Together, your engagement has helped define where this university is headed and what more it can become. With each passing year, your support has helped U-M fulfill its bicentennial promise: always leading—forever valiant.

PRESIDENT MARK SCHLISSEL
At the outset of the University of Michigan’s bicentennial, we paused to reflect on 200 years of academic advancement and transformative support. In the first bicentennial edition of Leaders & Best, we were pleased to share a few of the foundational gifts that elevated U-M from its humble beginnings to a premier public research university with global impact. Now, as our celebration comes to a close, this auspicious moment offers us the opportunity to consider the bright future ahead.

Earlier this year, the university proudly announced its Go Blue Guarantee—the promise that in-state undergraduate students with an annual family income up to $65,000 will receive four years of free tuition on our Ann Arbor campus. The program builds on our longstanding commitment to helping all Michigan residents with financial need afford a U-M education, including those who make well above the $65,000 threshold. It also represents the university’s continued commitment to its foundational missions of academic excellence, service to the public good, and accessibility to higher education. As we reflect on our first two centuries, we recall the words and ideals of my longest-serving predecessor, 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.”

Innovative programs like the Go Blue Guarantee ensure that the University of Michigan will remain among the leaders and best in higher education, and they are made possible by the generosity of donors like you. Across our three campuses, your support brings together the brightest students, enables engaged learning opportunities around the globe, and empowers bold ideas that are heralding the future of this institution. From advances in bioscience and precision health to groundbreaking research in poverty and autonomous mobility, our donors help fund initiatives that will pave the way for U-M’s third century. Together, your extraordinary support advances our institution to the highest ideals of what a public research university ought to be. What began as a bold educational experiment in the heart of a northern territory has culminated in a world-leading academic institution that is changing our world for the better.

At the twilight of U-M’s first two centuries, we know who we are: We are the No. 1 public university in the United States today. We are an institution that leverages the breadth and depth of our knowledge to impart positive change on our world. And thanks to you, we look forward to an even brighter future. We know there is much to be learned, plenty to be excited for, and a great deal still to be accomplished.

In this edition of Leaders & Best, we celebrate a few of the remarkable groups and individuals whose generosity has helped put this university at the very top. Together, your engagement has helped define where this university is headed and what more it can become. With each passing year, your support has helped U-M fulfill its bicentennial promise: always leading—forever valiant.

For that—and for all that you do for this Michigan of ours—thank you.

Sincerely,

[Signature]

1QS World University Rankings [2017-18]

For more information on U-M’s Go Blue Guarantee, visit ldrsb.st/GoBlueGuarantee
Andrew D. Martin is the dean of the College of Literature, Science, and the Arts (LSA) and a professor of political science and statistics. As dean, he is overseeing the launch of LSA’s Opportunity Hub, a program for the third century that’s redefining the reach of a liberal arts education at U-M.

Leaders & Best sat down with Dean Martin to discuss the Opportunity Hub, the dawn of U-M’s third century, and the future of the liberal arts at LSA.

What is the Opportunity Hub and what will it mean for students at U-M?

The Opportunity Hub is going to be a team of professionals, a place, and really an ethos. Its goal is to ensure that every one of our students has the richest experience that they can possibly have within our liberal arts and sciences college—and to connect that experience with their personal and professional success thereafter.

One of the things that’s challenging for many of our students is translating what they’re learning in the classroom to whatever it is they’re going to do next. It turns out that we’re not training students in LSA to go work in a particular profession; we’re training students in LSA to be lifetime learners and to look at the world from a number of different perspectives. The Hub helps our students take what they’re learning and translate that to be meaningful to their personal and professional success.

What do you envision for the future of the liberal arts at U-M?

I think that a liberal arts education today is perhaps as timely as it’s ever been, given the huge societal problems that we’re facing. Coming out of this college, LSA graduates have always approached whatever they’re going to do next with the ability to look at difficult problems from multiple perspectives. Our students have always been able to think critically and communicate well, to be good advocates and good team members.

If you think about the types of jobs and the way the labor market has changed so much just in the last decade—and what those changes will look like not only a decade from now, but a century from now—I think the type of educational experience that our students are getting here is even more relevant than it ever has been. We’re certainly seeing that increased relevance in the job market. More and more employers from sectors like finance, tech, entertainment, and education are affirmatively interested in hiring students from the humanities and qualitative social sciences. They’re aware of the richness that those students can bring to an organization.

I have met with hundreds of alumni, parents, current students, and our faculty and staff, and as I did, it became clear to me that we needed to do a better job supporting our students. We need to support them not only as they explore the various pathways that are available to them here on the University of Michigan campus, but also as they connect those educational experiences with whatever is coming next. And so I think that the Opportunity Hub was born out of consideration for the future of the liberal arts. The Hub has really been driven by our community and its commitment to doing work in this area.

How is that community central to the Hub’s mission and to LSA’s broader goals?

Our alumni, donors, and friends have been the catalyst of the project. They’ve been the Hub’s strongest advocates. I remember meeting with donors during my first month as dean and talking about the importance of this type of project. With their help, we’ve been able to co-create the Hub alongside our staff, our faculty, and our students. In a real concrete way, our donors have made the Hub possible.
A rendering of the view looking east from Regents’ Plaza of the renovation and addition to the Literature, Science, and Arts Building on U-M’s central campus.

We’re in the process of raising $75 million to support the Hub, a third of which is for programmatic support. Another third will support the capital project: the renovation of the LSA building that will hold the Opportunity Hub. Most importantly, a third will help us continue to reach our aspirational goal of meeting the full financial need for students taking summer internships.

The thing that I’m proudest of as dean is that for the last four summers, we have met the full financial need for our students taking summer internships. For summer 2017, we’ve awarded $1.1 million to support 500 students with financial need, such that they could take an internship here in the United States or abroad. That’s incredibly powerful. It’s something that doesn’t happen on other campuses, and it was only possible because of the support of our donors.

How else can alumni and friends stay involved with the project? In addition to philanthropic involvement, we’d like our alumni to be engaged in at least a couple of other ways. One is by providing internships. I would encourage anybody who has access to internships to just reach out to me or to the folks at the Opportunity Hub. Make the connection so we can make sure that you’re a part of our network and available to our students.

For alumni who are interested in serving as mentors—that’s in a one-on-one basis or coming back and talking to a group of students who might be interested in working in a particular field or studying in a particular discipline—we’ll now have a place to support those types of interactions. The space that we’re designing is a collaborative space for students to interact with one another, to interact with our professional staff, and to interact with our alumni. Final thoughts? I think that one of the things that makes the University of Michigan such a special place is the philanthropic commitment of our alumni and friends. For someone who sits in my role as an academic leader, the ability to think big alongside people who have been very successful professionally and who are giving of their time, and expertise. “These folks are known not only on this campus, but by employers all over the world.” And it’s my hope that students at the University of Michigan as they have for generations—are coming to this institution that’s viewed as the national standard to which other universities aspire. I hope that the Hub is a place that’s known not only on this campus, but by employers all over the world. And it’s my hope that students at the University of Michigan—as they have for generations—are coming to this place, diving into a rich liberal arts and sciences education, and then leveraging that education to great personal and professional success thereafter.

In its infancy, the Opportunity Hub has been energized by four foundational gifts. Together, Dick Costolo (BS ’85), the Applebaum Foundation, Steven M. Shindler (AB ’85) and Mary Kay Kosnik (AB ’83) and Elizabeth S. (AB ’94) and Jonathan M. Tisch are known as the Hub’s Catalysts. Their commitments of more than $1 million each will have broad and transformative impact at LSA, from helping revitalize the Hub space in the LSA Building, to creating innovative programs, and recruiting the talented staff who will define the Hub’s programming.

“The support from Steve and Mary Kay, from Dick, and from the Tischs and the Applebaum Foundation has allowed us to think big. It’s allowed us to do things that we wouldn’t have been able to do otherwise.” Dean Martin said. “With these lead gifts, we could actually set the aspirational goal of meeting full financial need for summer internship scholarships. It’s been transformative.”

Beyond their philanthropic support, the Catalysts have been especially influential by volunteering their insight and expertise. “These folks are giving of their treasure, but they’re also giving of their time and their talent,” Dean Martin said. “The ability to think with them at a high level and an on-the-ground implementation level—to make sure that we get this right, continue to learn, and continue to innovate—that’s been really special.”

To learn more about the Opportunity Hub and the future of the liberal arts at U-M, visit ldrsnb.st/OpportunityHub.
Dear Friends,

THIS APRIL, WE WERE EXCITED TO DECLARE that our donors had pushed past the Victors for Michigan campaign’s $4 billion mark, and you did it 21 months ahead of the campaign’s conclusion. True to the ethos of this 200-year-old university, you are surpassing every expectation in your combined efforts to serve the broadest public good.

While reaching that mark is a testament to the tremendous enthusiasm of our many donors and volunteers, we also acknowledge that our world still needs victors. We are still pressing forward for engaged learning, bold ideas, and student support—our top campaign priority—because we’ve seen the incredible results when young people from all backgrounds are afforded the opportunity to learn and grow at Michigan.

Take U-M alumnus Gavin Creel (BFA ’98), who was honored for his role in “Hello Dolly!” at the Tony Awards in June. When Gavin took to the stage to accept his award, he sent a special message of gratitude to the Musical Theatre Department at the School of Music, Theatre & Dance (SMTD)—and to the U-M donors who made his education there possible.

In 1988, Arthur (MPH ’65) and Martha (BS ’64, MPH ’66) Hearron of Kalamazoo, Michigan established a scholarship fund at SMTD, of which Gavin was an eventual recipient. Almost 30 years later, Gavin held his Tony Award high and joyfully acknowledged the late couple for changing his life.

At Michigan, every student is elevated to amazing heights thanks to a world-class education. That experience is made possible by the generosity of U-M’s donors, and like Gavin, many of those students will express their gratitude by passing those opportunities forward to the next generation.

After graduating, Gavin went on to establish an endowed scholarship fund of his own alongside SMTD classmate Celia Keenan-Bolger (BFA ’00). Stories like theirs illustrate the life-changing power of your philanthropy and scholarship support at the University of Michigan.

It’s inspiring to see how you empower our students and faculty—and to imagine what we will achieve together in U-M’s third century. That spirit will carry us forward into the next 200 years and beyond, for which your vision and generosity have laid a remarkable foundation. For that, I thank you. Our students thank you. Now and in the future, you are victors for Michigan.

Sincerely,

Jerry A. May
Vice President for Development

To watch Gavin’s full acceptance speech, visit ldrnb.msu/GavinCreel
OBOTIC TECHNOLOGIES for air, sea, and roads, for factories, hospitals, and homes will have tailored lab space in the University of Michigan’s planned Robotics Laboratory.

The four-story, 140,000-square-foot robotics facility slated for the University of Michigan’s North Campus will be named the Ford Motor Company Robotics Building. This is in recognition of a $15 million gift from the company to the College of Engineering.

“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, the Richard F. and Eleanor A. Towner Professor of Engineering, and an Arthur F. Thurnau Professor. “Robotic technologies can keep us safer, improve our quality of life, and enhance human capabilities. This gift reinforces Michigan’s leadership position in enabling the future of robotics.”

Ford and U-M have a long partnership. The company is the single largest corporate donor to the university, supporting more than 50 units across the university over the course of the decades-long partnership. The company also sponsors a broad collaborative research portfolio through the Ford/U-M Strategic Alliance with faculty across the university.

Ford and U-M have a long partnership. The company is the single largest corporate donor to the university, supporting more than 50 units across the university over the course of the decades-long partnership. The company also sponsors a broad collaborative research portfolio through the Ford/U-M Strategic Alliance with faculty across the university.

“At Ford, we have a robust plan to lead in autonomy, and this investment accelerates our work by providing dedicated space for robotics research on the U-M campus,” said Raj Nair, executive vice president and president of North America, Ford Motor Company.

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. Plans include a three-story fly zone for autonomous aerial vehicles, an outdoor obstacle course for walking robots, and high-bay garage space for self-driving cars.

And in a unique agreement that was announced in September 2016, Ford will lease the fourth floor to become the company’s first research laboratory located on any university campus in the country. Fifteen professors will be core robotics faculty members when the facility opens, and more than 35 across the university are working in the field. They are developing prosthetic limbs that could one day be controlled by the brain, an autonomous wheelchair that can sense obstacles and avoid them, efficient walking robots that have the potential to assist in search and rescue operations, and self-driving and connected cars designed to transform transportation, among other innovations. Most of the core faculty members conduct their research on an actual robot, which is unique to U-M.

“What makes us special is that most of us here do both robotics theory and hardware,” C. David Remy, assistant professor of mechanical engineering, works in the Robotics and Motion Laboratory (RAMLab) in the G.G. Brown Building, testing the research group’s new robot, Ramone.
Robotic technologies can keep us safer, improve our quality of life, and enhance human capabilities. This gift reinforces Michigan’s leadership position in enabling the future of robotics.”

Alec D. Gallimore, the Robert S. Slusarczyk Dean of Engineering

The University of Michigan’s latest collaboration with the Ford Motor Company heralds an invaluable partnership for U-M’s third century. It grew out of a decades-long affiliation—one that has driven innovation, elevated academic and professional excellence, and empowered the technologies of the future.

In 1955, Ford’s $1 million contribution to the Phoenix Memorial Project established the Ford Nuclear Reactor at U-M, advancing the peaceful application of atomic energy in our world. Two years later, $6.5 million and more than 200 acres of land from the Ford Estate gave rise to the University of Michigan-Dearborn (home today to more than 9,000 students and 500 faculty members). In the 1970s Ford was a founding partner in the Center for Sustainable Systems at the School for Environment and Sustainability; it has shown unwavering support for sustainability initiatives at U-M in the decades since. And in the late 1990s, a $9.3 million commitment for a five-year College Relations Sponsor Program grant at U-M benefited arts and culture, engineering minority programs, and the Center for the Education of Women, to name a few. These are just a few of Ford’s contributions to U-M in our first 200 years. As a leader in innovation and new technology, the company has provided for research spaces, professorships, and programs across all three vibrant U-M campuses. Ford’s commitment to education, collaborative spirit, and future orientation have helped to propel U-M forward in research and education. The Ford Motor Company Robotics Building is a compelling testament to our enduring partnership.

“THE FORD MOTOR COMPANY ROBOTICS BUILDING IS A COMPELLING TESTAMENT TO OUR ENDURING PARTNERSHIP.”

Martin Philbert
PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Ford/U-M Strategic Alliance is the university’s most expansive industry research collaboration, involving faculty in multiple schools and colleges on the Ann Arbor and Dearborn campuses. The Ford/U-M autonomous vehicle project is the largest university research effort Ford has sponsored on any campus, and the largest industry-funded research project Ford and U-M perform through this campus, and the largest industry-funded research project Ford has sponsored on any campuses. The Ford/U-M autonomous vehicle project is the expansive industry research collaboration, involving faculty in multiple schools and colleges on the Ann Arbor and Dearborn campuses. The Ford/U-M autonomous vehicle project is the largest university research effort Ford has sponsored on any campus, and the largest industry-funded research project Ford and U-M perform through this

Grizzle has been named director of robotics at U-M. He came to the university in 1987 as a feedback control theorist, but quickly expanded his research into other areas. Among his achievements is the development of a theoretically sound and efficient method for control of bipedal robot locomotion, which resulted in the world’s fastest two-legged running robot with knees. He was also a key player in pioneering a model-based programming approach to the control of hybrid electric vehicles that is rapidly becoming an industry standard. The approach takes into account the random fluctuations in traffic patterns to make these vehicles as efficient as possible.

“This new facility will give us cutting-edge lab space to test our theories on a broader scale, and in a collaborative environment that invites the exchange of ideas,” Grizzle said.

When the building opens, U-M will become one of an elite few universities with a dedicated robotics facility. The state-of-the-art facility will be located near Mcity, U-M’s simulated urban environment and education. The Ford Motor Company Robotics Building is an enduring partnership. It grows out of a decades-long affiliation—one that has driven innovation, elevated academic and professional excellence, and empowered the technologies of the future. Ford’s co-location on the Ann Arbor campus will only enhance the extraordinary pipeline of talent,” said Ken Washington, vice president of Ford Research and Advanced Engineering and chief technology officer, Ford Motor Company. “Our investment will also enhance our already strong collaboration in autonomy and robotics by establishing an enduring footprint to propel our research partnership forward. Together, we will continue our leadership in advancing mobility.”

"THE FORD MOTOR COMPANY ROBOTICS BUILDING IS A COMPELLING TESTAMENT TO OUR ENDURING PARTNERSHIP.”
A new $3 million gift from The Dow Chemical Company Foundation to the Dow Sustainability Fellows Program at the University of Michigan will enable fellows to continue implementing sustainable solutions for food systems, cities, infrastructure, mobility, consumption, and energy systems from Michigan to sub-Saharan Africa.

The gift supplements the company’s initial $10 million donation that established the program at U-M in 2012, a landmark, breakthrough collaboration offering a unique graduate-level interdisciplinary training and project experience. The gift secures funding for the program through 2020.

“Dow is pleased to continue funding the Dow Sustainability Fellows Program. 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 corporate and university program like it,” said Neil Hawkins, Dow corporate vice president and chief sustainability officer. “This novel program brings together unconventional corporate and university to address these problems as leaders in sustainability education, research, and collaboration.

This new gift extends funding for graduate fellowships and co-curricular experiences and the Dow Distinguished Awards for Interdisciplinary Sustainability have received seed money to help launch innovative sustainability projects. A JOINT COMMITMENT TO A SUSTAINABLE FUTURE

“Achieving environmental sustainability is among the most complex challenges we face as a society,” said University of Michigan President Mark Schlissel. “The Dow Chemical Company’s support is helping the University of Michigan prepare talented, interdisciplinary leaders who can develop and implement sustainable solutions from multiple perspectives.”

In addition to partnership in sustainability education, Dow is committed to student recruitment, research collaboration, and service on U-M advisory boards. Dow employs about 350 U-M alumni.

The Dow Sustainability Fellows Program supports the Planet Blue initiative, representing the university’s commitment to sustainability education, research, and campus operations.

A new $3 million gift from The Dow Chemical Company Foundation to the Dow Sustainability Fellows Program at the University of Michigan will enable fellows to continue implementing sustainable solutions for food systems, cities, infrastructure, mobility, consumption, and energy systems from Michigan to sub-Saharan Africa.

The gift supplements the company’s initial $10 million donation that established the program at U-M in 2012, a landmark, breakthrough collaboration offering a unique graduate-level interdisciplinary training and project experience. The gift secures funding for the program through 2020.

“Dow is pleased to continue funding the Dow Sustainability Fellows Program. 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 corporate and university to address these problems as leaders in sustainability education, research, and collaboration.

This new gift extends funding for graduate fellowships and co-curricular experiences and the Dow Distinguished Awards for Interdisciplinary Sustainability have received seed money to help launch innovative sustainability projects. A JOINT COMMITMENT TO A SUSTAINABLE FUTURE

“Achieving environmental sustainability is among the most complex challenges we face as a society,” said University of Michigan President Mark Schlissel. “The Dow Chemical Company’s support is helping the University of Michigan prepare talented, interdisciplinary leaders who can develop and implement sustainable solutions from multiple perspectives.”

In addition to partnership in sustainability education, Dow is committed to student recruitment, research collaboration, and service on U-M advisory boards. Dow employs about 350 U-M alumni.

The Dow Sustainability Fellows Program supports the Planet Blue initiative, representing the university’s commitment to sustainability education, research, and campus operations.

**IN DETROIT**, a cohort of master’s students partnered with Detroit nonprofit Focus:HOPE to bring a ride-sharing service to the low-income neighborhood of Hope Village, offering affordable transportation to residents of this area.

**IN TELANGANA, INDIA**, a team of fellows and other students used data science to inform best practices for farming in rural India. The team established the first-ever computer network in two villages, designed a data-collection system, and hired field managers to survey farmers.

**IN ANN ARBOR**, a group of fellows partnered with the U-M School of Dentistry to develop a sustainable dentistry toolkit that identifies reusable materials and energy-saving opportunities that dental clinics can implement. The team then partnered with Practice Greenhealth to distribute toolkits across the country.

CREATING A BETTER WORLD

Recent Dow Sustainability Fellows have explored sustainability solutions on four continents, including the following examples in Michigan and India:

- **IN DETROIT**, a cohort of master’s students partnered with Detroit nonprofit Focus:HOPE to bring a ride-sharing service to the low-income neighborhood of Hope Village, offering affordable transportation to residents of this area.
- **IN TELANGANA, INDIA**, a team of fellows and other students used data science to inform best practices for farming in rural India. The team established the first-ever computer network in two villages, designed a data-collection system, and hired field managers to survey farmers.
- **IN ANN ARBOR**, a group of fellows partnered with the U-M School of Dentistry to develop a sustainable dentistry toolkit that identifies reusable materials and energy-saving opportunities that dental clinics can implement. The team then partnered with Practice Greenhealth to distribute toolkits across the country.

For more information on the Dow Sustainability Fellows Program, visit [www.umich.edu/DowSustainability](http://www.umich.edu/DowSustainability)
FOR THE PUBLIC GOOD

HOW DID an herbal medicine shop in rural Macau inspire scholarship support at the University of Michigan? Karl C.K. Ma (BBA ’93) can tell you.

Ma is a graduate of the Stephen M. Ross School of Business and chairman of TUS International, a leading company in automotive sales and production in China. He recently established the Karl C.K. Ma Endowed Graduate Scholarship Fund at U-M’s Horace H. Rackham School of Graduate Studies. His $2.5 million gift will support graduate students from Asia preparing for careers in public service, with special preference for those studying social work, education, and nursing.

Ma’s philanthropy and his commitment to public service are rooted in a family tradition that began with his grandfather, he says. The elder Ma set up Chinese herbal medicine stores in rural areas of Macau, where he gave freely to those who couldn’t otherwise afford health care.

“I owe it to my grandpa,” Ma says. “He used to ask [his grandchildren] to go with him to the rural areas of Guangdong during the Chinese New Year. That was in the ’80s, and you could imagine how underdeveloped those areas would be. I didn’t want to join, but he insisted. So I had to go, and I watched him mingling with people in the villages and talking with officials.” Observing his grandfather’s efforts in Macau and Guangdong taught Ma about the critical importance of public service in society, he says.

Those lessons have been vital to his success in mainland China, where he’s worked to cultivate connections with Hong Kong and Macau with projects like co-work spaces for startups and entrepreneurs. His enterprises are built on the cultivation of human capital, Ma says. In Ann Arbor as well, lessons from his grandfather have influenced his philanthropy and his vision for the future.

“Times have changed. We need new models, new talents, and new ways of doing things.”

Graduate School, the Ma scholarship has brought together Ph.D. candidates from the School of Social Work, the School of Education, and the School of Nursing—all contributing to the advancement of public service at U-M and around the world.

There’s Hayeon Lee (School of Social Work Class of 2019), whose research focuses on human rights advocacy for migrant women in East and Southeast Asia. She is joined by Minh Huynh (AM ’13, School of Education Class of 2019), who studies global educational governance, policy, and development with attention to equity and equality in education. And there’s Kayoung Lee (School of Nursing Class of 2019), whose research utilizes data science to advance injury prevention and address health disparities in public health settings.

Together, the group represents the sort of service to the common good that Ma hopes to inspire and empower in future generations.

Helping people out is great, but I want to do it in a different way,” Ma says. “Times have changed. We need new models, new talents, and new ways of doing things.” For him, part of that new model is supporting students at a world-class institution for graduate education and research.

Each year, Rackham Graduate School brings together a diverse cohort of students from around the globe. Horace and Mary Rackham established the school to “promote the health, welfare, happiness, education, training, and development of men, women, and children … regardless of race, in the world.” For more than a century, the school and its rich philanthropic foundations have provided a home for those seeking to fulfill U-M’s mission of service to the broadest public good.

For Rackham students in U-M’s third century and beyond, Ma’s scholarship will offer the opportunity to do just that.
John Varriano, Jr. (AB ’65, AM ’66, PhD ’70) arrived in Ann Arbor in the early 1960s, a doctor’s son with dreams of becoming a writer. At U-M, he majored in English, made friends with faculty in the Department of Art History, and dabbled in architecture for good measure—a true Renaissance man.

He found his lifelong passion—the art and architecture of the Renaissance and Baroque periods—thanks to the spell-binding lectures of the gregarious Nathan T. Whitman, a celebrated professor of the arts. Whitman’s lectures were John’s first steps on the road to a life-changing education at U-M and around the world.
Today, in celebration of a life well-lived, a planned gift from John Varriano, Jr. and Wendy Watson will open up those doors for others for generations to come.

"His education there meant everything to him," Wendy Watson recalls of her husband. "I think Michigan was the impetus in broadening his horizons and opening his mind up to so many possibilities."

The journey began in Ann Arbor, but it really got going in Rome. As a Ph.D. student at U-M, John's dissertation took him to the iconic Bibliotheca Hertziana, an experience made possible by a Kress Foundation grant. From there, he traveled to Vienna, Paris, and across Italy to experience the places and works of art that would prove seminal to his life's work. He slept on trains, dined in bustling city streets, and took in all that the world had to offer.

With a smile, Wendy recounts that a representative from the Kress Foundation once observed, "Mr. Varriano seems to be doing a lot of traveling. We hope it won't impede his dissertation." But despite an obvious affinity for wandering, John was far from loo. He simply embodied that Renaissance ideal of graceful nonchalance—sprezzatura—described in Baldassare Castiglione's The Book of the Courtier.

True to form, John finished his dissertation in record time. He returned to the United States to accept a position at Mount Holyoke College as a professor of art and art history (a department he chaired for four terms). And while searching for a curator for the Mount Holyoke College Art Museum, he met Wendy. She shared his affinity for art, for Rome, and for the international world—a natural pair. Together, they toured museums, galleries, and archaeological sites across the globe.

At Mount Holyoke, John became a celebrated expert on the art and architecture of Italy in the Renaissance and Baroque periods, the intersection of art and gastronomy, and the art and literature of travel. In 1994, he was named the Idella Plimpton Kendall Professor of Art History at Mount Holyoke. "He didn't find out who she was until after he had been appointed," Wendy recalls. "He said he needed to research exactly who this Idella person was. He came home the next day and he said, 'It's perfect! It's perfect!'"

As it turned out, Idella Plimpton Kendall was the college's first student to officially study abroad. In his four decades of service to the college, John was known for encouraging his students to seize every opportunity to travel. "He always took time to sit down with them, and he always urged them to travel and get more experience. Whenever somebody would ask, 'What's the best thing I can do?'—he would say, 'Travel. Especially Italy.'" Like his mentor Whitman before him, John was celebrated by his students for his lectures on the Renaissance and Baroque periods. They also praised him for his stellar recommendations when it came to the best restaurants, vineyards, and wineries across Italy. Wendy recalls with a laugh.

In 2011, John was diagnosed with an acute blood disease. He fought a five-year-long battle—one that he undertook with characteristic vigor and panache. In the closing chapters of a storied life, he refused to be deterred from travelling. Following one last trip abroad with Wendy, John passed away in early 2016.

In the future, his legacy will carry on in more ways than one. At U-M, a planned gift will support the same kind of vibrant experiences that shaped his life, work, and education. In the Department of Art History at U-M's College of Literature, Science, and the Arts, the John L. Varriano, Jr. Fund will provide for travel and research abroad, with special preference for graduate students interested in Italy.

Wendy credits her husband's formative years abroad as the inspiration for the gift. "It was all about travel for students. He just felt it was one of the most critical elements for him in his own life, not just being successful as an art historian, but in meeting people and making friends—in understanding the international world, in teaching, in knowledge. In every way."

"John would always say, 'Don't waste time. Don't waste time,'" she says. "He really wanted to make sure that people would just go. He wanted to not only make it possible for them, but also irresistible."

Wendy writes that her husband's philosophy of life is best summed up by these lines from the revered Greek writer Nikos Kazantzakis' Report to Greco: "We must leave the earth, not like scourged, tearful slaves, but like kings who rise from the table with no further wants, after having eaten and drunk to the full." Indeed, John lived as a man of the world, and one who didn't waste a moment in it.

In his autobiography, Kazantzakis later wrote that his life's greatest benefactors had been journeys and dreams. Thanks to John and Wendy, U-M students abroad will be pursuing both for years to come.
Stephen Ross’ $50 million gift pushes Victors for Michigan campaign past $1 billion for student support.

In September, real estate developer and alumnus Stephen M. Ross (BBA ’62, LLD Hon ’11) donated an additional $50 million to the University of Michigan, bringing his total lifetime giving to $378 million.

The majority of the new gift will support career development programs for students, innovative action-based learning experiences such as student-run investment funds and new business ventures, and resources for attracting and developing junior faculty.
Ross continues to be the single largest donor to the university. He also chairs U-M’s Victors for Michigan campaign, which kicked off in fall 2013. The campaign has raised more than $4 billion to date and, with this Ross gift, has surpassed its aggressive $1 billion goal for student support.

Ross’ previous donations have not only helped the business school become one of the best in the world, his support has also physically transformed the landscape of the university. His contributions to U-M added the signature terra cotta look of the Ross School campus, designed to foster collaboration and action-based learning in business education, as well as the sturdy brick of the Stephen M. Ross Athletic Campus buildings, a home for all U-M student-athletes, set for completion in 2018.

“It gives me enormous joy to continue to give back to the University of Michigan, an institution that had such a profound impact on my life,” Ross said. “I am extremely proud of the physical transformation we have achieved at the business school, creating modern, new facilities and places students and faculty and future leaders can thrive. “It has become a world-class center of innovation and a magnet for attracting the best and the brightest students and faculty, and these new initiatives will even further enhance those efforts.”

Ross is a philanthropist and chairman and founder of Related Companies, one of the world’s most prominent private real estate developers. Related Companies is best known for the development of Time Warner Center in New York City and the 28-acre Hudson Yards development on Manhattan’s west side, and is also one of the largest owners of affordable housing nationally. Ross is also the owner of the Miami Dolphins.

“Stephen M. Ross continues to make a tremendous impact on the University of Michigan. His generosity and outstanding leadership have transformed the learning environment for our students,” said U-M President Mark Schlissel. “With this latest gift, he further advances our mission, pushing us past our ambitious goal of $1 billion for student support in the Victors for Michigan campaign. I am especially grateful to Steve for, once again, demonstrating his confidence in the University of Michigan and ensuring a bright future for our students and faculty.”

“Now that we have a state-of-the-art, inspiring space for faculty, staff, and students, our focus is on attracting great talent and creating the most action-based, transformative student experiences in business education,” said Ross School Dean Scott DeRue. “To help us realize our vision, Stephen Ross is once again directing his generosity to our school.

“Steve’s dedication and his unwavering commitment to excellence have greatly enhanced the reputation of our business school globally and we are excited for the future of Michigan Ross.”

For remarks from Stephen Ross on his latest gift, visit bicsb.st/RossGift
A DAY TO GIVE

FOR 24 HOURS, DONORS SUPPORT THEIR U-M PASSIONS

ON TUESDAY, NOVEMBER 28, the global U-M community will celebrate Giving Blueday and the university’s 200th birthday, its rich history, and future possibilities. Combining the two great celebrations into one, the worldwide event highlights not only the importance of giving to meaningful causes but how philanthropy has shaped and grown the university in the last 200 years. Over the last three years, participants from around the world have made nearly 20,000 gifts, of all sizes, to more than 4,000 areas across our three campuses—Ann Arbor, Dearborn, and Flint. It is because of this tremendous support that Giving Blueday continues to be successful.

This Giving Blueday, for 24 hours, during one celebration, give for the future.

The University of Michigan Solar Car team unveiled its latest (and sleekest ever) vehicle in July at the historic Michigan Theater in downtown Ann Arbor. Dubbed Novum (Latin for “new thing”), the car reports 20 percent greater efficiency than its predecessor, Aurum. Funds raised on Giving Blueday 2016 supported the Solar Car team’s trip to Darwin, Australia, for the 2017 Bridgestone World Solar Challenge. Novum finished in second place—the team’s most successful finish in history.

For two centuries, the University of Michigan has prided itself on its commitment to making an uncommon education accessible to all. Thanks in part to the university’s generous donors, students from all economic backgrounds arrive at U-M each year with the resources they need to excel at a world-class public research university. Those resources help many of them manage the costs of their education and alleviate concerns about inhibitive post-graduation debt. Some of U-M’s most committed donors have extended their generosity beyond the scope of traditional financial support. Scholarship cohorts—groups of students brought together under extended scholarship programs—provide invaluable opportunities for some of the world’s brightest young minds. These programs supply mentorship opportunities, camaraderie, and an immediate sense of belonging that extends well beyond graduation. More than just financial support, scholarship cohorts at U-M offer lessons in character that pay in perpetuity.

Every scholarship at the University of Michigan has a story. Here, Leaders & Best offers a glimpse of some of these special groups, the donors who have made them possible, and the leaders of tomorrow that they empower.

SCHOLARSHIP COHORTS

THE COMPANY WE KEEP

HOW SCHOLARSHIP COHORTS EMPOWER THE LEADERS OF TOMORROW
THE SHIPMAN SOCIETY

Each year, U-M invites 45-50 students to the Ann Arbor campus for one weekend to be considered for the Shipman Scholars Program. Paul (BBA ‘86) and Amy Blavin established the Blavin Scholars Program in 2009 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 Blavins have not only provided these students with financial assistance, but have also energized a supportive community that helps Blavin Scholars navigate and maximize their experience at U-M. Since fall 2009, the Blavin Scholars Program has supported 54 students at schools and colleges across the University of Michigan. This year, the program celebrates its largest enrollment ever with 36 Blavin Scholars.

Matisse Rogers (LSA Class of 2019) to the Blavin Scholars Program, visit ldrsnb.st/BlavinScholars

THE STAMPS SCHOLARS SOCIETY

Penny W. (BSDes ‘66, TeachCert ‘66) and E. Roe Stamps established the Stamps Scholarships at the U-M Office of Financial Aid in 2006. As one of the university’s most generous student support programs, the scholarship offers up to four years of merit-based aid to outstanding undergraduates. Eighteen freshmen are selected to receive the Stamps Scholarships each year, and those recipients are also eligible to receive enhancement funding of up to $10,000 for study abroad, community service, internships, or research. Students are also invited to become members of the Stamps Scholars Society, connecting the Stamps Scholars to one another, the university community, and the Stamps family through social events and community service projects. Every two years, Stamps Scholars are invited to attend the Stamps Scholars National Convention.

Joseph Sedlak (BSEBE ‘14) to the Blavin Scholars Program, visit ldrsnb.st/BlavinScholars

THE BREGH SCHOLARS PROGRAM

For exceptional students at Fordson High School in Dearborn, Michigan, the Brehm Scholars Program represents an opportunity for academic excellence, exceptional leadership, and deep commitment to service. Fordson grad William K. Brehm (BS ’50, MS ’52, LLD Hon ’13) and his wife Delores (Dee) established the program to provide talented Fordson students with an outstanding Michigan education. “You belong to a generation that will someday lead our country.” Bill tells applicants. “Your leadership will require vision, hard work, and experience. The Brehm Scholars Program can supply you with these tools.” The program recruits Fordson students for their academic excellence, exceptional leadership, and deep commitment to their communities, and awards full resident tuition for those who are accepted to U-M. Consistent with the Brehms’ long history of support at Michigan Medicine, Brehm Scholars who are admitted to the U-M Medical School receive an additional four years of support.

Marias Naarallah (BS ’16, Medical School Class of 2023) to the Blavin Scholars Program, visit ldrsnb.st/BrehmScholars

It’s amazing that I’ve made it this far and that I’m going to graduate from the University of Michigan with a degree, and even go to Harvard Medical School—something I didn’t think was even possible. And then reflecting back on the entire journey and seeing how much of a privilege and how lucky I got along the way to be here, how lucky I got to have the mentorship, to have people to encourage me along the way, and to have financial assistance when I got to Michigan. And then to realize that that’s what I need to pursue in my future career—to be able to give back in the same way.

The Brehm Scholars Program is a world-class education. Fordson grad William K. Brehm (BS ’50, MS ’52, LLD Hon ’13) and his wife Delores (Dee) established the program to provide talented Fordson students with an outstanding Michigan education. “You belong to a generation that will someday lead our country.” Bill tells applicants. “Your leadership will require vision, hard work, and experience. The Brehm Scholars Program can supply you with these tools.” The program recruits Fordson students for their academic excellence, exceptional leadership, and deep commitment to their communities, and awards full resident tuition for those who are accepted to U-M. Consistent with the Brehms’ long history of support at Michigan Medicine, Brehm Scholars who are admitted to the U-M Medical School receive an additional four years of support.

With Penny and Roe Stamps’ generous support, I spent the summer before my senior year at U-M on an adventure through a handful of countries in Southeast Asia and Eastern Europe. While the original intent was to volunteer with my engineering student organization and study a foreign language, that summer abroad influenced my decision to pursue my master’s in bioethics overseas—to explore the aspects of humanity which transcend political boundaries—before returning to U-M for medical school. Being a Stamps Scholar means having the support to achieve even the wildest of your dreams.

My experience as a Brehm Scholar has been a remarkable journey. Not only has the Brehm Scholars alleviated the financial burden that comes along with higher education, it has also granted me the opportunity to connect with many wonderful individuals who share a similar goal—that is, a goal to give back. Mr. and Mrs. Brehm have invested in us with the hope that we will continue their mission of supporting others in achieving their hopes and dreams. They have truly inspired their scholars—and those around us—to help others and contribute something great to our communities.

The Brehm Scholars Program is a world-class education. Fordson grad William K. Brehm (BS ’50, MS ’52, LLD Hon ’13) and his wife Delores (Dee) established the program to provide talented Fordson students with an outstanding Michigan education. “You belong to a generation that will someday lead our country.” Bill tells applicants. “Your leadership will require vision, hard work, and experience. The Brehm Scholars Program can supply you with these tools.” The program recruits Fordson students for their academic excellence, exceptional leadership, and deep commitment to their communities, and awards full resident tuition for those who are accepted to U-M. Consistent with the Brehms’ long history of support at Michigan Medicine, Brehm Scholars who are admitted to the U-M Medical School receive an additional four years of support.

With Penny and Roe Stamps’ generous support, I spent the summer before my senior year at U-M on an adventure through a handful of countries in Southeast Asia and Eastern Europe. While the original intent was to volunteer with my engineering student organization and study a foreign language, that summer abroad influenced my decision to pursue my master’s in bioethics overseas—to explore the aspects of humanity which transcend political boundaries—before returning to U-M for medical school. Being a Stamps Scholar means having the support to achieve even the wildest of your dreams.

Andrea Berkemeier (BS ’14, Medical School Class of 2023) to the Blavin Scholars Program, visit ldrsnb.st/StampsScholars

Brenton: I am so grateful for the Blavin Scholarship. It has given me the financial freedom to pursue my academic and professional goals. The Blavin Scholars Program has provided me with a sense of community and belonging, which has been crucial in navigating the challenges of college. I am so grateful for the support of the Blavin family and am excited to give back to the University of Michigan in the future.

For more on the Blavin Scholars Program, visit ldrsnb.st/BlavinScholars

For more on the Brehm Scholars Program, visit ldrsnb.st/BrehmScholars

For more on the Stamps Scholars Society, visit ldrsnb.st/StampsScholars
The Kessler Scholarship’s new programming has helped me grow in a multitude of ways since its recent revamping, including being the bridge to securing my first-ever research position and guiding me in realizing what a liberal arts education can lead to regardless of major. The support, experiences, and opportunities provided through the work of our new directors has helped build my confidence to shape my education the way I want while maximizing my time here at Michigan. I am beyond grateful for not only my scholarship, but the community that comes with it.”

Julia McMahon (LSA Class of 2019), Kessler Presidential Scholar

THE KESSLER PRESIDENTIAL SCHOLARSHIP

The Irene and Morris B. Kessler Presidential Scholarship Fund was established in 2006 and made possible by a gift to the College of Literature, Science, and the Arts (LSA) from Judy (AB ’58) and Fred (AB ’58) Wilpon. Their gift created LSA’s largest scholarship cohort, which has grown to more than 170 students. The Kessler Presidential Scholarship is named in honor of Judy Kessler Wilpon’s immigrant parents, Irene and Morris B. Kessler. The Wilmonts believe in building a strong group of campus leaders and scholars who will add to the U-M community and change the world after they leave Ann Arbor. This fall, the 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 while they attend Michigan. The pilot program establishes academic and nonacademic supports to help students navigate the transition to college, prepare for professional roles, and build a sense of community and purpose within the scholarship cohort.

For more on the Kessler Presidential Scholarship, visit ldrsb.st/KesslerFund

ROGEL SCHOLARS SOCIETY

Founded by Victors for Michigan campaign vice chair Rich Rogel (BBA ’70, LLD Hon ’09) and campaign steering committee member Susan Rogel, the Rogel Award of Excellence brings together the leaders and best from around our nation and our world. As one of the university’s most prestigious scholarship awards, the Rogel Award is designed to mitigate the costs of higher education for out-of-state students and ensure that they can continue contributing to the academic, intellectual, and cultural legacy of the University of Michigan. Recipients are also invited to join the Rogel Scholars Society, a unified cohort for recipients of the award that provides opportunities within the broader university community. Members of the Rogel Society participate in group activities that foster academic, cultural, and social involvement, with an emphasis on giving back to their communities.

What binds these diverse groups together? It’s the collective hope that we are building toward a brighter future—and the promise that we will provide the next generation with the tools to meet the challenges of tomorrow. In U-M’s third century, we hope that lessons learned at Michigan will allow our students to build toward an even better world. Already, scholars from these groups and others from around U-M are valiantly meeting that charge.

Take the U-M alumni from the campus group Operation: Educate Children (OEC). In partnership with the Peace Corps, OEC raised more than $6,000 to build a school for the residents of a small village in Cameroon. After graduating from U-M, the same students created an endowed scholarship fund at the university, the Operation: Educate Children Endowment. The scholarship is presented to international students from developing countries. Today, the fund provides opportunities for students like Janghoon Choi (College of Engineering Class of 2019), a sophomore from Honduras studying industrial engineering.

As it happens, one of the founders of the OEC endowment was inspired by the generosity of Rich and Susan Rogel. As a former Rogel Scholar, the Rogel Award of Excellence made it possible for him to attend U-M. His scholarship’s story is one of many that illustrates how lessons learned at U-M—in character and in the classroom—extend well beyond graduation.

Support the Operation: Educate Children Endowment Fund at ldrsb.st/EducateChildrenFund
Dean Jonathan Massey was on hand to welcome alumni, faculty, staff, students, and friends for the structure’s grand opening on September 8. “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,” he said. “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 was officially appointed as dean in August. “The opening events for the new addition were a perfectly timed way for me to understand the rich culture of traditions and loyalty that our alumni and donors have for the University of Michigan,” he said. “I will forever be grateful for the welcome I received by President Schlissel, the Taubman family, university colleagues, the college, and alumni.”

The LEED Gold certified project adds 36,000 square feet to the original 72,000-square-foot facility and renovates existing third-floor studio space and faculty offices. Students are already settling into the remarkable new space. “As students of architecture, we are always highly aware and critical of the spaces that we spend time in,” said Henry Peters (Taubman College Class of 2018). “Along with the stunning daylighting, unique public spaces, and beautiful views to the exterior, the new building provides a special opportunity for us students to study and be critical of a contemporary work of architecture from the position of the inhabitant.”

For many students, the Taubman Wing is another fitting tribute to its namesake. “The new building addition really shows the dedication of Mr. Taubman to make a ‘Michigan Difference’ by expanding and improving our program,” said Alyssa Fellabaum (Taubman College Class of 2018). “With the new studio spaces and a more open layout of the desks, I feel that there is more room for us to work together, collaborate, and grow as an institution.”
CAMPAIGN PRIORITIES

PRIORITY 1 | STUDENT SUPPORT  Guarantee that a diverse group of the world’s brightest students will be able to study at Michigan. Providing sufficient financial support is the Victors for Michigan campaign’s highest priority.

PRIORITY 2 | ENGAGED LEARNING  Transform the U-M education by extending academic excellence from the classroom into real-world experiences that develop students’ global purview and a creative, entrepreneurial mindset.

PRIORITY 3 | BOLD IDEAS  Serve the public good by collaborating on bold new ideas to solve the world’s most challenging problems.

To bring into focus the Victors for Michigan campaign’s top priority—student support—Leaders & Best provides a closer look at members of the U-M community whose personal stories of effort and determination illustrate the value of providing this needed support.

Silas Cardwell (MD ’17)

Silas Cardwell’s life was changed forever after his friend was injured in a car accident in China.

A third-generation Detroiter, Silas had moved to China to start a career in finance after earning both bachelor’s and master’s degrees.

But when the Chinese hospital’s lack of resources forced Silas to help care for his friend, he became inspired to change careers and practice medicine.

Silas applied to the University of Michigan Medical School. He was attracted to U-M’s interdisciplinary approach to education and the opportunity to collaborate with students from medicine, law, public health, and other fields.

“I don’t think many universities in the world can offer this same sort of synergy that the University of Michigan offers,” he says.

Silas says he was humbled when the U-M Medical School named him a Rogel Medical Scholar, a scholarship established by Rich (BBA ’70, LLD Hon ’09) and Susan Rogel. Now, he’s able to become a doctor without inhibitive post-graduation debt.

“When you get some financial support, it frees up your mind to not think about money... It gave me the opportunity to have some peace of mind.”

As a doctor, Silas hopes to return to his hometown to improve the quality of health care in Detroit.

Silas is one of thousands of students at Michigan benefiting from student support. Watch Silas share more of his story at ldrsnb.st/SilasVFM
Tom Temprosa
(LLM '17)

Tom Temprosa, a Master of Laws graduate, has deep family connections to the University of Michigan. His father received the DeWitt Scholarship exactly 50 years ago, enabling him to study law at Michigan. Inspired to carry on his father’s legacy, Tom applied to the Law School and was not only accepted, but awarded the same DeWitt Scholarship that changed his father’s life.

“He told me stories of how great this institution is... and how he was changed because of his experience in the University of Michigan Law School.”

Named after Clyde Alton DeWitt (LLB 1908), a Michigan native and teacher in the Philippines who fought for prisoners’ rights, the scholarship supports outstanding Filipino law students committed to working for causes greater than themselves.

“I feel a sense of pride being a recipient of the DeWitt Scholarship. In a sense, it has really inspired me to take a public interest and not only work for myself, but also for others,” he says.

DeWitt’s legacy lives on in hundreds of students from the Philippines who have received the scholarship, nurturing future leaders in Filipino legal education and practice. Support from generous donors like DeWitt has made it possible for students from around the world to become lawyers, legal scholars, justices, and judges.

Upon graduation, Tom hopes to continue using the law as a vehicle for positive change in the world, as a living testimony to DeWitt’s legacy at U-M.

“It shows how generosity can go a long way.”

Bhillie Luciani
(AB ’17)

A native of Hawaii, Bhillie Luciani had never been to Michigan when she became interested in the University of Michigan. But coming from a single-parent household, she was not sure she could afford to attend. She soon discovered she had been identified as a potential recipient of the Shipman Scholarship—established by Dr. Sidney (AB 1917, MD 1919) and Irene Shipman—and flew to campus for an interview.

Upon learning she had been selected, her perspective changed. “The Shipman Scholarship is why I came here. It definitely took the weight off my shoulders and my dad’s shoulders,” she says.

Her initial visit to campus coincided with undergraduate orientation at the School of Kinesiology. Passionate about both athletics and science, and after meeting other incoming Kinesiology students, Bhillie knew U-M was the school for her.

As a senior in the School of Kinesiology, Bhillie participated in biomechanics research that measured muscle stiffness through an ultrasound beam. The information gained from this research is helping people exercise more safely and avoid injuries.

Bhillie is now focused on solving problems related to head and neck cancer, and credits her “army of support” for encouraging her to pursue her dreams at U-M.

“I definitely am not the same person I was when I came here. At Michigan, I’ve built myself around a community of students that has inspired me to give back.”

Bhillie is one of thousands of students at Michigan benefiting from student support. Watch Bhillie share more of her story at ldrsnb.st/BhillieVFM
WHEN THE VICTORS FOR MICHIGAN CAMPAIGN LAUNCHED IN 2013, THE $4 BILLION GOAL WAS THE MOST AMBITIOUS FUNDRAISING GOAL OF ANY PUBLIC UNIVERSITY CAMPAIGN IN HISTORY.

DONORS SOAR BEYOND AMBITIOUS GOAL
Donors have given more than $4.33 billion* to the campaign:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Support</strong></td>
<td>$1.01 billion*</td>
</tr>
</tbody>
</table>

IN CASH GIFTS & PLEDGE PAYMENTS, a record-breaking year

STUDENT SUPPORT PASSES $1 BILLION MARK
Donors have given $1.01 billion* for student support, pushing beyond the $1 billion target:

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Scholarships</td>
<td>48%</td>
</tr>
<tr>
<td>Graduate Scholarships</td>
<td>34%</td>
</tr>
<tr>
<td>Internships</td>
<td>14%</td>
</tr>
<tr>
<td>Graduate Scholarships</td>
<td>4%</td>
</tr>
</tbody>
</table>

EXCEEDING EXPECTATIONS

$1 BILLION FOR STUDENT SUPPORT

Our world still needs victors
There are still many more opportunities to make an impact through the campaign finish in 2018; $10 million is needed to reach the fundraising goals of every school, college, and unit.

POVERTY SOLUTIONS
Finding new ways to prevent and alleviate poverty

Key factors that make this initiative unique among university-led poverty efforts include:

- Action-based research focused on partnerships, pilots, and large-scale interventions
- A worldagenda centered on economic opportunity, educational attainment, and improving health
- A highly interdisciplinary approach with scholars from more than 10 schools and colleges
- Mutually respectful, dynamic, solution-focused partnerships in the community

Poverty Solutions is already launching high-impact projects to improve mobility, health, education, and economic opportunity in communities across the state of Michigan.

EXTENDING STUDENT SUPPORT:
- Securing the promise of U-M’s Go Blue Guarantee
- Expanding support for living and learning experiences
- Providing resources to help students be successful at Michigan
- Additional support for graduate students, out-of-state students, and varying income levels

precision health
Advancing human health for communities around the world

In October, President Schlissel announced a new Precision Health initiative, a universitywide collaboration led by the Office of the Provost, the College of Engineering, Michigan Medicine, and the School of Public Health.

Precision Health uses advanced technology to analyze enormous amounts of data to understand how genetics, lifestyle, and the environment influence health. Researchers apply this knowledge to drive new therapies, improve practices, and help people and communities improve health and wellness.

Michigan is one of few universities positioned to lead such a comprehensive effort. For years, U-M has helped chart the course through genomics, data management, and development of targeted treatments. Now, by harnessing our world-class programs in at least 11 U-M schools, colleges, and institutes, we can expand U-M’s impact across disciplines and communities.

Precision Health has the potential to change the trajectory of global health challenges such as opioid misuse, cancer, mental health, cardiovascular disease, diabetes, and much more.

To learn more about U-M’s initiatives, including Academic Innovation, Biosciences, and Diversity, Equity & Inclusion, visit ldrsnb.st/AreasofFocus

*As of September 30, 2017
Please welcome the newest members of the campaign leadership board!

LARRY LEINWEBER AND CLAUDIA BABIARZ
Steering Committee

Founder of New World Systems in Troy, Michigan, U-M alumnus Larry Leinweber (LSA ’60, Ross ’77) and Claudia Babiarz, of Bloomfield Hills, Michigan, provided funding through the Leinweber Foundation to establish the Leinweber Center for Theoretical Physics in the College of Literature, Science, and the Arts (LSA). They have supported LSA, the College of Engineering (CoE), and the Stephen M. Ross School of Business, including the Leinweber Software Scholars Program and Leinweber Software Program at CoE. Babiarz is a 1971 graduate of Michigan State University. She earned her juris doctorate degree summa cum laude in 1984. She eventually served as corporate counsel for 27½ years at New World Systems. Leinweber advises the Campaign Committee at U-M and Claudia has two children, David Leinweber (MBA ’14) and Ashley Leinweber (Ross MBA Class of 2019). Larry also has three older children, Eric, Danica, and Lezlee who contribute to his work.

EXPANDING DISCOVERY ON THE ORIGINS OF OUR UNIVERSE

An $8 million gift from the Leinweber Foundation will expand opportunities for students and faculty from the Michigan Center for Theoretical Physics (MCTP) in the University of Michigan’s College of Literature, Science, and the Arts (LSA) to study fundamental questions in particle physics and the evolution of our universe. In recognition of the gift, the MCTP will be permanently renamed the Leinweber Center for Theoretical Physics. The gift will provide resources to attract top physics talent, expand research, and better understand the universe through particle physics, including elementary particle theory and cosmology. The endowment also establishes the Leinweber Fellows program in LSA’s Department of Physics and provides support for conference, visiting faculty, and fellowships for students studying theoretical physics.

“I’ve always been fascinated by scientific discoveries, including research around the origin and scope of the universe we exist in,” Leinweber said. “The complex work being done at the center is made possible at U-M and other leading research centers because of the talented researchers whose curiosity and commitment lead them to answering complicated, abstract questions. 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. The university will also share their discoveries with the public through community engagement and outreach.”

In recent years, the center has brought more than 2,000 national and international experts to the Ann Arbor campus for meetings on diverse topics ranging from the Higgs boson, a fundamental discovery in particle physics, to the study of cosmic microwave background—the afterglow of the Big Bang.

“The Leinweber Center for Theoretical Physics acts as a discovery hub where questions about some of science’s most fascinating and complex questions are answered,” said Andrew Martin, dean of LSA. “The Foundation’s gift will enable researchers to better understand the composition of our universe and share exciting new knowledge with the public.”

DEVELOPING LEADERS OF THE FUTURE

This fall, the Barger Leadership Institute (BLI) in LSA celebrated its 10th anniversary with a new $30 million commitment from David Barger.

The gift expands funding and establishes the Richard H. Price Founders Fund at LSA, honoring the visionary leadership of Dr. Richard H. Price, the BLI’s founding director and the Stanley E. Seashore Collegiate Professor of Psychology and Organizational Studies Emeritus. Since 2007, the BLI has fostered leadership development through action-based learning. This new gift will help sustain and expand the BLI’s programming that has enabled the institute to transform generations of students into capable leaders.

“Ten years ago, David Barger’s foundational gift for the BLI transformed LSA’s ability to prepare students for leadership roles,” said Andrew D. Martin, dean of LSA. “David’s generosity today will help us develop more CEOs, members of Congress, directors, innovators, and leaders of the future.”

KATE MARCNIAK
LSA Class of 2010

The BLI provided a positive environment for me to mature my leadership skills. Not only have I developed into a stronger and more effective leader, but I’ve had access to incredible opportunities and transformative experiences that challenged me to grow both professionally and personally. Barger’s latest gift will enable many more students to grow through similar experiences.

David Barger
Steering Committee

Co-founder of JetBlue Airways, U-M alumnus David Barger (AB ’72) of Ann Arbor has channeled a passion for leadership through his philanthropic support. He provided funding to establish the Barger Leadership Institute (BLI) in the College of Literature, Science, and the Arts (LSA), and has enabled academic, career, and leadership development for U-M student-athletes. Barger has also supported U-M libraries, Michigan Medicine, and the Alumni Association. At LSA, he serves on both the Dean’s Advisory Council and the Organizational Studies Committee. Barger is an operating partner at Concor Capital SB.

explore the LEADERS & BEST BICENTENNIAL FALL 2017 LEADERS & BEST BICENTENNIAL FALL 2017
“This is a tremendous honor to have my position at Michigan named after people as admirable as David and Meredith Kaplan.”

– John Beilein

THE DAVID AND MEREDITH KAPLAN MEN’S BASKETBALL HEAD COACH

John Beilein has a new title at the University of Michigan. In recognition of a $7.5 million gift from David (BBA ’89) and Meredith Kaplan (AB ’92), Beilein’s position will be known as the David and Meredith Kaplan Men’s Basketball Head Coach. The gift provides funding for the head basketball coach position, the David and Meredith Kaplan Men’s Basketball Endowed Scholarship Fund, and facilities improvements at the Athletic Department.

The Kaplans’ 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. The couple’s philanthropic support at U-M now spans more than two decades and covers a wide swath of initiatives at U-M. “This is a tremendous honor to have my position at Michigan named after people as admirable as David and Meredith Kaplan,” said Beilein. “The Kaplans 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.”

The Kaplans serve on the National Campaign Leadership Board and the Los Angeles Campaign Leadership Council. David is a member of the President’s Advisory Group.

WEISERS ELEVATE ENGINEERING AT UM-DEARBORN

Victors for Michigan campaign vice chairs Regent Ron Weiser (BBA ’66) and Eileen L. Weiser (MMus ’75) have contributed $1 million in support of the new $90 million Engineering Lab Building (ELB) at the University of Michigan-Dearborn. Their gift is the largest contribution to the project to date, representing a major investment in what will become a signature space on the Dearborn campus. “Because UM-Dearborn produces engineers who stay in Michigan, the university is a catalyst for the continued development of R&D capabilities in our region,” Regent Weiser said. “The new ELB will be a source of pride not only for this campus but for the entire University of Michigan.”

To see more on the ELB, visit ldrsnb.st/DearbornELB

MAKING NEWS

Martha Darling and Dr. Gil Omenn have pledged $500,000 to the Livingston Awards, which award prestigious annual prizes recognizing outstanding local, national, and international reporting by journalists under the age of 35. “Journalism is a bedrock activity of our society, especially in the current environment,” Omenn says. “This is a field where young people can make a big impact. We think it’s important, it’s underinvested, and we’re delighted to participate.”

For the full story visit ldrsnb.st/LivingstonEndowment

IN MEMORIAM

MARTHA G. PARFET
1925 – 2017

Martha G. Parfet (LSA ’46) will be remembered for the warmth of her presence, her service to her community, and for her deep and abiding connection to the natural world. She attended Michigan in the 1940s, studying in the College of Literature, Science, and the Arts before starting her family in 1946. In 2013, Parfet—then the last living grandchild of U-M alumnus William E. Upjohn (MD 1875)—made the largest endowment gift in the history of Matthaei Botanical Gardens and Nichols Arboretum. Her 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. Martha’s legacy at U-M will be in bloom for many summers to come, as 10,000 heirloom peonies—the largest collection of their kind anywhere in North America—spring to life again and again.

To support the restoration and annual maintenance of the Nichols Arboretum Peony Garden, visit ldrsnb.st/PeonyGardenFund
ANGELLS IN THE THIRD CENTURY

James B. Angell, the University of Michigan’s longest serving president, was renowned as a staunch advocate for equal access to higher education. In his 1879 commencement address, he implored his audience to consider the foundations of their university. “The wise men who shaped the organization of this state steadily cherished the idea which was inherited from the fathers, of building a university in which their children, whether poor or rich, could obtain the higher culture of their minds.”

Almost 150 years after Angell’s inauguration, his descendants are helping students at U-M do just that. Sarah (Sally) Angell Parsons’ gift is a testament to her great-grandfather’s role as a champion for equal access to higher education. “It has long been my hope that I could establish a scholarship fund at Michigan to continue my great-grandfather’s vision of supporting all creative minds no matter what their background or ability to pay,” Parsons said. “As I read through many of his writings and thoughts, it is obvious that President Angell was greatly excited, rather like a kid himself, happy to be here in the great Midwest... He seemed truly content with the diversity he found here at this university.”

Parsons’ gift is a testament to her family’s dedication to U-M—and to her great-grandfather’s role as a champion for equal access to higher education. In U-M’s third century, Angell’s legacy remains true blue.