two summers in the program offer scholars the opportunity to explore and document the unique environments of the Great Lakes region. The excursions take scholars to the U-M Biological Station, Tahquamenon Falls, and Suttons Bay to spend time on the tall ships of Grand Traverse Bay. In their second year of study, scholars visit Mackinac Island and a field site on St. Mary’s Island. The program’s capstone retreat in late summer took place in Yellowstone National Park. Exposure to these diverse environments—and to the diversity of perspectives made possible by the program—make all the difference for emerging leaders in environment and sustainability.

“Usually, I’m surrounded by people that are from the same environment as me,” said Ami Fofana, a second-year scholar from the University of Toledo. “Being able to talk to people with different backgrounds and different beliefs and ideologies was really amazing.”

Members of the 2017 Doris Duke cohort pose outside of the Dana Building on U-M’s Central Campus.



DDCSP COHORT, DAVE BRENNER



A trail running through U-M's Nichols Arboretum. The Matthaei Botanical Gardens Trail will connect the botanical gardens to the arboretum with a paved two-mile hiking and biking trail.



A Natural Connection

The Matthaei Botanical Gardens welcomed a new addition during the Victors for Michigan campaign: a paved, two-mile-long hiking and biking path. The new path connects the botanical gardens with a network of trail systems throughout Ann Arbor, providing a nonmotorized link to a long list of destinations that includes U-M's Nichols Arboretum and Central Campus.

In 1957, the late **Regent Frederick C. Matthaei, Sr. (AB '14, HDBA '53)** and **Mildred Hague Matthaei (Taubman College '45)** donated some 200 acres of land along Fleming Creek, along with funds for the purchase of the adjacent Matteson Farm on Dixboro Road. Over time, the land donated by the Matthaei family became Matthaei Botanical Gardens, Radrick Farms Golf Course, and the grounds of the U-M Adventure Leadership Program. The new path winds through each of these three properties.

In addition to grant support, more than 150 individuals and businesses made gifts to the trail, nearing \$800,000 in private

contributions. The diverse group of supporters includes the botanical gardens' corporate neighbors **Toyota** and **NSF International**, as well as nearly 150 individual donors. The Matthaei family made lead gifts in honor of **Regent Emeritus Fred C. Matthaei, Jr. (BSE Ind&ME '47)** and son **Fred Matthaei III (BBA '71)**. Washtenaw County Parks, the Southeast Michigan Council of Governments, and Michigan Department of Transportation provided more than \$2.5 million for the trail construction.

Nonmotorized transportation options throughout U-M properties are central to the botanical gardens and arboretum's strategic goals, says Karen Sikkenga, associate director of Matthaei-Nichols. Primary concerns include the health and safety of visitors and, of course, a lighter carbon footprint. "We're united with our neighbors in the leadership program and golf course in valuing the environmental and personal health benefits of being outdoors," Sikkenga said.

More than 135,000 visitors arrive at Matthaei each year. As that number increases, the trail's value will increase even more. "Currently, more than 135,000 visitors each year carpool, ride a bike, or drive a car to get to Matthaei," she added. "The new trail will allow them to leave their cars safely behind."

With no university or city bus options serving the gardens, the new trail will offer increased access for U-M students. "We're looking forward to how the trail will connect people with Matthaei Botanical Gardens and with other trail systems throughout the area," said Matthaei-Nichols Director Bob Grese.

"Just as important, we're all about connecting people with nature, which is what this path will achieve for walkers and bikers as they make their way along the trail," Grese said. "Any opportunity we have to get outside and move is a chance to immerse ourselves in nature and experience its powerful benefits."

SCOTT SODERBERG, MICHIGAN PHOTOGRAPHY



Go Bloom

The late **Martha G. Parfet (LSA '46)** will be remembered for the warmth of her presence, her service to her community, and her deep and abiding connection to the natural world. In 2013, Parfet made the largest endowment gift in the history of Matthaei Botanical Gardens and Nichols Arboretum. Parfet was the last living grandchild of U-M alumnus **William E. Upjohn (MD 1875)**, who first donated peonies to the university in 1922. That seed funding provided the foundation for the peony gardens, which first opened to the public in 1927.

Parfet's 2013 gift established the W.E. Upjohn Peony Garden Fund, celebrating her family's long history of supporting U-M and reaffirming her own commitment to preserving the beauty of the natural world for future generations. Today, the garden offers a stunning array of flowers, with over 270 historic cultivated varieties from the 19th and early 20th centuries. The finest American, Canadian, and European peonies of that era decorate 27 beds, with each full bed containing 30 peonies. Parfet's legacy at U-M will be in bloom for many summers to come, as 10,000 herbaceous heirloom peonies—the largest collection of their kind anywhere in North America—spring to life again and again.

An Art of Branch & Balance

The Bonsai and Penjing Garden at U-M's Matthaei Botanical Gardens opened in 2013, thanks to generous support from numerous donors. At the tail end of the Victors for Michigan campaign, a gift from U-M alumnus **Mel Goldstein (AB '59, AM '60)** has endowed a curator for the garden and put it in position to be one of the leading bonsai gardens in the United States.

The bonsai and penjing collection began in 1977 with a gift of specimens from the estate of **Maurice SeEVERS**, former director of the U-M Department of Pharmacology and an ardent bonsai lover. Today, the collection numbers more than 70 specimens, representing traditional Japanese and Chinese styles along with American and European influences.

SCOTT SODERBERG, MICHIGAN PHOTOGRAPHY



The Matthaei Botanical Gardens' collection is home to more than 70 bonsai and penjing specimens. Access to the collection is free and open to the public.

The practice of growing stylized, transportable plants probably began with Buddhist monks traveling from ancient India. Today, bonsai is practiced all over the world. It continues to balance aesthetic concerns with a commitment to conservation, an art form steeped in a deep connection to the natural world. "By virtue of our being here on earth, observing other life without impact is not an option," says donor

Jack Wikle. "So the issue, it seems, is being conscientious in our search for that unattainable optimum balance—never stable, always teetering, constantly shifting—between watching and participation. I believe that the awareness, understandings and appreciation that grow from cultivating trees in containers can help us in our search for this balance."

Kale to the Victors

What's it take to get farm-to-table produce served up in campus dining halls? A lot of bright students, a healthy plot of land, and heaps of generous support (or seed funding, if you will).

The Campus Farm at Matthaei Botanical Gardens has serves the greater University of Michigan community with educational and research opportunities related to the production of sustainable food. The program began as a student-led project in 2012, soon partnering with the botanical gardens and Nichols Arboretum to become a fully-fledged, student-run farming project.

“The Campus Farm has become a centerpiece for Matthaei-Nichols, of our commitment to environmental sustainability, and to our desire to engage students and classes in hands-on learning,” says Matthaei-Nichols Director Bob Grese. Grese, the Theodore Roosevelt Professor of Ecosystem Management and a professor of natural resources, helps oversee the student-run farm. Thanks to the partnership, Campus Farm now serves as a multi-stakeholder living-learning lab for students and a source of fresh, sustainably grown produce for the campus community. The farm prides itself on producing food for students, by students.

In 2017, U-M donors provided funding that allowed for the addition of two new hoop houses, enhancements to infrastructure, and equipment that allowed Campus Farm to achieve Good Agricultural Practices certification. That means that food grown on the farm (kale, chard, peppers, tomatoes, and more) can now be served right back to U-M students in dining halls across campus. With sales at the M Farmers Markets and at the alumni-owned Argus Farm Stop, Campus Farm produce also makes its way into the local community. Argus owners **Bill Brinkerhoff (BSEIO '87, MSE '89, MBA '89)** and **Kathy Sample (MBA '89)** are among Campus Farm's numerous benefactors.

And the farm cultivates more than just produce. It's where theory and practice come together in a physical space, serving as the site for class visits, student engagement and leadership, and research projects in a wide range of fields. At the farm, students become active citizens and leaders. They learn to challenge the present and enrich the future, not only in terms of agriculture, but also in broad and interconnected issues of justice, equity, and the environment.

“We face complex challenges for transforming food systems toward environmental sustainability and social justice,” said Jennifer Blesh, assistant professor of natural resources and environment. “To help students develop these competencies and skills, we need to increase opportunities for engaged and experiential learning about agriculture and all aspects of the food system.”

Along with its collaborative partners, the University of Michigan Sustainable Food Program and the Sustainable Food Systems Initiative, the farm is elevating U-M as a world-class center for 21st-century scholarly research, teaching, and engagement in sustainable food systems. Up to 50 students volunteer at the farm each week, and 10 to 15 faculty members from across campus are involved with the farm through teaching, research, and special projects. With the Campus Farm gaining in size and support each year, the gains reaped by students will only continue to grow.

COURTESY OF THE COLLEGE OF ENGINEERING



Carly Sharp (College of Engineering Class of 2019) picks cherry tomatoes at Matthaei Botanical Gardens' Campus Farm. Thanks to donor support, food grown on the farm can now be served in dining halls across campus.

VICTORS FOR Athletics & Student-Athletes

At the Michigan Union, guests are greeted by two statues. The first represents the scholar, facing north toward the academic heart of the university on Central Campus. The second represents the athlete, gazing south towards the playing fields and training facilities on the Stephen M. Ross Athletic Campus. The two stand together as equals, representing a core tenet of the modern university: *Mens sana in corpore sano*. “A sound mind in a sound body.”

U-M student-athletes strive to achieve the highest-caliber performance in both mind and body. That’s because at Michigan, a world-class public research university works alongside a nationally renowned athletics department to provide an unrivaled destination for aspiring student-athletes. Michigan Athletics is one of only 23 Division I sport programs in the nation to be completely self-funded and self-sufficient, with no funding coming from student fees, university assistance, or government aid. To advance its mission and ensure the highest-quality experience for its student-athletes, the department is largely reliant on generous donations.

At the outset of the Victors for Michigan campaign, Michigan Athletics established three objectives. First, generate new scholarship support for some of the country’s most talented student-athletes. Second, build revolutionary, game-changing facilities for those student-athletes to call home. And third, focus on the holistic student-athlete experience with new enrichment programming. With those objectives in mind, donors answered the call. You provided student-athletes with the resources they need to be nationally competitive, both on the field and in the classroom.

With this campaign, Michigan Athletics donors demonstrated the loyalty and enthusiasm that defines the spirit of Michigan. Fielding H. Yost, the university’s first varsity football coach and later director of athletics, defined that spirit at his 1942 retirement banquet. “It is based on a deathless loyalty to Michigan and all her ways... And a conviction that nowhere is there a better university, in any way, than this Michigan of ours.”

Thanks to you, that spirit grows stronger each and every year.



Leaders Invest in Student-Athletes

At the launch of the Victors for Michigan campaign, Michigan Athletics set out to raise \$55 million in new scholarship aid. Donors gave nearly double that goal in an overwhelming show of support, contributing more than \$100 million to scholarships for student-athletes. The campaign saw the creation of 193 new endowed athletics scholarships. That represents an 87 percent increase in endowed funds. Thanks to endowed scholarships, a permanent stream of revenue now supports student-athletes across 29 sports.

Of the 193 newly formed endowments, nine came from one family. **Noel Tichy and Patti Stacey (AB '78, MBA '87)** have been longtime U-M supporters. Noel serves as a professor of management & organizations at the Ross School of Business; Patti is a two-time U-M alumna. Their gifts were a show of gratitude for student-athletes who represent U-M at the highest levels.

“Student-athletes at Michigan are a very special group,” Patti said. “They excel in their sports and in academic endeavors as well. Many of these fine young men and women incur significant financial debt while contributing so much to our university. They are future leaders in society and so deserving of our support.”

Robbie Mertz (Ross Class of 2019), a men’s soccer student-athlete and endowed scholarship recipient, shared his thanks for the donor support that’s made his U-M experience possible. “I have thrown my full self into my Michigan education,” he said. “I don’t intend to waste the opportunity that you are granting me, so I will continue to work my hardest to make the most of my time here.” Mertz is pursuing his bachelor’s degree in Business Administration at the Ross School of Business. He is a two-time captain of the men’s soccer team, a two-time All-Big Ten selection, and an All-Big Ten Academic selection.

Donor support made it possible for numerous U-M teams and student-athletes to excel throughout the campaign. **Don and Pat Roof** offered invaluable support for Head Coach Carol Hutchins’s softball team. “Our general approach is if Hutch needs something to make the program better, let’s get it!” they said. A portion of the couple’s support was awarded to Sierra Romero (BGS ’17) through the Roof Family Softball Endowed Scholarship Fund. At Michigan, Romero became a four-time All-American. She was the first NCAA softball player to record 300 runs, 300 hits, and 300 RBIs in her career, and she holds the NCAA record for career runs (300) and grand slams (11). Romero was the 2016 USA Softball Collegiate Player of the Year and a recipient of the Honda Sport Award.

At graduation, she told *Leaders & Best* that the Roofs’ support was crucial to her abundant success. “Don and Pat Roof have been like family to me these past four years,” she said. “They supported me throughout my career at Michigan and they’ve always been those smiling faces I love to see in the stands when my family couldn’t be there. If it wasn’t for them, I wouldn’t have had a lot of the opportunities I’ve been lucky to have.”

“IT’S A PART OF MICHIGAN THAT PEOPLE ARE TRYING TO DO THE RIGHT THING.”

RED BERENSON (BBA '62, MBA '66)

Few people could understand the importance of scholarship support better than **Red Berenson (BBA '62, MBA '66)**. Berenson served as head coach of the men’s hockey team for 33 years. He currently serves as special advisor to Warde Manuel (BGS '90, MSW '93, MBA '05), the Donald R. Shepherd Director of Athletics. Throughout the Victors for

Michigan campaign, Berenson advocated for the endowment of the entire men’s hockey program. The \$20 million fundraising endeavor will provide opportunities for student-athletes to excel in the classroom, on the ice, and in their communities. Beyond ensuring the sustainability of the ice hockey program, the initiative will help alleviate financial pressure for other sports.

That kind of support translates to a world-class operation, where talented athletes become gifted scholars. “I’ve had an assortment of kids from different backgrounds and different educations, and the bottom line continues to be the same,” Berenson says. “For example, we had a kid here from Western Canada. A valedictorian of his graduating high school class, a private school. A top student. He got here and after about a month, he came in and said, ‘Coach, this is really tough. Everybody here is really smart.’ I remember saying, ‘Good. That’s the way it was when I was here, that’s the way it should be, and that’s what’s going to make you a better student.’”

Wanting to ensure continued success for the program and its student-athletes came naturally for Berenson. “It was easy for me because I can see the results,” he says. “What are the results? The results are these kids playing, graduating, moving on, and being good citizens. We’ve had kids go through the program that are neurosurgeons, all kinds of doctors and lawyers, and successful people. Great citizens and great people.”

For Berenson, donors investing in the programs they love—and supporting the student-athletes who carry on U-M’s long-standing traditions—is par for the course. “It’s not a sensational thing,” he says. “It’s a part of Michigan that people are trying to do the right thing.”



Left: Red Berenson led the men’s hockey program for 33 seasons. Now, he’s campaigning for the program’s endowment.

Right: Robbie Mertz, two-time captain of the men’s soccer team and scholarship recipient.

Bottom: Sierra Romero, 2016 USA Softball Collegiate Player of the Year and scholarship recipient.



HOCKEY PLAYERS: BENJA LAVERTY; MERTZ: ERIC BRONSON; MICHIGAN PHOTOGRAPHY; ROMERO: DANIEL MARSHEE; MICHIGAN PHOTOGRAPHY

Mr. Ross' Campus

The late Bob Ufer (AB '43, TeachCert '43), U-M's most beloved broadcaster, famously dubbed Michigan Stadium "the hole that Yost dug, Crisler paid for, Canham carpeted, and Schembechler filled." If he could see the state of U-M's South Campus today, Ufer may have also coined the phrase, "the kingdom that Ross built."

At campaign's end, Michigan Athletics tallied nearly \$228 million in facility and capital project support, spearheaded by Campaign Chair **Stephen M. Ross (BBA '62, HLLD '11)**. Like any good captain, Ross led by example. He famously made the largest donation in U-M history in 2013. His \$200 million gift was split down the middle, with \$100 million dedicated to the Ross School of Business and the other \$100 million directed to what is now known as the Stephen M. Ross Athletic Campus.

The Stephen M. Ross Athletic Campus – South Complex is the project's crown jewel. Completed in the winter of 2018, the facility benefits nearly two-thirds of U-M student-athletes. The project added approximately 280,000 square feet of space for men's and women's track and field, cross country, lacrosse, soccer, and women's rowing.

"The new facility made a huge impact for our student-athletes, for our coaches. It's given us a home," said Mark Rothstein, head coach of women's rowing. "It's given us a place that is best in the country, really the best in the world, for an indoor training spot for rowing."

A performance and team center provides specialized spaces and shared resources for all teams. It includes strength and conditioning, athletic medicine, meeting space, and locker rooms. It also allows for consolidation of various team facilities now dispersed across the athletic campus. The facilities are available to student-athletes who already practice and compete in that area as well as students who participate in the university's recreational sports programs.



The all-new Football Performance Center is on its way to completion in Glenn E. Schembechler Hall. The project will renovate existing space and provide additional space for athletic medicine, rehabilitation, wellness, and nutrition for the football program.

Team One Delivers

A group of donors collectively known as "Team One" catalyzed the construction or renovation of five more athletic areas across the Ross Athletic Campus. Joining Ross' ranks were **Al Glick and Robert Glick (LSA '36)**, **Bryan (BBA '73, MBA '75) and Kathleen (ABEd '72, TeachCert '72) Marsal**, **Donald (BSE IndE '55, MSE '56, HDEng '09) and Ingrid (BSDes '57) Graham**, and **J. Ira (BBA '59, HLLD '12) and Nicki Harris**. The team also welcomed support from **Jane (BBA '86, MAcc '86) and Daniel Och (AB '85) and Catherine Forbes, Regent Ron Weiser (BBA '66) and Eileen Weiser (MMus '75), and William (BBA '84) and Sharon Stein**. Together, the team contributed to the rise of the Athletics Operations Center, the Donald R. Shepherd Softball Center, the Football Performance Center, the Field Hockey Complex, and the Richard L. Postma Family Clubhouse at the U-M Golf Course. The Shepherd Softball Center at Alumni Field features a new athletic training space and team gathering room. The three-story facility was built on the footprint of the previous softball building, but now includes a museum, coaches' offices, improved training facilities, and a fitness room. Similarly, the Football Performance Center at Glenn E. Schembechler Hall offers an additional 8,000 square feet for athletic medicine, rehabilitation, wellness, and nutrition for the football program.

Phyllis Ocker Field received a complete makeover after the close of the 2013 field hockey season, with renovations that established it as one of the nation's elite sites for competition. Additions to Ocker Field include a new, 13,000-square-foot team-support building, field lights, video scoreboard, and a fan plaza. U-M inserted an impressive 1,500-seat grandstand on the north sideline, tripling the capacity of the field that has hosted numerous sellout crowds. In 2018, the field hockey team posted a 14-7 record en route to a repeat Big Ten regular-season title and a spot in the NCAA quarterfinals. The team posted a perfect 9-0 mark at Phyllis Ocker Field.

The Richard L. Postma Family Clubhouse opened in May 2017. The 23,000-square-foot facility overlooks both the historic Alister MacKenzie-designed U-M Golf Course and Michigan Stadium. The clubhouse includes banquet facilities for use by the entire university community.

At the close of the Victors for Michigan campaign, five of the six projects have been completed; the Football Performance Center renovations are scheduled to conclude in May.



The Donald R. Shepherd Softball Center includes a museum, coaches' offices, improved training facilities, team meeting space, and a fitness room. The center is the latest addition to the Wilpon Complex, home to the U-M baseball and softball teams.



In 2018, the U-M field hockey team qualified for its 15th NCAA Tournament appearance. 19th-year Head Coach Marcia Pankratz ensured the team remained unbeaten through nine home games at the renovated Phyllis Ocker Field.

SOUTH COMPLEX: DARYL MARSHKE, MICHIGAN PHOTOGRAPHY; THANK-YOU BANNER: COURTESY OF MICHIGAN ATHLETICS; FOOTBALL PERFORMANCE CENTER: ERIC BRONSON, MICHIGAN PHOTOGRAPHY; SOFTBALL CENTER: DARYL MARSHKE, MICHIGAN PHOTOGRAPHY; FIELD HOCKEY TEAM: AUSTIN THOMASSON, MICHIGAN PHOTOGRAPHY

Sound Body, Sound Mind

Between hours of practice, attending class, and finding time for all else that makes up a U-M education, being a student-athlete is one of the most demanding roles on campus. Thanks to campaign donations totaling over \$22 million, Michigan Athletics was able to develop a holistic approach for helping student-athletes excel under pressure.

Programming support for U-M student-athletes is abundant and diverse. Programs provide strong academic support, leadership education, and career preparation through a variety of comprehensive services. International experiences offer opportunities abroad, allowing student-athletes to expand their worldviews by becoming immersed in different cultures.

Perhaps most importantly, health and wellness initiatives provide student-athletes with the resources necessary to maintain their well-being. In 2014, Michigan Athletics worked alongside the U-M Depression Center and the School of Public Health to launch Athletes Connected. The program aims to raise awareness, reduce stigma, and promote help-seeking for mental health issues, as well as teach positive coping skills.

Will Heininger (AB '11) was a sophomore defensive lineman when depression struck. "It's hard to remember the exact day I fell apart," he said. "Every day had become a bad day. I'm from Ann Arbor and I was playing football for the University of Michigan. Yet here I was, 19 years old and hating my life. I had no motivation, no pleasure in anything. How can I keep living if every day, every hour, every minute was so difficult? I didn't realize it then, but depression had run a sledgehammer through my life."

Heininger sought help through Athletes Connected, which had caught the attention of former Interim Donald



Many student-athletes experience mental health problems like depression and anxiety. The Athletes Connected program aims to increase awareness of mental health issues, reduce the stigma around help-seeking, and promote positive coping skills among student-athletes.

R. Shepherd Director of Athletics **Jim Hackett (BGS '77)** and his wife, **Kathy Hackett**. The couple donated half of Jim's salary from his tenure as athletic director—\$300,000—to support the continued development and expansion of the program. Their support has allowed the program to undertake new research initiatives to improve our understanding of how mental health affects student-athletes' performance—both athletically and academically. Funds have also expanded outreach efforts and the Athletes Connected Wellness Groups, which provide ongoing education and support.

"We both believe that mental health touches everyone in all facets of life," Jim Hackett said. "The nature of the sports world suggests that athletes are more fit and more perfect than the rest of the population but, as we know, they are just

people too. We wanted to bring visibility to the challenges that athletes can have with issues like depression."

With the resources Athletes Connected provides, student-athletes like Heininger can overcome obstacles brought on by mental health issues and go on to thrive at U-M and beyond. Heininger graduated as a four-time Academic All-Big Ten honoree. He now works as an outreach coordinator for the U-M Depression Center, supporting other student-athletes through the Athletes Connected program. "Because I opened up and got help, I became a better football player, a better student, a better friend, and a better person," he said. "In hindsight, overcoming depression was the greatest blessing of my life."

HEININGER: WILL DEL ROSARIO



Coach John Beilein has led U-M to eight NCAA Tournament appearances, also winning two Big Ten regular season championships and two Big Ten Tournament titles. Beilein is the winningest coach in program history.



Coach Jim Harbaugh joined Fielding Yost as the only head coaches to collect back-to-back 10-win seasons in their first two seasons at U-M. Eight Wolverines have secured 12 All-American honors under Harbaugh's leadership.

A Coach By Any Other Name

In addition to its three campaign priorities, Michigan Athletics honed in on special needs of the department, accounting for \$42 million in donations. That includes the development of U-M's first-ever coaching endowment program. With these funds, four coaching positions will have a permanent source of financial support to curtail compensation expenses. Current head-coaching endowments include John Beilein, the David and Meredith Kaplan Men's Basketball Head Coach, and Jim Harbaugh (AB '86), the J. Ira and Nicki Harris Family Head Football Coach. The Michigan football team also welcomed the addition of the Matthew and Nicole Lester Family Defensive Football Coordinator, held by Don Brown, and the Sanford Robertson Offensive Football Coordinator, held by Josh Gattis.

Coach Harbaugh's new title came in recognition of a \$10 million leadership gift from **J. Ira (BBA '59, HLLD '12)** and **Nicki Harris**. The gift provided endowment resources to student-athletes on the football team and assisted with renovating facilities on the Stephen M. Ross Athletic Campus. The gift

paved the way for **Sanford Robertson (BBA '53, MBA '54)** and **Matthew (AB '87) and Nicole Lester**, who committed \$3 million to endow the offensive and defensive coordinator positions.

"[It's] a way to honor and pay tribute to the history and tradition of Michigan Football and the joy it has given my family throughout the years," Harris said. "We are proud to be a part of the Michigan family and to provide resources that will continue our tradition as leaders and best."

David (BBA '89) and Meredith Kaplan (AB '92) later rechristened Coach Beilein's position with a \$7.5 million gift. The Kaplans' gift provided funding for the head basketball coach position, the David and Meredith Kaplan Men's Basketball Endowed Scholarship Fund, and facilities improvements at Michigan Athletics. The gift was inspired by the 2016 men's team's storied run in the NCAA tournament and by the 1989 championship season that highlighted David's senior year.

"Meredith and I are absolutely thrilled to provide this gift to Michigan and with special recognition of our friend John Beilein," David said. "John exemplifies what is good and wholesome in college sports and we are delighted that his leadership abilities were on display for all to see during the program's remarkable run this past March."

Beilein described the appointment as an honor, with special admiration for the Kaplans. "I will do my very best to represent this position with as much success, class, and dignity as David and Meredith have represented this outstanding institution as alums," Beilein said. "[They] have been so generous to the university, not just through an endowed scholarship for athletics, but also to the Ross Business School, Life Sciences Institute, and Office of Financial Aid."

Like many of Michigan Athletics' generous donors, the Kaplans support several areas of the university, committing time, talent, and resources to a diverse array of causes at U-M.

VICTORS FOR Entrepreneurship, Service, & Society

It had already been a long day of campaigning when John F. Kennedy arrived in Ann Arbor on October 14, 1960. At two in the morning, he was greeted by 10,000 students on the steps of the Michigan Union. Shaking off his weariness for a few historic moments, Kennedy launched into an impassioned speech. He charged the crowd to go out and serve the public good by living and working in developing countries, describing a government initiative that could reach the most vulnerable parts of the world. And like that, the Peace Corps was born.

It's fitting that the Peace Corps was conceived in Ann Arbor. The University of Michigan was founded on the same commitment to serve society and advance the public good. Its unique position as a premier public research institution allows it to innovate, inspire, lead, and be a difference-making engine in society. "This university," Kennedy said, "is not maintained by its alumni, or by the state, merely to help its graduates have an economic advantage in the life struggle. There is certainly a greater

purpose, and I'm sure you recognize it." The Victors for Michigan campaign embodied and emboldened that greater purpose.

U-M students pioneer difference. They kickstarted hundreds of companies and projects with university support. Through new and expanded leadership programs, future CEOs, politicians, coaches, and community advocates learned to be bold leaders. U-M also doubled-down on understanding and alleviating poverty, launching a campus-wide Poverty Solutions initiative. Social work students commuted thousands of miles across highway I-94 to work in communities in Detroit. As President Kennedy knew when choosing U-M to share his vision for the Peace Corps, Michigan students are among the most capable orchestrators of change in the world.

This chapter offers a glimpse at some of the entrepreneurial and community-driven initiatives, projects, and programs across the university that you defined throughout this historic campaign.



Empowering Women in Finance

The landscape of today's financial industry is shifting, and philanthropy is helping define the contours of its change. During the Victors for Michigan campaign, **Jane (BBA '86, MAcc '86) and Daniel Och** made a significant gift to establish the Och Initiative for Women in Finance at the Stephen M. Ross School of Business. Their goal: Encourage women to enter business school and pursue careers in finance.

The Och Initiative increases awareness among undergraduate students about careers for women in finance by opening viable access to mentorships, action-based learning projects, professional development workshops, and co-curricular programming. Historically, the financial sector has been a male-dominated field. Central to the initiative is that female students would have role models to help them envision successful careers as financial leaders. "It is important that future generations of business leaders see themselves reflected in the careers they are considering, whether on Wall Street or Main Street," said Alison Davis-Blake, former Edward J. Frey Dean of the Ross



Ross alumna Alexa Abbot (BBA '17) visited New York City alongside 24 other B.B.A. students as a part of the Och Initiative. Students visited companies like J.P. Morgan and Morgan Stanley to network with other women working in the finance sector.

School of Business. "Lack of role models in some sectors of the economy is a challenge for students across the country as they make career choices, so we are grateful the Ochs chose to create this initiative here at Ross." One way the initiative addresses this need is by increasing engagement with high-level financial leaders, on campus and in key financial cities.

The resources created through the Och Initiative further establishes Ross as a place where women are inspired and empowered to be leaders in financial services, both in their communities and around the world.



Jeff T. Blau Hall at Ross School of Business. The facility opened in October 2016 alongside the renovated Kresge Hall.

Constructing Academic Values

The Ross School of Business welcomed a major renovation and a striking new addition during the campaign. The construction of the Jeff T. Blau Hall and renovation of Kresge Hall stood as testaments to the university's ongoing commitment to offering leading learning environments. With historic lead gifts from the school's namesake **Stephen (BBA '62, HLLD '11) and Kara Ross**, and **Jeff (BBA '90) and Lisa Blau**, donor support transformed the Ross School of Business School into a vibrant nexus of business education. "The new space better aligns our facilities with the important mission of the school," says Ross Chief Financial Officer Sean O'Neil. "We are able to build great spaces that foster bold innovation and collaboration. Thanks to the commitment of our alumni, we are able to do this without putting additional pressure on tuition."

The 179,000 square feet of construction and renovation includes two capacious atriums that admit a wealth of natural light, nine new classrooms more equipped for dynamic learning experiences, and a library space completely re-thought for the demands of a digital age. True to the intentional learning environment these new spaces afford, the Blau and Kresge halls are also environmentally friendly. The spaces received LEED Gold certification for energy efficiency and sustainability measures.

Investing in the Future

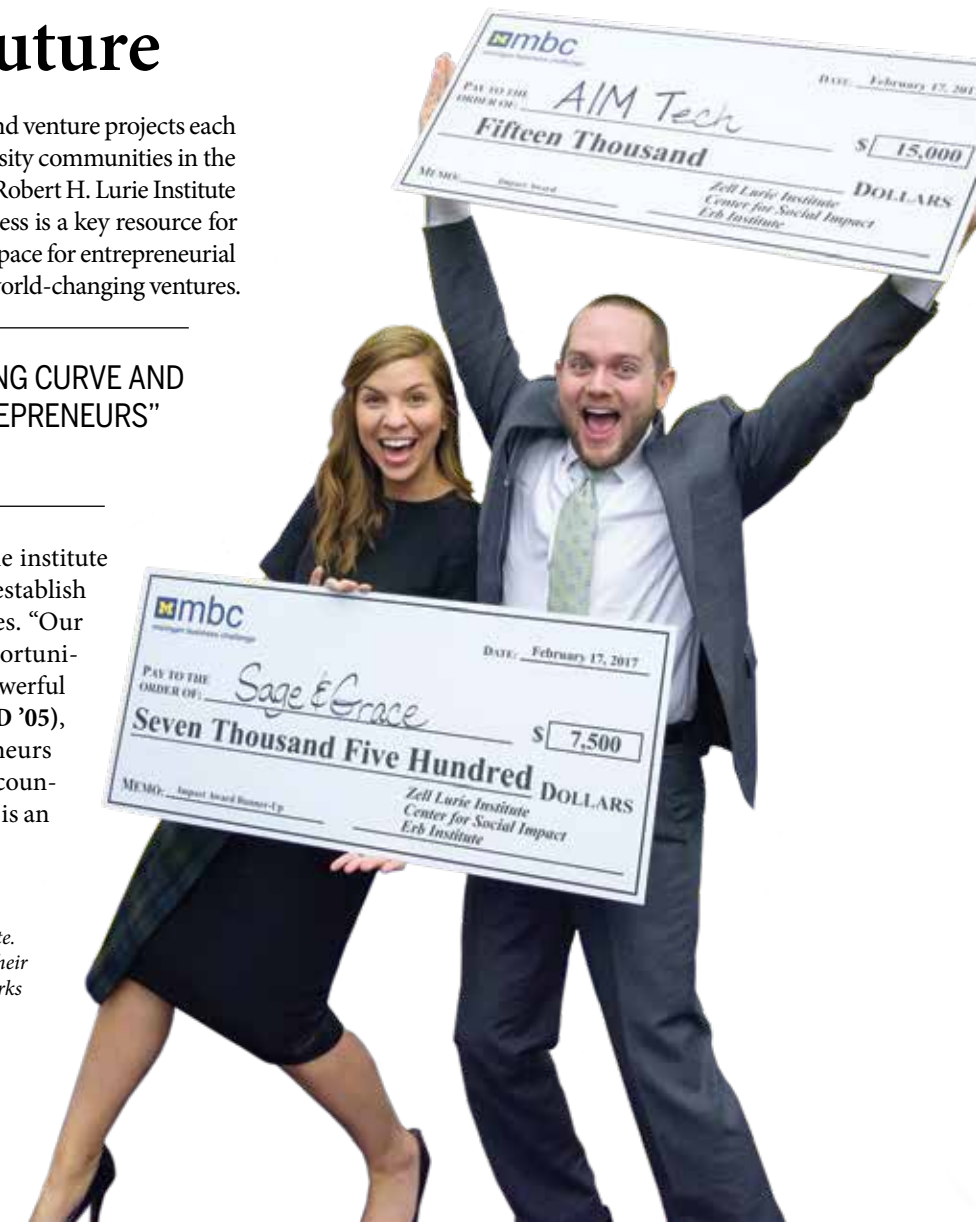
U-M students create a staggering number of start-ups and venture projects each year, making Michigan one of the most dynamic university communities in the world for entrepreneurial pursuits. The Samuel Zell and Robert H. Lurie Institute for Entrepreneurial Studies at the Ross School of Business is a key resource for aspiring entrepreneurs. The institute serves as a fruitful space for entrepreneurial education, prompting students to imagine and pursue world-changing ventures.

"OUR GOAL IS TO ACCELERATE THE LEARNING CURVE AND THE OPPORTUNITIES FOR BUDDING ENTREPRENEURS"

SAM ZELL (AB '63, JD '66, HLLD '05)

The Zell Family Foundation extended support for the institute with a \$60 million gift—\$10 million of which will establish a new fund dedicated to supporting student ventures. "Our goal is to accelerate the learning curve and the opportunities for budding entrepreneurs, as well as to build a powerful alumni network," said **Sam Zell (AB '63, JD '66, HLLD '05)**, chairman of Equity Group Investments. "Entrepreneurs have always been a primary driver of growth for this country. I believe that fostering entrepreneurial education is an investment in the future."

Holly Price (MBA '17) and Aaron Steiner (MBA '17), two winners of The Michigan Business Challenge (MBC) at the Zell Lurie Institute. The MBC offers student teams the opportunity to earn funding for their ventures—up to \$100,000. In the process, teams expand their networks and gain invaluable feedback from panels of business leaders.



ABBOT: COURTESY OF THE ROSS SCHOOL; WINTER GARDEN: DAVY MARSHINE, MICHIGAN PHOTOGRAPHY

BLAU HALL: COURTESY OF THE ROSS SCHOOL; MBC WINNERS: COURTESY OF THE ZELL LURIE INSTITUTE

Business Leaders for Tomorrow

Stephen W. Sanger (MBA '70) and Karen Sanger helped redefine Michigan as home of the leaders and best when they gave \$20 million to establish the Sanger Leadership Center at the Ross School of Business. "I envision a future where 50,000 Michigan Ross students—past, present, and future—lead positive change in themselves and around the world," said Scott DeRue, the Edward J. Frey Dean of the Ross School of Business. "The creation of the Sanger Leadership Center and the generous gift from the Sangers mark a major leap forward in achieving this important vision."

The center gives students opportunities to practice leadership skills and conduct industry research on par with the complex

challenges of today's global marketplace. Engaged learning finds new forms at the Sanger Leadership Center with tailored intensives like Innovation Jam. Taking the model of a case study to the next level, Innovation Jam is an action-based, two-day learning experience that allows students to collaborate and tackle a real-world issue from Fortune 100 companies. Students' solutions even have the potential to be implemented by the companies afterward.

"Leading with enthusiasm," Steve Sanger said, "is one of the things that makes people want to follow you." With this gift, his own careerlong passion for leadership has paved the way for future Wolverines, equipping them to lead the world of tomorrow.



Students study in the Davidson Winter Garden at the Ross School of Business, home to the Sanger Leadership Center.

Leadership In Action

The Barger Leadership Institute (BLI) has been a staple in leadership education at the College of Literature, Science, and the Arts since the institute's establishment in 2007. It has provided a hub for action-based learning and leadership-centered training to transform students into dynamic leaders. "One of the key ideas behind the BLI is that students learn how to be effective leaders not by sitting back and reading about it, but by taking their intellectual passions and interests and putting the rubber to the road," said BLI Director Jason Owen-Smith.

During the Victors for Michigan campaign, **David Barger (AB '17)** committed \$10 million to advance BLI's resources. The institute can now equip students with the skills they need to drive change in the world as future leaders. "It's a great honor to be able to continue to support the BLI and to help expand experiential opportunities for the next generation of leaders," Barger said. "Michigan excels at preparing undergraduate students to contribute as well-rounded, forward-thinking leaders, and it's a privilege to be able to support this important work."



Students at the Barger Leadership Institute progress through a three-phase program that allows them the flexibility to forge their own paths to leadership.

A Retired Pollster's Wake-up Call

When the Survey Research Center at the University of California-Berkeley closed in 2010 due to budget cuts, **Garth Taylor** saw that public opinion—the field he studied and went on to establish a successful career in—was in financial crisis. "To me that was a real wake-up call," Taylor said, reflecting on the center's dissolution. "Public education is under attack. That made me think I shouldn't wait on this." Taylor immediately started exploring avenues of philanthropy at Berkeley and

"TO ME THAT WAS A REAL WAKE-UP CALL. PUBLIC EDUCATION IS UNDER ATTACK. THAT MADE ME THINK I SHOULDN'T WAIT ON THIS."

GARTH TAYLOR

other premier public universities around the country. "I had the idea of supporting dissertation research at places that are pinnacles of the public opinion profession," he said. At U-M's Institute for Social Research (ISR), Taylor found a center dedicated to the kind of public opinion research he wanted to sustain. In 2013, Taylor established the Garth Taylor Dissertation Fellowship in Public Opinion Research at ISR. The fellowship equips ISR doctoral students with the

resources to advance their cutting-edge research. Those resources open opportunities for more in-depth polling, surveying, and travel to enrich their dissertation findings. In recent years, the fellowship has advanced doctoral dissertations by funding key survey research pertaining to African American identity, immigration perception, LGBT-related policy, and other pressing societal questions. Like many throughout the campaign, Taylor didn't have any personal ties to U-M, but he was compelled to impact the public good. He saw Michigan as the best possible place to achieve that goal. "If we truly believe in a field," Taylor said, "we should support its continuation."

BLI STUDENT COURTESY OF THE BARGER LEADERSHIP INSTITUTE



Donor support has brought School of Social Work students to Detroit for volunteer and internship opportunities at organizations like the Henry Ford Health System and St. Jude's Home for Boys.

Fueling Detroit Social Workers

Annmarie and Neil Hawkins aren't University of Michigan alumni. Nor did they grow up in Detroit. But when they saw the impact that their daughter Rachel Hawkins (MSW '12) had in practicum fieldwork with Detroit agencies, the couple started brainstorming ways to support U-M's presence in Detroit. "It dawned on us that students who have limited resources may not be able to afford the travel expenses, and ultimately wouldn't have the opportunity to learn and serve in Detroit," said Annmarie. "If you have the heart and desire to work in the Detroit area, but not the funds, you may not be able to follow your passion and that would be a real loss."

The pair established the Rachel M. Hawkins Field Placement Travel Support Fund in collaboration with Neil's employer,

"IF YOU HAVE THE HEART AND DESIRE TO WORK IN THE DETROIT AREA, BUT NOT THE FUNDS, YOU MAY NOT BE ABLE TO FOLLOW YOUR PASSION AND THAT WOULD BE A REAL LOSS."

ANNMARIE HAWKINS

Dow Chemical, to cover travel expenses and allow School of Social Work students to impact local communities in the Detroit

area. "We like being involved with direct support and we think working in Detroit provides a one-of-a-kind experience," Neil said, "so we came up with the idea to create a gas fund, which would support students who may not have the resources to make the daily drive to the Detroit area."

The fund also opens pathways for M.S.W. students to embark on careers in these communities. "This award has made it possible to have a field placement that is relevant to my desired practice and population," says alumnus Joe Ramaley (MSW '15). "I have enjoyed every day of my internship at St. Jude's Home for Boys in Detroit, which was made possible by the Hawkins family's award."

SCHOOL OF SOCIAL WORK STUDENTS COURTESY OF THE SCHOOL OF SOCIAL WORK



A view looking north from the rooftop running track at Munger Graduate Residences.

Graduate Living Reimagined

The Munger Graduate Residences is much more than a building. The 370,000-square-foot, eight-story graduate residence is an architectural wager. It contests that resident life is a vital part of being a graduate student at U-M, and more specifically, that resident life is most vibrant when it happens within an engaged and diverse community. With its unique combination of high-quality living standards and communal design, paired with an LEED Gold certification, the Munger Graduate Residences are among the most advanced university residential facilities in the country.

When **Charles T. Munger (HLLD '10)** gave \$110 million to fund the residence facility, he wanted to re-imagine student life at Michigan. \$10 million was designated for fellowships to create a residential society that encourages scholarship and interaction across an array of disciplines. "Students who earn advanced degrees from the University of Michigan will be expected to lead in environments that are increasingly diverse," said President Mark Schlissel. "The Munger Graduate Residences will provide our graduate and professional students with further opportunities to engage one another across different academic disciplines, backgrounds, and thought while enriching their educational experience on our campus."

In addition to the Munger Graduate Residences, Charles Munger's gifts to the university have included \$20 million for renovations to the iconic Lawyers Club housing complex, which was named in his honor, and \$3 million to the Law School for lighting and other infrastructure improvements in Hutchins Hall and the William W. Cook Legal Research Building. Although he's one of U-M's most generous supporters, Munger isn't one to seek recognition. "I particularly want to avoid any perception that I claim large donative merit," Munger said regarding the graduate residences. "After all, I waited until my 90th year before making the gift, then gained friendship and creative joy in working with the university in a very interesting design effort likely to have a good outcome, while I parted with assets I soon won't need."

Thanks to Munger's architectural vision and support, over 600 scholars from an array of backgrounds and disciplines will live and commune in one inclusive space. University Housing's Senior Assistant Director of Communications, Amir Badhadchi, describes the space as more than just housing. The hope, he says, is to create "a microcosm of what it is like to be a graduate student at Michigan—all of the schools and colleges and every place people come from to the University of Michigan."

MUNGER PHOTOS: DANIEL MARSHALL; MICHIGAN PHOTOGRAPHY



Charles Munger surveying the construction of the Munger Graduate Residences from its rooftop running track and rain garden.



Located between Thomson and East Madison streets, the Munger Graduate Residences are in the heart of Central Campus and just steps away from all that Ann Arbor has to offer.

Global Teamwork

Reaching well beyond its campuses in Ann Arbor, Dearborn, and Flint, the University of Michigan is a global university. In 2006, U-M embarked on a partnership with Shanghai Jiao Tong University to establish the UM-SJTU Joint Institute in Shanghai, China. Since its inception, the institute has been a model for joint institutes around the world. Among its accolades, the institute was awarded the IIE Andrew Heiskell Award—one of the highest honors in global higher education—for best practices in international partnerships. It was the first time that a U.S.-China collaboration has won the award.

John Wu (BS '89) and Jane Sun supported this partnership with a \$10 million gift for professorships, faculty awards, scholarships,



The UM-SJTU Joint Institute welcomes summer-semester students from all over the world.

student entrepreneurship funds, and other programs at the UM-SJTU Joint Institute. "The University of Michigan and Shanghai Jiao Tong University provided me with deeply meaningful educational opportunities. Jane and I are delighted to support the Joint Institute, and we look forward

to the continued success of students and faculty," said Wu. In honor of their generosity, the new UM-SJTU Joint Institute Academic and Laboratory Complex will be named the Long Bin Building in honor of Wu's parents, who were longtime faculty members at SJTU.

Cross-Continental Collaboration

Robots working side-by-side with rescue workers to recover disaster survivors? Senior citizens monitoring their immune response to bacterial infection in real time? Both par for the course when three world-class research universities team up for a worldwide collaborative venture.

At the tail end of the Victors for Michigan campaign, a \$20 million gift from the **D. Dan and Betty Kahn Foundation** expanded collaboration among researchers at U-M, Technion – Israel Institute of Technology, and the Weizmann Institute of Science in Israel. The partnership aims to enhance the quality of life everywhere, most recently through advancements in robotics and precision health.

"Collaboration is critical when addressing important societal issues like precision health and robotics," said S. Jack Hu, vice president for research and the J. Reid and Polly Anderson Professor of Manufacturing. "In partnering with our colleagues at two of the world's leading research universities, we are able to accelerate the promising potential in these significant areas of research."

Since 2011, researchers at U-M, Technion and Weizmann have collaborated on nearly 50 competitively funded research projects as part of the Michigan-Israel Partnership for Research and Education. The philanthropically funded partnership supports research, fosters innovation, and spurs collaboration among the three institutions in fields ranging from biomedical sciences to engineering.



Larry Wolfe, president of the D. Dan and Betty Kahn Foundation, announces the foundation's \$20 million gift to the Michigan-Israel Partnership for Research and Education.



President Robben Fleming during a U-M student demonstration on June 18, 1969.

A Commitment to Free Speech

Robben Wright Fleming served as the University of Michigan's ninth president from 1968 to 1978. He led U-M through a time of intense political and public turmoil with a steadfast commitment to free speech that helped sustain an equitable and democratic academic community on campus. "In an era of friction and fighting," President Emeritus Mary Sue Coleman said, "President Fleming provided a voice of reason and respect. He served the University of Michigan with distinguished leadership, skill and integrity, and a grace that endeared him to a generation of students and faculty."

In honor of the legacy that Robben Fleming left at Michigan and at every place he touched in his remarkable career, **Thomas**

C. Jones (BBA '68, MBA '71)—who witnessed Fleming's leadership firsthand as a student—established the Robben Fleming Public Media Internship Fund at Michigan Radio. The fund provides aspiring student journalists with paid internships at Michigan Radio's newsroom, **Stateside** talk show, and in the online news and operations areas. Steve Schram, executive director and general manager of Michigan Public Media, captured the sentiment of Jones' gift. "It demonstrates tremendous confidence in the station's ability to take the lead in preparing the next generation of journalists," he said, "while also honoring President Fleming's contributions to keeping free speech alive."

Celebrating Women in Education

In 1964, in a two-room space at the Michigan League, CEW+—then the Center for Continuing Education of Women—was born. Six years later, under the leadership of its co-founder and first director, Jean Campbell (HLLD '10), \$7,500 was raised to establish the CEW+'s first scholarship program. The program provided monetary support for women returning to U-M to complete their education. Since its inception, CEW+ has awarded more than 1,600 scholarships. During the Victors for Michigan campaign, the center's impact was greatly extended thanks to a number of generous gifts, many of which established new scholarships in honor of remarkable women.

The Beatrice Kahn Scholarship is one of many outstanding new funds. Beatrice Kahn (MA '40, MSW '55) began her master's degree in social work a decade before CEW+ was founded. As mother to three young daughters and spouse to a husband battling cancer, she surmounted numerous challenges to graduate with her master's degree. She went on to impact many other lives in her 29-year career as a therapist and marriage counselor. To commemorate her life and career, family and friends established the scholarship at CEW+ in her honor.

Another remarkable CEW+ fund came in the honor of Christine K. Black (AB '71, AMLS '74), an administrator and innovator in Research Development Support at the U-M Medical School. She has spent her career advocating for women and equal opportunity in higher education. As a 2015 Christmas gift—the first CEW+ scholarship given that fashion—Christine's husband, **Herbert R. Black (MBA '67)**, established the Christine Kahan Black Scholarship to honor and extend her life's work.

Today, CEW+ offers more than 50 scholarships every year, empowering women and underserved individuals at U-M and in the greater community. Through philanthropic support, CEW+ continues to lift up those it serves and the communities they go on to impact.



Margaret Dow Towsley Scholar Alisha Williams (BSN '08, U-M-Flint School of Nursing Class of 2021) being recognized during the 2018 CEW+ Scholarship Awards Ceremony.



Through the Law School Fund, the Nannes 3L Challenge provides support for curricular initiatives like the Legal Practice Program, which provides integral professional training for aspiring lawyers.



Kumi Naidoo, secretary general of Amnesty International, lectures at the Ford School.

A Diplomatic Mission

Regent Ron (BBA '66) and Eileen (MMWS '75) Weiser gave \$10 million to establish the Weiser Diplomacy Center at U-M's Gerald R. Ford School of Public Policy. The center will be a hub for international relations education, bringing in diplomats and researchers from around the world for residencies, and providing students with avenues to apply their education through workshops, simulations, conferences, and internship opportunities. Collectively, the Weiser Diplomacy Center will solidify U-M's position as an academic leader in international relations education and research.

The Weisers' gift underscores their dedication to enriching the world through diplomacy. From 2001 to 2005, Ron Weiser served as the U.S. Ambassador to the Slovak Republic, and has drawn on that experience in forming his vision for the Weiser Diplomacy Center. "Ron and Eileen Weiser's generosity and vision will dramatically expand the Ford School's ability to teach our students about the vital role diplomacy plays in international affairs," said Michael Barr, the Joan and Sanford Weill Dean of Public Policy at the Ford School.

The Weisers have been longtime supporters of U-M, committing more than \$89 million to the university to date. Their generosity continues to propel U-M in its mission of service to the greatest public good.

Alumnus Challenges Law Students

With less than 4 percent of its budget coming from the state, the University of Michigan Law School has developed a culture of philanthropy among its students, alumni, and friends to remain one of the finest law schools in the country. Perhaps the most innovative of these developments came from **John Nannes (BBA '70, JD '73)**. Mindful of the need for more alumni to give back to U-M, and also knowing the competitive and collaborative spirit of Michigan Law students, Nannes helped establish a philanthropic challenge. He agreed to contribute \$250 to an organization of the student's choosing in exchange for their pledge to make a gift to the Law School Fund for the first four years after they graduate. Today, almost 4,000 students have participated in the Nannes 3L Challenge, with a tremendous number of gifts to the Law School Fund coming during the Victors for Michigan campaign. Those gifts support student scholarships, summer fellowship funding, debt management, and clinical programming at Michigan Law.

Through the Nannes 3L Challenge, John Nannes helps fund 65 to 75 student organizations each year. "Last year, National Leaders Guild members served as legal observers [LOs] in Flint, Detroit, and Ann Arbor, helping protect the civil rights of protesters and demonstrators in the streets, at town hall meetings, and at sit-ins," Austin Perry (JD '18) said. "We run a pretty lean operation, so we gladly used the Nannes 3L Challenge funding to continue supporting our LOs as they travel around Michigan."

The challenge asks students to pledge four years of giving after they graduate, but its true bet is that they will be compelled to give back based on their tremendous experience as U-M students. The growth of the program is a testament to the experiences Michigan Law students have while at U-M, experiences defined in part by alumni like John Nannes.

FLEMING: COURTESY OF MICHIGAN LIBRARY; WILLIAMS: COURTESY OF CEW+; NANNES: COURTESY OF THE LAW SCHOOL; NAIDOO: COURTESY OF THE MICHIGAN DAILY



At roughly 35 percent, Detroit's poverty rate is nearly three times higher than the national average. In its Partnership on Economic Mobility, U-M is working alongside the city to address systemic issues and establish long-term, evidence-based solutions for Detroiters.



High school students participate in the three-day Summer Entrepreneurship Institute at the Hagerman Center.

Pushing Back on Poverty

Poverty continues to be one of today's most pressing societal problems. Through its Poverty Solutions Initiative, U-M is leveraging its resources to inform, test, and seek out solutions in communities across the United States.

Poverty Solutions coalesces the university's intellectual assets, partnering with community groups and policymakers to test the most promising solutions for systemic poverty. Already, the initiative is spearheading efforts by scholars from U-M's schools of business, law, information, public health, social work, public policy, medicine; colleges of urban planning, engineering, literature, science and the arts; and the Institute for Social Research.

A new professorship at the Gerald R. Ford School of Public Policy—established by a \$2.5 million gift from **Harold (BSChem '66) and Carol Kohn**—will help drive the of

future poverty research at U-M. The professorship is named in honor of Harold's grandparents, who perished in Poland in 1943 during the Holocaust. Today, the Hermann and Amalie Kohn Professorship in Social Policy and Social Justice supports new applied research addressing structural injustices that can contribute to poverty.

The Kohns were inspired by the greater mission of Poverty Solutions. "In my line of work, a solution brings different chemicals together, thereby allowing their transformation," Harold said. "That is what Poverty Solutions does, too: combining intellect, research, and compassion to bring about change."

The Kohn Professorship draws on the advanced social justice framework already in place at the Ford School, accelerating U-M research and forging pragmatic new solutions that serve communities plagued

by injustice. "This gift recognizes that the work we do makes an impact, and it will allow us to leverage our research further to boost economic opportunity, expand educational attainment, and improve health for struggling Americans," Director of Poverty Solutions H. Luke Shaefer said.

That's not all that U-M donors contributed. At U-M's School of Social Work, Professor Emerita **Rosemary Sarri (PhD '62)** spent her career tracking solutions to poverty. As a leading expert in the fields of child and family welfare policy, and in juvenile and criminal justice systems, her work took her to communities around the globe. During the campaign, Professor Sarri opened new opportunities for aspiring graduate students and postdoctoral scholars at U-M. She established the Sarri Family Fellowship for Research on Educational Attainment of Children in Low Income Families.

DETROIT: COURTESY OF THE OFFICE OF POVERTY SOLUTIONS

HAGERMAN CENTER STUDENTS: COURTESY OF U-M FLINT SCHOOL OF MANAGEMENT

Professor Sarri's support has already helped fund numerous projects, including exploration of mathematics education disparities and their correlation to post-secondary majors and eventually pay scale. Other projects have explored the relationship between first-generation students and the challenges of recognizing and understanding success. With new projects being funded each year, the Sarri Family Fellowship continues to propel critical research across the field of educational equality.

While the Victors for Michigan campaign has come to a close, Poverty Solutions' important work is just getting underway. "We're proud of the accomplishments made thus far," Shaefer said, "but the work must continue to drive change not just in our community, but across the nation so that fewer people are living in poverty."

Flint's Entrepreneurial Hub

With historic support from alumni and the Flint community, the University of Michigan-Flint's School of Management (SOM) is charting new territory in entrepreneurship education. **Phil and Jocelyn Hagerman** gave \$2 million—the largest gift in UM-Flint history—to establish the Hagerman Center for Entrepreneurship and Innovation. The center's mission is to foster interest and critical entrepreneurial and innovation skills among its students, and to extend resources and opportunities for students to learn through engaged, real-world experience. The Hagerman Center also sparked a new major offering at SOM in Entrepreneurship and Innovation Management. Additionally, the Hagermans envision the center as a nexus between UM-Flint and the greater Flint area. "The university is an important anchor in the Flint community. The success of these two entities goes hand in hand. That is why we chose to make this gift to UM-Flint," Phil said. "We want the Flint area to become a vibrant center for creativity. By supporting the School of Management, we hope to attract students, business leaders, and entrepreneurs here to learn, then to grow their businesses."

Through the generosity of **Stephen A. Whitener (BBA '77)**, SOM also established the Stephen A. Whitener Scholarship for Innovators. "This gift helps cement our reputation for being a business school that supports outstanding students with a keen interest in developing their own companies," said SOM Dean Scott Johnson.

Collectively, support for UM-Flint's School of Management during the Victors for Michigan campaign highlights the role that entrepreneurial education plays as a difference-making engine in Flint communities and the greater business world.



A MAN WHO Made It Happen

The Last Word with Vice
President Emeritus Jerry A. May

BY DANNY MCALINDON (AB '16)

For nearly 30 years, he quietly raised billions for the University of Michigan. Throughout his tenure, donors contributed more than \$10 billion to U-M across four capital campaigns. With the \$5.2 billion Victors for Michigan campaign coming to a close, he chose this auspicious moment to go out on top.

Amid the campaign celebrations, the retirement parties, and the solemn farewells with U-M's top benefactors, May hosted *Leaders & Best* for one last chat. We talked about his career, the friends he made along the way, and what it means to say goodbye to Michigan. This is the story of U-M's \$10 billion man and his final days in Ann Arbor.

AUSTIN THOMASON, MICHIGAN PHOTOGRAPHY



May lays eyes on his retirement cake in the Apse. The evening's guest list read like a Who's Who of U-M brass and benefactors. Speakers included U-M President Mark Schlissel and Ford CEO Jim Hackett (BGS '77).

philanthropists who make such a place possible. Even more rare is an appreciation or even awareness of the men and women who broker relationships between those philanthropists and the university.

May's closing line—a quote from *Hamilton: An American Musical*—is strikingly apropos. Out of all of its award-winning lyrics, it's no mystery why these resonated with him the most: "No one really knows how the game is played / The art of the trade / How the sausage gets made / We just assume that it happens / But no one else is in / The room where it happens."

For almost his entire career, May stood at the center of those rooms. Smiling, shaking hands, and singing the gospel of this Michigan of ours. At journey's end, another line from *Hamilton* best describes his legacy: "God help and forgive me. I wanna build something that's gonna outlive me."

The day before May's retirement party, I meet resident U-M photographer Austin Thomason outside of May's office on the ninth floor of Wolverine Tower. The room reads like a history of fundraising at U-M and a love letter to the university rolled into one. His bookshelves are packed with volumes of fundraising fundamentals; commemorative books celebrating facilities, people, and programs at U-M; and dozens of photos. They're of his family, or of the major U-M donors who know him as a dear friend.

When May finally arrives, he is smiling and carrying a box of cookies, all of them bearing his likeness. "Isn't that just hysterical? The Regents got these for me," he says. "They really do look like me! Maybe not the hair." He insists that Austin and I take a couple.

This is how he usually enters a room. There's a certain breeziness to his arrival, a laid-back cool suggesting that, at any given moment, he's coming from somewhere more important or interesting than where he is now. And he probably is, but the remarkable thing about May is that he would never let you know it. Regardless of who he's speaking to, he possesses the enchanting ability to make them feel like they're the only person in the room. He's East Coast cool mixed with Midwestern humility, reading a lot like a man who belongs on the stage of a Hollywood awards ceremony, wringing his hands and thanking everybody who made it all possible. Imagine the alluring charm of Jeff Goldblum and the quiet, unassuming wisdom of Bryan Cranston. Package it in a Brooks Brothers suit with a gold Block M lapel pin. That's Jerry May.

When you're in his presence, he is attentive, focused, and always smiling. His face is decorated with smile lines, especially at the corners of his eyes, which settle on you in conversation and rarely stray when you speak. Those lines tell the story of four decades in fundraising. After 40 years of building relationships, touting the merits of higher education, and repeatedly brokering multimillion-dollar donations as U-M's premier ambassador, it remains his most natural inclination to smile. But not in the same way that a salesman smiles; the gesture never feels manufactured, never artificial or insincere. There is an authentic warmth that underlies his every meeting, a natural graciousness that extends to everybody he meets.



It's 5 p.m. on a Friday night, and I'm drinking a craft beer next to Nydia, the Blind Flower Girl of Pompeii. You can find Nydia in the Apse at the U-M Museum of Art, brought to life tonight by the music of a string trio from the School of Music, Theatre & Dance. Guests in maize ties and blue blouses mingle beneath the 40-foot skylight, intermixed with the marble statues, the paintings of Colonial American landscapes, and the soft white sheen of one of U-M's most iconic spaces. A stoic-looking bust of George Washington keeps a watchful eye on the evening's events. At the center of the room, a miniature man made of fondant sits beneath a buttercream Block M. He wears a tiny seersucker blazer, a modest grin on his face.

This is the retirement party for one of U-M's most beloved characters, Vice President for Development Emeritus Jerry A. May (School of Education '78). It is an extravagant but tasteful farewell to the most prolific fundraiser in U-M history.

I recognize most of the faces around the room from the photos that decorate May's office. That man gave \$10 million to the Ross School. That couple established one of U-M's largest scholarship cohorts. Another couple was instrumental in funding a new building for the School of Nursing. Among this sea of U-M's elite and the development officers who steward them, May is bashfully admiring the cake that bears his likeness. For the past hour, he has been swarmed with handshakes, hugs, and congratulations. Soon, he'll take to the microphone and bid his final farewell to the group that has long known him as a mentor, a confidant, and a beloved friend.

When he finally appears on stage, May's remarks read like a humbled acceptance speech; he spends most of his time listing

off the names of donors, colleagues, and family members. He spends an inordinate amount of energy congratulating others on a night meant to celebrate his success. Were it another person at the microphone, the long list of names may have felt excessive.

In May's case, it is simply endearing, and emblematic of what has made him so successful. As his time at the microphone winds down, the moment begins to feel heavy, in the way a moment does

when it marks a period of massive transition. Not the turning of a page, but the closing of an entire volume.

He rounds out the talk with more words of gratitude for his family, his friends, his colleagues, his career. "It's been really fun," he concludes, "to be in the roooooom where it happens!"

IN ANN ARBOR, THIS IS AS CLOSE AS A MAN COULD GET TO RIDING OFF INTO THE SUNSET. HOW COULD IT END ANY OTHER WAY?

DARIN MARSH/UMICHIGANPHOTOGRAPHY

In a world of thousands of academic institutions, many of them now staffed with hundreds of development professionals, those characteristics brought May to the very top of his field. When he was in the U-M Higher Education doctoral program, he originally wanted to be a lobbyist. But a job offer in annual giving started him on a different path. “My wife, Deb, worked in student affairs, and I thought, ‘Well, I ought to try something different. How about this development thing?’” He grins. “Magical.”

Magic isn’t a far cry from the truth in describing his career. Every comprehensive campaign in which he took part soared past its fundraising goal. When May was senior associate director of the \$150 million Campaign for Michigan, the university eclipsed \$160 million. He later became director of principal gifts and was responsible for the nucleus fund of The Billion-Dollar Campaign for Michigan, the first ever billion-dollar campaign undertaken by a public university. That campaign raised \$1.4 billion. (At this point, there’s a brief, 10-year period when May was busy leading Ohio State University to its first billion-dollar campaign. With a twinkle in his eye, he describes this as “a part of his checkered past.”) When he returned to Ann Arbor to take up the mantle of vice president for development, he launched the Michigan Difference campaign with a \$2.5 billion goal. It reached \$3.2 billion. If you’ve read almost any other page in this book, you’ll already know that his swan song, the Victors for Michigan campaign, has been his greatest triumph of all.

So what’s made him so successful?

People say that he has an almost eidetic memory for people, their stories, their children’s stories, and their children’s children’s stories. The man never forgets a face. He never struggles for a name. He alarms people with how readily he recalls things about them. Regulars at U-M events will joke about the Rolodex of names he keeps in his head, and how quickly you can see those names coming to him when he enters a room. It’s a signature part of

his charm. It comes so naturally to him because he genuinely adores people, their passions, and their capacity for selflessness.

“As soon as I got into fundraising, I thought, ‘This is a perfect fit for me,’” he says. “I can remember the names. I can build the relationships. I get to look at the big picture of higher education. I’m learning more about the funding of higher education. But the relationship building is everything to me. And it’s such a perfect fit for me. Right away, I thought—I want to be vice president for development.”

It’s been a storied career, and Jerry May can certainly tell a story. But when he does, you’ll notice that it’s almost never about him. The stories he tells involve him, yes, but almost always in the background. Across 30 years of remarkable anecdotes involving the university’s elite, he has been seemingly omnipresent; but told through his eyes, he is more or less a passionate observer. An old-school hype man who just feels lucky “to be in the room where it happens.” There is a humility, a deep-set gratitude that prevents him from making any story about himself. Even in this, an interview with a young writer asking questions about his life and accomplishments, he gravitates toward congratulating others.

Now at the end of his career, his stories usually conclude with a lesson, some edict of fundraising that punctuates each

THE MAN NEVER FORGETS A FACE. HE NEVER STRUGGLES FOR A NAME. HE ALARMS PEOPLE WITH HOW READILY HE RECALLS THINGS ABOUT THEM.

line in this, his closing chapter. There is an eagerness—an urgency, even—to pass on some bit of esoteric knowledge to the next generation of fundraisers at U-M. He speaks as though it might

be his last chance to share his collected wisdom for the betterment of his community. Even in retirement, Jerry May is looking for the chance to give something back to Michigan.

“You’re probably going to ask me what it takes to be a really successful fundraiser,” he begins. “There are a few qualities that are really important. The ability to listen, to read somebody, to get outside of yourself



Left: May introduces Jim Hackett (BGS '77) to his son, Elliot May, and granddaughter, Bexley May. At the conclusion of his remarks later in the evening, Hackett announced a \$50,000 gift to U-M in May's honor.

Below: May applauds his wife, Deborah Orr May (School of Education '82), during remarks by Associate Vice President for Development Dondi Cupp.

and be perceptive. You have to perceive what it’s like to be the other person, like Atticus Finch. It requires tremendous follow-up skills, the skills to mount a campaign, to not rush the relationships. There’s a lot of science to fundraising now, but the important part is that you have to want to learn. You have to genuinely want to know the person, expecting that they are never going to give you anything.”

“You also need to be able to ask yourself, ‘Why am I representing the University of Michigan? What’s the mission? And once you know, you have to be committed to that mission.’ I ask him what the mission means to him. His affinity for *Hamilton* shines through—ironically—in harkening back to Jefferson.

“The mission is to make the world better. For me, it was always to help our society become stable. I still have that Jeffersonian ideal in myself,” he says. “Today, there’s a lot of data to support that there’s an ongoing assault on higher education. It’s become politicized, and that makes me feel sad. Like Jefferson, I’ve always thought that

a well-educated population is a population that can maintain a democracy. There’s a level of populism in America today that seems to deny the value of education, that education is only about jobs, rather than finding satisfaction in yourself and meaning in your life. I think that’s sad. For me, the mission is about a stable society.”

I press him on what defines a stable society. “I want people to become what they can become. I want them to reach their potential. Higher education is one of the ways we reach our potential. That’s the part that I can help with,” he says. “I’ve helped people find meaning. I’ve helped students gain access to the University of Michigan. I’ve helped deans support their vision for programs that make a difference in people’s quality of life. It’s really been fun to be a part of it.” His voice catches in his throat for the first time and we pause for a break. He begins telling stories about the photos around the room to regain his composure.

I wouldn’t have you believe that Jerry May is all easy smiles and nostalgic reflection. Underlying those things, or perhaps



DARVYL MARSHKE, MICHIGAN PHOTOGRAPHY



At the Victors for Michigan campaign celebration, U-M's two leading donors pose with its last two presidents and the man who brought them all together. From left: Campaign Co-Chair Rich Rogel (BBA '70, HLLD '09), Campaign Chair Stephen M. Ross (BBA '62, HLLD '11), Vice President for Development Emeritus Jerry May, President Emerita Mary Sue Coleman, and President Mark Schlissel.

just running parallel, there is a deep and driven intensity. It's no surprise that catering to the wants and whims of an elite institution's top benefactors instills a person with a certain competitive edge. It's said that there was a time when he carried a laminated list of the biggest gifts made to universities in his pocket. He kept that list up to date, because he wanted to know what he had to beat. Every day of his career has been spent chasing that goal.

"It's a crazy pace," he says. "I might be closing a gift. I might be asking where we are with another. How can we be moving this gift along for the School for Environment and Sustainability? How can I get us ready for this event at Michigan Medicine or the School of Music, Theatre & Dance? How can I figure out how we're going to get that next \$100,000 gift for a sculpture in front of the Museum of Art? In my role, you're constantly reading the situation. You read body language, you read the tone of their voice on the phone, you read a person's assistant in determining what kind of day it is. You're thinking about the person you're bringing into the meeting with you

to ask for that next gift. Are you going to be able to do this justice? Is the person at your side going to be able to project their enthusiasm for this project? My job is to think about all of these things at once. My job is to match people up and make the right moment happen—every single time. That's what I do, all day."

The week before our interview, he did that with four billionaires in one day. An unusually busy workday, he concedes, but not unheard of. He started his morning with a run in Central Park and then got to work. That tireless enthusiasm has made him, maybe, the best person in the country at what he does.

Rich Rogel calls him "the Bo Schembechler of Development." It's a fitting comparison. In the same way that Schembechler defined the culture of the Michigan football program for a half century and beyond, May has built a development program that is unique in its culture and character. According to him, a record-breaking development operation is built mostly on trust.

"I'm a broker of relationships, not a broker of money," he says. "I tell gift officers that they are the glue between the donor and the University of Michigan. They first loved the University of Michigan. But you become an extension of the university. It's why I try to help gift officers understand that when they are representing Michigan, that's a sacred trust. You need to know what a privilege that is."

I'm most curious to hear how that trust translates into an ask. What's it like to sit across from a person and ask them to give away a million dollars, or as it's occasionally been the case for May, \$100 million?

"Pressure is your best friend," he says. "It's always a mixture of anxiety and excitement. It's always more positive than it is negative. It's always more exciting than it is scary. But it's always both. Anybody that says this stuff is easy just isn't tellin' it like it is," he says with a laugh. But he assures me that the moment is almost always more gratifying than it is grueling.

"It's a real thrill being able to meet with a donor and hear them say, 'We're going to do this,'" he reflects. "I love seeing the satisfaction in their faces when they make their gift, to see the excitement. It's really a very special thing."

"MY JOB IS TO MATCH PEOPLE UP AND MAKE THE RIGHT MOMENT HAPPEN—EVERY SINGLE TIME. THAT'S WHAT I DO, ALL DAY."

He recalls a recent example, closing a million-dollar anonymous gift. "The donor turned to me and said, 'You know, I'm doing this because of you.' I mean, talk about flattering. People don't usually say that, but it's happened a few times in my career. But right after we closed the gift, I turned to the donor and I said, 'I want you know that this building you're giving to is \$6.5 million. This \$1 million gift is an incredibly generous gift. But I just want you to know... if you want, you could name this building for \$6.5 million.' The donor turned to the dean

GROUP: DANIEL MARSH/HE MICHOIGAN PHOTOGRAPHY; MAY: AUSTIN THOMAS/ON MICHOIGAN PHOTOGRAPHY



and said, 'Can you believe this guy?'" He laughs at the happy memory, one of thousands that will follow him into retirement. "You can really only do that with certain people. You have to have built the relationship and the trust. It's a funny thing, but these are really kind of sacred moments."

That kind of trust doesn't come easily. May's retirement has been two years in the making. Part of his responsibility has been to take every key development officer at U-M and pass on the relationships that he's enjoyed with the university's most passionate supporters. "I'm going to be gone in January," he reflects. "I've tried to transfer the relationships, share the relationships, and try to get these people who, frankly, really like working with me, and say 'Okay, I'm going to be gone soon.' They're looking at me and saying, 'But... who am I going to work with?'"

He asks for another break and apologizes for getting emotional. When we resume, we turn the conversation to the future of Michigan.

"I hope Michigan builds on the culture of philanthropy that we've nurtured through campaigns since the 1950s," he says. "We have built something special, and we have gone up, and up, and up. The people in the photos in this room, they identify with Michigan. They don't give to campaigns. They give to Michigan, and in doing so, they become a part of the life of the University of Michigan. It's really very special."

Finally, I ask him what it will feel like to say goodbye. Not only to Michigan, but to the friends he's made along the way. I ask him what will be going through his head when he steps to the podium tomorrow night to thank his many friends and take his final bow.

He draws a shuddering breath. Stifles a frown. Stares hard at the window. The dozens of faces around the room seem to offer encouragement. At the corner of his lips, the University of Michigan's most indefatigable smile begins to break through.

"I think I'll feel lucky." **M**



Members of the U-M development community pose at Michigan Stadium during the Victors for Michigan campaign staff celebration on Dec. 3, 2018. Photo by Scott Soderberg, Michigan Photography

FROM THE EDITOR'S DESK

Dear Friends,

This edition is a doozy. The Big One. Seven chapters. 100 pages. \$5.2 billion. One book to celebrate a seven-and-a-half-year-long fundraising campaign that reached record heights. This was our grand finale. "That's all folks." The end. Pack it up, and please, somebody get the lights.

It's a big book. Inside, we included a wide range of stories commemorating outstanding gifts to this university. Colleagues from across the university submitted stories of your dedication to U-M, and we extend our heartfelt thanks to each and every one of them for their commitment to celebrating your shared success. And yet... we regret that we couldn't include you all. We couldn't have possibly hoped to highlight every one of your selfless contributions to our university and the world beyond its campuses. With nearly 400,000 of you contributing to this campaign, we would have needed a lot of paper. (Our friends at the School for Environment and Sustainability politely requested we refrain from trying. We obliged.)

Still, we hope that this snapshot of the Victors for Michigan campaign offered an idea of just how much your support means to Michigan students, patients, researchers, performers, faculty members—the list goes on. As a former scholarship recipient, I can confidently say that your contributions—no matter the amount—make a world of difference for many, many people. So from all of us here at Michigan, thank you. For your generosity, you have our sincerest gratitude and our highest admiration. We hope you enjoyed this very special edition of *Leaders & Best*.

Loyally,

Danny McAlindon (AB '16)
Editor

CHAPTER COLLAGE PHOTOGRAPHY CREDITS

Chapter 1: Garcia: Courtesy of the Alumni Association; Ford: Courtesy of the Bentley Historical Library; Commencement: Scott Soderberg, Michigan Photography; Opportunity Hub: SmithGroupJJR, Bohlin Cywinski Jackson
Chapter 2: Carr: Courtesy of the Carr family; Rogel Cancer Center: Tonwen Jones, Colagene Creative Clinic
Chapter 3: Figurine: Scott Soderberg, Michigan Photography (Artist Unknown); Antler: Promised gift of Philip and Kathy Power - Innuki Oqutaq, 1926-1986, Cape Dorset, Incised Antler, Antler and stone, ca. 1954 (Photographer: Charlie Edwards); Bass player: Scott Soderberg, Michigan Photography; Miller Theatre: Tonwen Jones, Colagene Creative Clinic
Chapter 4: Drone: Tonwen Jones, Colagene Creative Clinic; Cassie Blue: Austin Thomason, Michigan Photography; Novum: Evan Dougherty, Michigan Engineering
Chapter 5: Student with notes: Courtesy of the School for Environment and Sustainability
Chapter 6: Gymnast: Eric Bronson, Michigan Photography; Flag, Statue, Romero, Evans: Courtesy of the U-M Athletic Department; Ross Athletics Campus South Complex: Tonwen Jones, Colagene Creative Clinic
Chapter 7: Squirrel, Ross School: Tonwen Jones, Colagene Creative Clinic; MBC winners: Courtesy of the Zell Lurie Institute; Flemming: Courtesy of the Bentley Historical Library; LGBTQ Pride Block M: Courtesy of the Spectrum Center

DISCOVER MORE ON SOCIAL MEDIA



@LEADERSANDBEST

LEADERS & BEST

A publication by the University of Michigan for valued members of the U-M community.

VICE PRESIDENT FOR DEVELOPMENT

Tom Baird

SENIOR EXECUTIVE DIRECTOR, MARKETING & COMMUNICATIONS

Matt Dewey

SENIOR DIRECTOR, EXECUTIVE & INTERNAL COMMUNICATIONS

Pam Stout

DIRECTOR OF CREATIVE SERVICES

Sarah LaTarte

EDITOR

Danny McAlindon

LEAD DESIGNER

Kara Fields

CONTRIBUTING WRITERS

Jordan Moore, Madeline Fetchiet

CONTRIBUTING DESIGNERS

Jessica Vu, Phil Zhang

PROJECT MANAGER

Justin Mambro

GATEFOLD ILLUSTRATION

Tonwen Jones, Colagene Creative Clinic

UNIVERSITY OF MICHIGAN BOARD OF REGENTS

Jordan B. Acker, Huntington Woods
Michael J. Behm, Grand Blanc
Mark J. Bernstein, Ann Arbor
Paul W. Brown, Ann Arbor
Shauna Ryder Diggs, Grosse Pointe
Denise Ilitch, Bingham Farms
Ron Weiser, Ann Arbor
Katherine E. White, Ann Arbor
Mark S. Schlissel, ex officio

QUESTIONS? COMMENTS?

You have received this copy of *Leaders & Best* because you are a valued member of the U-M community. Whether you are a volunteer, friend, or donor, your feedback on this publication and ideas for future issues help us effectively communicate the impact of philanthropy at Michigan.

HAVE COMMENTS FOR THE EDITOR?

Send your email to leadersandbest@umich.edu, or call 734.647.6000.

WANT MORE DETAILS ON HOW TO MAKE A GIFT TO MICHIGAN?

Visit leadersandbest.umich.edu. For further assistance on giving to Michigan, contact:

▶ **Estate Planning & Appreciated Assets**

P | (toll-free) 866.233.6661
E | Giving2@umich.edu

▶ **Gifts of Securities**

P | (toll-free) 877.647.9090
E | umgiftsec@umich.edu

▶ **Recent Gifts, Receipts, & Record Updates**

P | 734.647.6179
E | umgift@umich.edu

▶ **Presidential Societies Information**

P | 734.615.4203
E | PresidentialSocieties@umich.edu

HAS YOUR CONTACT INFORMATION CHANGED?

For assistance, contact:
P | 734.647.6190
E | devAlumniRecordsOffice@umich.edu

© 2019 Regents of the University of Michigan

NONDISCRIMINATION POLICY STATEMENT

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity, and Title IX/Section 504/ADA Coordinator, Office for Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734.763.0235, TTY 734.647.1388, institutional.equity@umich.edu. For other University of Michigan information, call 734.764.1817.



VICTORS FOR
MICHIGAN