With his transformative gift of $100 million to the University, Stephen M. Ross has demonstrated the power of one person to make a difference at Michigan. Shown with his wife, Kara, at the Manhattan headquarters of his company, The Related Companies, Ross has been honored with the naming of the Stephen M. Ross School of Business. Behind every gift to the University, there is a compelling story. In this issue of Leaders & Best, we showcase several donors and the inspiration behind their giving. They are the embodiment of the **Power of One**.

**About the Cover:**

With a style all her own, a University dance major performs in a dress rehearsal.

*U-M Photo Services: Marcia Ledford*
Dear Friends,

In announcing his breathtaking $100 million gift to the University, Stephen M. Ross did not hesitate to thank his uncle, the venerable Detroit philanthropist Max M. Fisher, for his wisdom and guidance over the years. “It is important,” Steve said, “to never forget where one comes from and how one got there.”

In the case of Steve Ross, that path took him to his uncle for a loan to help pay for classes at Michigan. When he tried to repay the debt, his uncle refused and instead advised him: “Stephen, I don’t want your money. But I would like to see you use that money for another fine purpose.”

We are fortunate that Steve Ross believes so strongly in the University of Michigan, and that we are the fine purpose he has chosen.

One person, one idea, one vision.

Our University owes much to individuals who want to make a difference. We will always look to William W. Cook and Horace H. Rackham as the standard-bearers of philanthropy at Michigan. The imposing buildings that carry their names—the William W. Cook Law Quadrangle and the Horace H. Rackham Building—today are testaments to the academic prowess of Michigan. Through them have passed generations of aspiring lawyers, judges, scientists, engineers, artists and authors who have gone on to change the world.

And now Steve Ross has such faith in Michigan that he wants to be the impetus behind an ambitious building project that will substantially advance the educational mission of the Stephen M. Ross School of Business. We can only imagine and anticipate the great works to come from the Ross School’s students and faculty.

Over the decades, there have been so many others who felt as Steve Ross does. Whether large or small, their gifts have changed the face of our campus because of a belief in the mission of the University. Their names may not be as well known, but their actions and their gifts have forever altered the course of our institution.

Consider Jean Campbell and the Center for the Education of Women. With her colleagues, Louise Cain and Jane Likert, Jean Campbell felt Michigan should do more for women, especially those wishing to further their education after an interruption in their schooling. Together Campbell, Cain and Likert founded CEW, and for 20 years Jean Campbell served as its first director; last fall, she participated in CEW’s 40th anniversary celebration. And she has been a longtime donor, providing critical research support for CEW. We will never know precisely how many lives have been enriched because of her commitment to them, yet certainly they number well into the thousands.

Steve Ross said it’s important to know one’s roots when examining how far you have come. His words ring true as we continue the momentum of The Michigan Difference. We will always recognize and remember the University of the past, and the great strides we have made as an institution because of the power of philanthropy and the vision of our donors. And, as we acknowledge our past and current supporters, we anticipate those of the future whose commitment is as genuine and strong.

All it takes is one. One person, one idea, one vision.

Sincerely,

Mary Sue Coleman

Mary Sue Coleman
President Gerald R. Ford

U-M ties: Lettered in football, 1932-34; football team MVP, 1934; bachelor's degree in political science, 1935; honorary doctor of laws, 1974; selected the University as the home of the Gerald R. Ford Library; honorary chairman of the Campaign for Michigan, 1986-88; honorary chair of The Michigan Difference with his wife, former first lady Betty Ford.

Memorable U-M experience: "It was a great experience for me to be here four years. I have always been proud — very, very proud — of my association with the University. When people ask me where I went to college, I say 'Go Blue!'"

Favorite spot on campus: "It will be the corner of Hill and State – Joan and Sanford Weill Hall and a new home for the students and faculty of the Ford School."

On supporting U-M: "The Ford School is dedicated to training our future leaders in public service and public policy. It is a tremendous honor to help make an impact on such an important aspect of the University because, ultimately, society benefits from the School's excellence and leadership."
Growing up in a home where planning a new building for the Gerald R. Ford School of Public Policy was a regular dinnertime topic, 7-year-old Emily Kuttner wanted to help.

She set aside two weeks of her allowance, slipped the dollar bills into an envelope and placed it under the Christmas tree. “Mommy,” she said, “I want you to buy something for the building.”

“Mommy” is Dr. Rebecca M. Blank, dean of the Ford School and one of the biggest champions of a new facility for faculty and graduate students. And while her mother was deeply moved, Emily’s yuletide gift of $2 made a bigger impression on a more extraordinary source: the 38th president of the United States.

“President Ford sent a handwritten note to my daughter,” says Blank, the Henry Carter Adams Collegiate Professor of Public Policy. “He does that for many people, not just 7-year-old donors.”
Such is the essence of Gerald R. Ford (AB ’35, HLD’74), whose Midwestern ethos and worldly relationships are shaping the School that bears his name in more ways than many know. Whether penning thank-you notes to second-graders or courting former secretaries of state, the 91-year-old Ford is playing a decisive role in the growth and transformation of the University’s training ground for public servants and analysts.

Renowned at the University for his status as the only alumnus to become president, and long recognized as a dedicated public servant, Ford has quietly nurtured a powerful list of supporters for the Ford School. And he has put his words into action, making several leadership gifts to the School, contacting old friends for their support, and serving as honorary chair of The Michigan Difference with his wife, former first lady Betty Ford (HLD’76).

“In my mind, President Ford is as excited about the Gerald R. Ford School of Public Policy as anything I’ve ever seen,” says J. Ira Harris (BBA ’59), an honorary co-chair of The Michigan Difference who has known Ford for 25 years. “His love for Michigan is unabated. To him, to have this School created and named for him is something he can’t stop talking about. He’s genuinely touched—the whole family is touched.

“While he’s had many things named after him, I believe this is certainly one of the most important in his heart.”

The Fords were most recently on campus in November for the groundbreaking of Joan and Sanford Weill Hall—a milestone in the School’s history made possible by President Ford’s long friendship with the Weills, who contributed $5 million to the building. Weill Hall will be the first true home for the Ford School, which has had a nomadic presence on campus since its creation as the Institute of Public Administration in 1914.

(Among Weill Hall’s features will be the Betty Ford Classroom, a tangible acknowledgement of both the president’s partner of 56 years and his gifts to the School. Fittingly, the classroom will sit adjacent to the Walter and Leonore Annenberg Auditorium; Mrs. Annenberg and her late husband have a deep friendship with the Fords and have long supported the School through the Annenberg Foundation.)

Margaret Ann (Ranny) Riecker, an honorary co-chair of The Michigan Difference and chair of the Ford School’s campaign, is matter-of-fact in her appraisal of President Ford’s role in Weill Hall and the School’s $35 million campaign.

“He’s made the difference between having it succeed and not succeed,” she says.

All of President Ford’s activity on behalf of the University comes as no surprise to those who have worked with him in Ann Arbor, and beyond.

“He’s not a person who just encourages other people to do things; he’s willing to grab the paddle and help move things along himself,” says Paul H. O’Neill, who was deputy director of the Office of Management and Budget during the Ford Administration and later became treasury secretary under President George W. Bush. “He’s a leader who leads by doing things himself, not just exhorting other people to do it.

“I think his experience when he was at Michigan – the sense of the education that he got and the grounding – is real. He really enjoys being able to give back and to encourage other people to give back.”

Adds Martin J. Allen Jr., chairman of the Gerald R. Ford Foundation: “He’s a man of great loyalty to causes and institutions and people.”

That loyalty is reciprocal. Among those supporting the Ford School is an impressive list of who’s who in Washington whose resumes include work in the Ford Administration. They include:

- Secretary of Defense Donald H. Rumsfeld, whose DHR Foundation is supporting the construction of Weill Hall. Rumsfeld was Ford’s chief of staff and defense secretary.
- The William E. Simon Foundation, whose namesake was Ford’s treasury secretary. In establishing the William E. and Carol G. Simon Fellowships, Simon’s sons and foundation co-chairmen, Bill and Peter, noted that their late father “held President Ford in the highest regard and considered it among his greatest honors to serve as secretary of the treasury during his administration.”
- Retired Air Force Lt. Gen. Brent Scowcroft, national security adviser to Presidents Ford and George H.W. Bush. He is a supporter of the School’s new building.
- L. William Seidman, former head of the Federal Deposit Insurance Corp. (FDIC). The Seidman Family Foundation’s gift is helping to construct Weill Hall.
Over the years, his gifts have touched many units on campus, including the College of Literature, Science, and the Arts, where he earned his bachelor’s degree, and the Athletic Department, where he was the football team’s most valuable player in 1934.

- Frank Zarb, administrator of the Federal Energy Administration under Ford. A member of the Ford School Committee, he is a supporter of Weill Hall.
- And O’Neill, who has become an active volunteer on behalf of the School. The Paul H. O’Neill Charitable Foundation is supporting construction of Weill Hall, which will feature the Paul and Nancy O’Neill Classroom.

Their gifts to the Ford School, they say, are a reflection of their admiration for their former boss.

“I’ve been part of several different administrations and I don’t know of any other group that has the same ongoing, deep loyalty to the president they worked for,” says O’Neill. “It’s because of President Ford. It’s because of his character and what he stands for. It’s how he did deal with people—and how he does deal with people—that creates this really remarkable sense of return loyalty.”

Michigan Difference Chairman Richard H. Rogel (BBA ‘70) first met Ford 15 years ago at Beaver Creek Golf Club, a course the two men share as residents of Colorado’s Vail Valley. As Rogel stood at the tee box of the 15th hole, a golf ball landed at his feet; Ford drove up in a cart, introduced himself, and retrieved his ball.

In Rogel’s view, Ford has always been one to carry the ball.

“I have served on several charitable boards with President Ford. It is absolutely wonderful to work with him. He does not overshadow a meeting, but is not afraid to ask the tough questions that are necessary to be asked,” says Rogel. “He is a part-time resident in this area, but he has given time and money to almost every charity in the Valley. He truly believes in what he does, and gives others reason to care, work and give.”

The president’s support of the University reaches far back into his career, when as a young congressman from Grand Rapids he made contributions to various scholarship funds. Ford himself relied on scholarships as a student, as well as on several part-time jobs. Over the years, his gifts have touched many units on campus, including the College of Literature, Science, and the Arts, where he earned his bachelor’s degree, and the Athletic Department, where he was the football team’s most valuable player in 1934.

Along with providing significant gifts, the former president supports the University by judiciously allowing the use of his name—perhaps his most priceless of gestures and one that provides incalculable benefits.

“It gives us a name that stands for political integrity,” says Blank, who has led the Ford School since 1999. “President Ford’s reputation rises every year. It’s not by chance that the John F. Kennedy Library Foundation gave him the Profile in Courage Award for his decision to pardon Richard Nixon. The things that he did as president, though they were controversial at the time, history is judging as absolutely the right things to do.

“Having his name here, therefore, becomes a great honor and has deep meaning to us.”

Emily Kuttner has the thank-you note to prove it.

–Kim Clarke
One Summer, Two Friends

A LIFETIME OF GIVING BACK

There is no doubt Tom Van Dyke thought the world of Amalya Kearse. As colleagues at the Law School, he admired her mind. She had that magical combination of book smarts and common sense. Still, when Van Dyke asked what she wanted to do after their studies, and Kearse replied, “Work for a Wall Street firm,” he couldn’t help but wonder: Was it possible?
It was the summer before his second year of law school that Van Dyke felt his eyes opening, and they’ve been watchful ever since.

The catalyst was Kearse, who came from Wellesley College to Michigan to pursue her lifelong dream of becoming a lawyer.

When it came to racial issues, Van Dyke says he had “little or no consciousness. I grew up in Kansas City, and the schools I went to were all segregated. It wasn’t that I heard prejudice around me, but I knew no peers of color.”

Then he met Kearse. A native of Vauxhall, N.J., she had dreamed since childhood of becoming a litigator, an almost unheard-of specialty for women. A year apart in school, Kearse and Van Dyke first met as summer research assistants to Professor Samuel D. Estep. Through the prism of their relationship as colleagues...
and friends, Van Dyke learned his first lessons in what would become a lifelong education in diversity.

In the early 1960s, women and minorities were scarce in law schools across the country; at Michigan, Kearse was the only African-American of eight women in her class of about 350, while in Van Dyke’s class of the same size there were six women, all white.

“We’d go to have a Coke together at the Michigan Union, and people would stare,” he says. “It was 1961, and we were a white male and a black female.”

They never discussed racism or sexism, and Van Dyke knew Kearse was a first-rate student. Still, he was skeptical when she talked of working on Wall Street.

As the summer went on, Van Dyke’s respect for Kearse grew immeasurably. Indeed, she became a role model. “I admired her approach to so many things,” he says.

Van Dyke’s classmate Lawrence W. Waggoner met Kearse when she was an editor of the Michigan Law Review and he was a second-year staffer.

“As soon as you met her, you knew she was a person to be trusted,” says Waggoner (JD ’63), today the Lewis M. Simes Professor of Law. “She was much looked up to. She didn’t have a hint of a chip on her shoulder. She didn’t have anything to prove; she was the genuine article.”

Wall Street also took notice.

Upon graduation, Kearse was hired as a litigator by the firm of Hughes Hubbard & Reed, a triumph in a day when New York firms were bastions of white male privilege.

She recalls her job search: “One gentleman told me they had no women lawyers, and they had only just hired women secretaries. Another firm said they had four women already.”

In 1969, Kearse became a partner at Hughes Hubbard and the first African-American to be elected to partnership of a major Wall Street firm. Hughes Hubbard managing partner Orville Schell told The New York Times at the time: “She became a partner here not because she is a woman, not because she is black, but because she is so damned good — no question about it.”

After his own graduation, Van Dyke went to work in Washington, D.C., where he grew in his sensitivity to prejudice, influenced by friends’ experiences and by society at large. He says he will never forget the marches and vigils he saw unfold in support of what would become the Civil Rights Act of 1964.

With his wife, Sharon, Van Dyke returned to his hometown of Kansas City, Mo., where today he is a partner with the law firm of Bryan Cave. He has since been involved with promoting diversity on several fronts: in his firm, through numerous civic organizations, and as chair of Kansas City’s Human Relations Commission, a mayoral appointment.

“It’s been my passion,” says Van Dyke. “And Kearse lit the spark. “When I thought about what she had to go through, that’s what kicked it off.”

The Van Dykes are giving $500,000 to establish their Law School scholarship in Kearse’s honor, citing her “contributions to the vitality and diversity of intellectual engagement at the Law School during Tom Van Dyke’s law studies and her subsequent contributions to the Law School.”

Kearse’s groundbreaking path continued past Hughes Hubbard. In 1979, President Jimmy Carter appointed her to the 2nd U.S. Circuit Court of Appeals in Manhattan, the first woman to be named to that prestigious judicial body. She was only the second African-American named to that bench, the first being Thurgood Marshall.

Within six months, Kearse was mentioned as a possible choice to be the first woman justice on the U.S. Supreme Court, and her name has appeared on short lists for the high court ever since.

While leaving Hughes Hubbard meant a sizeable pay cut, Kearse says she was attracted to the judiciary and to public service. “I enjoyed research and writing, and I thought the bench, especially the appellate bench, was a good fit for the work I liked best,” she says.

The most significant 2nd Circuit case of her tenure, in her view, has been United States v. Yonkers Board of Education, a decades-long school desegregation case deemed by some to be the most significant of its kind after Brown v. Board of Education.

Kearse names her parents as her role models, along with another lifelong hero, Jackie Robinson. Robert F. Kearse worked as Vauxhall’s postmaster, his dream of a legal career derailed by the Depression. Myra Smith Kearse, a physician, was the only woman in her medical class of 1925. The judge is proud to note that a park in Vauxhall is named after her father and a multi-service center after her mother.

Longtime U-M law professor John W. Reed lauds Kearse’s “stellar career on the bench” and recalls her as a superb student. But Reed, the Thomas M. Cooley Professor Emeritus of Law, remembers her best as “a Renaissance woman” with multiple interests, including sports and bridge. Kearse is a world-class bridge player who has written and translated books on the game.

The facts are simply indisputable. “She did everything, and she did everything well,” says Reed, an expert on courtroom evidence.

Tom Van Dyke has no objection. ☒

— Rebecca Frelich
Willie Grace Campbell

U-M ties: Master of arts degree in sociology, 1939; her father-in-law, who was the first in his family to attend college and graduated from U-M in 1894, gave Campbell the money to attend U-M herself.

Memorable U-M experience: “I was so happy to be there. Everyone was so welcoming, and I was so excited, that there isn’t any (memory) in particular that stands out…. I was so stimulated and excited. I can’t emphasize that enough.”

Favorite spot on campus: “I don’t think (I had one.) No specific place.”

On supporting U-M: “At this point in my life—I’m 89—I didn’t have the money to set up a scholarship fund, and I wouldn’t want my name on it anyway. (But when she got to know Rackham Dean Earl Lewis) I was more convinced than ever that I wanted to make a contribution.”

Willie Grace Campbell wants to make certain today’s graduate students have the same great experience she enjoyed at the University.

Forward thinking:

When TaShara Bailey learned she had received a $25,000 scholarship for her first year of doctoral study at Michigan, she says, “My dream became reality.”

Bailey had earned a master’s degree in education from the University four years before, and though she had been accepted into U-M’s doctoral program in education, the cost made it impossible for her to enroll. She was working in the Dialogues on Diversity Office at the Horace H. Rackham School of Graduate Studies when she learned “a donor” would sponsor part of her education. Suddenly, Bailey’s future seemed open in powerful new ways.
At least as striking as this turn of fortune is the person who made it possible. Willie Grace Campbell, an 89-year-old dynamo of activism and social reform, received a master’s from U-M’s sociology department in 1939. Campbell’s degree, too, depended on the generosity of another.

“It was mid-Depression,” she says. “There wasn’t any money for scholarships, and certainly not for women,” even though she had very good grades and references. Because of the fear she experienced then, she says, “I know how it is with TaShara—when you want to do something terribly, terribly, and it’s so hard. …”

Campbell, a Los Angeles resident, attributes much of her success to her University studies in sociology. “Through sociology, I knew about society and organizations and how society can be changed. I knew I wasn’t helpless, that one person can make a whale of a difference—and working together we can bring about social change.”

Her desire to change society shows itself most clearly when she speaks of opening society to “the participation of different people” who have been shut out in the past.

The contribution Campbell gave to the University—which made it possible for TaShara Bailey to continue her graduate studies—combined life-long experiences with her deepest values.

Campbell’s extensive work with non-profit groups, for instance, taught her there is “not enough money given to universities—or any cause—with enough flexibility. I didn’t want to put strings on my donation but to make it available for discretionary use.”

She also wanted to increase her regular contribution to the Rackham School of Graduate Studies “because I approved of the new dean (Earl Lewis). I was pleased that the University had appointed such an outstanding black scholar to be the new dean of Rackham.” She liked and trusted Lewis so much that she gave $25,000 to be used at his full discretion. “I felt very confident that he would be putting that money exactly where I’d want it to be.”

There’s no question that he did. Lewis has since gone on to become provost of Emory University, but his decision to support Bailey with the Willie Dickins Campbell Award pleases Campbell enormously. TaShara, says Campbell, “seems to me like an extension of myself into the next generation.”

Maybe most important of all, Bailey herself—already proven as a student and scholar—is ready to carry the torch of philanthropy forward herself. “When you earn your degree,” she says, “you think, ‘Now I can go on and do what I want to do.’ But having this experience makes the importance of alumni giving and its impact more clear.”

Campbell’s gift, she says, demonstrates the “confidence she has in me, saying go on and fulfill your promise.” But it also “puts an onus on me, when I graduate, to continue that tradition of giving.”

— John Lofy

One generation inspires the next

it is with TaShara — when you want to do something terribly, terribly, and it’s so hard. …”

In Campbell’s case, rescue came in the form of her fiancé’s father, a U-M graduate himself. “He said, ‘Don’t worry about it,’ ” and promised to pay her way. Once enrolled, she found a fellowship to supplement his generosity. And she found her life transformed.
‘There’s nobody I ever met who I admire more’

HONORING A FATHER BY
PRESERVING VOICES
OF THE HOLOCAUST

‘My name is Henry Dorfman. My original name was Yehoshua David Chaim. Joshua David

‘We lost the whole family ... it was

‘Ma, me and my father ... we cried. And my little brother. ... Because we didn’t know if we’re
not. She kissed me and hugged me ... she said, “I hope I see you again. I hope I see you again.'
Ask Joel Dorfman about the power of one person to make a difference in the world, and he’ll tell you about his father, who survived the Holocaust to build a business empire in the United States. Henry Dorfman “had the tenacity — and the freedom offered by this country — to build a company that eventually employed thousands of people and sold meat products in the U.S., Europe and Japan. One person’s vision was the driving force.”

Joel Dorfman will also tell you about other individuals who are making a difference — especially Dr. Sidney Bolkosky, the William E. Stirton Professor in the Social Sciences at the University of Michigan-Dearborn. Bolkosky, an expert on German history and the Holocaust, has been working tirelessly since 1981 to interview local Holocaust survivors. To date, Bolkosky has recorded more than 150 in-depth interviews. The resulting collection of audiotapes, videos and transcripts—housed at UM-Dearborn and available on the Web—is called the Voice/Vision Holocaust Survivor Oral History Archive. It is one of the largest, most important such archives in the world. And because of its easy accessibility via the Internet, it is a priceless resource for educators, researchers and students.

The story of how the Dorfman Family Foundation came to donate $100,000 to the Voice/Vision Archive is an amazing one, beginning in Nazi-occupied Poland and encompassing the lives of strong, vivid people who have achieved extraordinary things.

When an acquaintance told Joel Dorfman that his father had an interview on file at the Archive, he was surprised. He vaguely recalled his father saying he had met Bolkosky, “but I thought he’d exchanged pleasantries. I didn’t know he’d spent … hours on this history.”

Indeed he had spent hours. The interview, conducted over two days in 1989, reviewed most of Henry Dorfman’s life. He told Bolkosky about his childhood in pre-war Poland, his life as a refugee and entrepreneur in America, and the terrifying story of how he and his father survived the Holocaust while virtually all of his extended family members perished.

For Joel, the discovery of his father’s interview was a revelation and a gift. He had heard fragments of Henry’s story before and had even accompanied him on a trip to Poland. But he had never heard these anecdotes told “as a continuous narrative.”

That narrative is simultaneously heartbreaking and dramatic. Henry Dorfman was 17 in September 1939, when Germany invaded his native Poland. German soldiers, the SS and the Gestapo moved rapidly to terrify the populace into obedience. Dorfman recalled in his interview the public humiliation and execution of prominent Jews in his small town, especially the hanging of a famous rabbi. The cowed Jewish population, hoping vainly for the best, was forced into ghettos, their property stolen, their homes taken over by others.

The Dorfmans were butchers by trade, and so were lucky to have access to food and contact with outsiders who could help them. A local nobleman took them under his protection, giving them work outside the ghetto and warning them never to get onto a German transport train “or it will be the end of you.”

But on Yom Kippur 1942, the ghetto was “liquidated.” Despite their efforts to the contrary, Henry Dorfman and his family found themselves on a train bound for the Treblinka concentration camp. Dorfman’s mother would die on the weeklong journey. Hundreds
of his relatives — virtually his entire extended family — would disappear into the hell of the camps, never to be seen again.

Henry and his father, separated from the others, helped to tear the walls out of their train car. At a stop, the prisoners broke free and ran. Gunfire hailed down, killing many escapees, but Henry and his father made it to the forest and back to the nobleman’s estate. There they survived the war — hidden in a barn or in underground bunkers — aiding and later fighting with the Polish resistance.

When the Russians surged across Poland, driving the Germans back, Henry was drafted into the Russian army. After the war, he moved to Germany for a few years, marrying his wife Mala, also a survivor, and returning to his family trade as a butcher. Finally, in America, he built from his butchering skills a multinational corporation, Thorn Apple Valley meats. Henry Dorfman died in 2001, at 79, a dozen years after his interview with Bolkosky.

Two and a half years later, Joel discovered his father’s voice in the Voice/Vision Archive, and learned things about him he had never known.

What struck Joel most about his father’s interview was “the intensity of his answers. You could hear him thinking about how he was going to answer the questions. He was not flippant at all. He was taking it very seriously, trying to be very accurate.”

Henry seems to have been an intense person all the time. Just 5 feet tall, he nevertheless “had no fears,” says Joel. “He was completely confident in his own skin, never had an embarrassed moment.”

“He was,” Joel adds, “a great role model. There’s nobody I ever met who I admire more.”

Grateful for Bolkosky’s interview with his father — and even more aware of the crucial importance of the Voice/Vision Archive — Joel encouraged his family to donate to the Archive. The family agreed. Through the Henry S. and Mala Dorfman Family Foundation (named for Joel’s parents), they donated $100,000 to support the Archive’s preservation and expansion.

This was not the Dorfman Foundation’s first significant gift to U-M. In 2003, the Foundation pledged $2 million to create the Henry and Mala Dorfman Family Professorship in Pediatric Hematology/Oncology to support the research of Dr. Laurence A. Boxer, director of the Division of Pediatric Hematology/Oncology in the Department of Pediatrics. Boxer is a pioneering researcher into pediatric cancer, including a rare blood disorder that killed Joel Dorfman’s 4-year-old nephew, Brandon Weiss. Thanks to Boxer’s research, however, a younger nephew, Logan Weiss, was able to beat the same disease and remains healthy years later.

The owner of an investment firm, Joel says that the common theme of his family’s gifts to Bolkosky’s archive and Boxer’s research is that both men are doing world-class work that makes a difference. “U-M does have an extremely diverse range of activities that its professors and staffs are engaged in. There should be an opportunity for anyone with philanthropic leanings to find that one person who’s doing groundbreaking work and making a difference. We should encourage people to seek out fields they’re interested in, and find someone to champion.”

One person always has the power to make a difference, he says, whether they’re an immigrant butcher, an archivist, a physician or a philanthropist. “Over and over again,” he says, “there are opportunities to do something.”

— John Lofy

To hear Henry S. Dorfman’s voice and read a transcript of his Holocaust experience, please visit the Voice/Vision Holocaust Survivor Oral History Archive at: http://holocaust.umd.umich.edu/dorfman/

‘Any survivor … if he goes back to any camp … he goes back to remind himself because he cannot believe that he could live through this himself or herself … we just can’t understand how. It’s like a dream, we don’t know how the heck we survived.’
Dear Friends,

When I returned to my desk after the fantastic announcement on campus that Stephen M. Ross was contributing $100 million to the University and our Business School, I found my email account ballooning with messages from colleagues around the country.

News of the gift was already reverberating throughout business schools and university development offices. The unanimous sentiment: the University of Michigan has raised the bar for giving. The grand gesture by Steve Ross will revolutionize our University with new facilities and programs that will ensure the Stephen M. Ross School of Business is among the very best in the world. In the tradition of Horace and Mary Rackham with graduate education and William W. Cook with legal education, Steve Ross—in partnership with Dean Robert Dolan—will take business education to a new level.

But this gift is about far more than money. It is about leadership. My colleagues throughout higher education recognized it immediately. Steve’s decision to make such a transformative gift enhances the University’s already outstanding reputation as a leader in both fundraising and academics. His historic gift delivers a succinct and powerful message: I believe in the University of Michigan.

The heart of The Michigan Difference is our donors and their faith in this institution. I have always been proud of our donors because of their enthusiasm and eagerness to engage with our students, professors and deans, as well as with fellow alumni and prospective supporters of the University. As a donor, you believe in Michigan, you want to see it prosper, and you make that happen with your gifts and your leadership. This is one of Michigan’s great traditions and special distinctions.

Another important element of leadership is volunteer fundraising that directly encourages alumni and friends to give to Michigan, and to give generously. The importance of volunteer activity has led us to establish the David B. Hermelin Award for Fundraising Volunteer Leadership. The late David B. Hermelin was one of the University’s most dedicated supporters, and this annual award will recognize those who emulate his passion for the University through extraordinary leadership as a volunteer fundraiser. In October, we bestowed the inaugural Hermelin Award upon Campaign Chair Richard H. Rogel, who has contributed so much over the years to our status as a leader in higher education and fundraising.

Leaders like Rich Rogel and Steve Ross set Michigan apart from other universities because of their giving, but more importantly, because of their conviction that we as a University are the very best at what we do. Their dedication serves as an inspiration to others, and that is the essence of leadership.

As Steve Ross was winding down his big gift announcement day at the School that now bears his name, he wandered around outside its many buildings. More than 400 first-year MBA students were clustered about, practicing the chants that characterize the teams they form at the start of the academic year. Recognizing the man who was changing the face of their School, the students joined in a unanimous chant: Thank you, Ross! Thank you, Ross!

The students then stood and burst into a rousing rendition of “The Victors.” They knew a leader when they saw one.

As always, thank you for supporting Michigan.

Sincerely,

Jerry A. May
JENNIFER ALTMAN

STEVE ROSS REVOLUTIONIZES THE BUSINESS SCHOOL WITH AN EXTRAORDINARY GIFT
The delicate transaction that would utterly transform the University of Michigan Business School began with a conversation between two men sitting comfortably in an elegant but unpretentious corner office on the ninth floor of 625 Madison Avenue in New York City in September 2003. The tone was casual, the topics commonplace—sports, business, kids. Then Dean Robert J. Dolan raised the key item on his agenda.
“Well,” Dolan said, “we have this fundraising campaign coming up.”

“Yeah,” said his host, “I know.” They laughed. “Well, Steve, have you thought about what we might be able to ask you to do?”

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

“I really want to help you so I figure fifty minimum,” Ross said. He meant $50 million.

“But what would it take to name the School?”

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

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

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

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

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

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

It seemed to Dolan that Ross liked that way of putting it. Then, with nothing decided, but with the sense that something big had begun, they parted.

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

He knew from his fundraising team that naming a business school hadn’t come cheap lately—$62 million for an institute at the Darden School of Business Administration at the University of Virginia; $60 million for the Garvin School of International Management in Arizona. Any gift in this range would far exceed the largest single gift ever given to Michigan—$33.2 million from the Lincoln Knorr estate.
But Dolan also knew that even Ross’ extraordinary offer of $50 million would not approach the cost of the physical improvements the School needed to be the best business school in the nation—a goal that he and Ross shared. Coming to Ann Arbor from Boston in 2001, Dolan had found a physical plant that simply did not meet the needs of business education in the 21st century. Professors were teaching case studies—a form of instruction that demands horseshoe seating—in classrooms shaped like bowling alleys. Students were required to work in groups in a complex that has only a handful of group study rooms. On the city block that comprises the School, newcomers were greeted by no fewer than five discordant architectural styles. From architects at Kohn Pedersen Fox (KPF), the New York firm hired to assess the School’s physical needs, Dolan learned that of the top 13 U.S. business schools, Michigan ranked twelfth in square feet per student. (Only Columbia, packed into upper Manhattan, had less.) Of the top 10, every one but Michigan had spent at least $30 million on its physical plant in the last five years.

Then came cost estimates for KPF’s earliest studies—more than $100 million. And this was not for a plan to build a new facility but simply to fix up the old one. Dolan was stunned. Yet from faculty, alumni and students, he was hearing a drumbeat for a transformative change. “People were saying, ‘Let’s do this right,’” he said. “‘You have to do it for the long-term viability of the School.’”

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

“In my own mind, I got fixed on the figure of $100 million.” But how would that figure strike Steve Ross?

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

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

Steve Ross grew up in the 1940s and ’50s around Livernois and Six Mile Road in Detroit, a diverse neighborhood of middle-class businessmen and professionals where the kids went to Mumford High. His father was a bright man but less than successful, at least by the high standard set by Ross’ uncle Max, who was building a business empire in oil and gas, and becoming one of the nation’s leading philanthropists. David Ross invented an early coffee vending machine and was one of the first to put additives into oil. But he couldn’t turn his ideas into money. Ask Ross about his family history and his answers about his father come in shorthand phrases—“Very creative; not a good business man. Never made a lot of money. Struggled, if you will.” Ask about his grandfather and his Uncle Max, and he opens up, telling stories about their business prowess and their generosity. Clearly, these two men set the standards by which Ross would measure his own life and career.

As a boy, Ross followed Michigan sports avidly. “Being a kid from Detroit, the association with Michigan was very, very strong,” said Jorge Perez, a Michigan master’s graduate in urban planning who became Ross’ business partner and close friend, now majority owner of The Related Companies of Florida. “He felt, growing up, that Michigan was the greatest school in the world.”

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

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

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

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

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

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

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

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

His associates attribute Ross’ success to a range of talents. Jeff Blau (BBA ’90), the 36-year-old who, as president of The Related Companies, is the firm’s number two figure was looking at the single greatest real estate site in the world. When other deals to replace the Coliseum fell apart, Ross jumped in.

Dismal parades of resistance had blocked other efforts, but Ross pushed through his plan to create Time Warner Center—two 80-story towers atop a soaring glass atrium covering top-drawer retailers, a jazz concert hall (which Ross and his partners funded with their own donations) and a luxury hotel, the Mandarin Oriental. The development put Ross and Related among the all-stars of major league developers, which led in turn to more major projects, now underway, in New York, Los Angeles and elsewhere. Time Warner Center, home to the media giant with its studios and headquarters, opened in early 2004. It has been called the most significant changes he was undertaking to expand the School’s emphasis on action-based learning programs in real-world settings. When Ross gave a dinner at the Metropolitan Club to introduce Dolan to other New York alumni, he and Kathleen Dolan met and hit it off, and she watched as a friendship began to germinate between the New Yorker and her husband.

“He’s a maverick,” Ross told her. “And I love mavericks.”

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

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

“I STUDIED HARD SO I COULD GET INTO MICHIGAN, AND THEN, WHEN I GOT THERE, IT GAVE ME THE SELF-ESTEEM I NEEDED. IT WAS AN ENVIRONMENT THAT CHALLENGED ME MORE, REALLY KIND OF SET ME STRAIGHT IN TERMS OF WHERE I WANTED TO GO. AND PUT MORE FIRE IN MY BELLY.” —Stephen M. Ross
He met again with Ross in December, in New York. Michael Andreasen, assistant dean for development, came along.

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

“I sat on his couch,” Dolan remembers, “and I’m thinking to myself, ‘I can’t believe what I’m about to do.’”

The dean said: “No. Can’t do it.”

Ross laughed. “Well, I think that’s enough,” he said. “I even talked to my uncle about it.”

Dolan smiled. “That’s not fair. I had intended to enlist him as my adviser.”

Ross asked: “Well, how much is it?”

“Steve, we’re looking at north of a hundred million bucks to name the Business School.”

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

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

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

“There has not been a meeting in which there isn’t some humor and laughter,” Dolan said. “There was never any doubt in my mind that Steve was going to do something very significant. It was never going to happen that I was going to say, ‘It’s a hundred million,’ and he was going to say, ‘Get out of here and don’t come back.’ His love for the school was such that we were always going to work something out.”
Ross, too, was pleased with the relationship that was developing between himself and the dean.

“He’s not a real blowhard,” Ross said. “But when you listen to the guy, you realize that he’s someone with a vision, and he’s willing to make changes to accomplish it.”

But they were still $50 million apart.

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

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

“Well, this is Michigan,” Dolan said. “This is different.”

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

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

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

“I can’t give you an ‘economic rationale’ for a gift like this,” the dean wrote. “I can, however, assure you that a gift of this magnitude will propel the School into a new era of greatness.

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

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

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

Dolan reported all this to Ross.

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

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

On April 15, Dolan arrived in New York for what turned into a full day of work—intermittent meetings with Ross, waiting time while Ross dashed to his conference room for other business, lunch, talks with the KPF architects. Finally, at the end of the day, Ross said: “You really want to announce this at a hundred, don’t you?”

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

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

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

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

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

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

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

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

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

The gift was announced on September 9. It was a long, good day in Ann Arbor. It began at 7:30 a.m., when the Regents, in a special session, gave the Business School its new name. At 11 a.m., in Hale Auditorium, a crowd gathered and overflowed into the nearby hallways, and when Steve Ross came to the front and Bob Dolan stepped to the lectern, before anyone said a word into the microphones, there was a spontaneous standing ovation. And Ross leaned down for a word with his Uncle Max, who said to him: “Steve, I’m very proud of you for what you’ve accomplished and what you’ve done today.”

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

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

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

—James Tobin

Reprinted with permission from Dividend, the alumni magazine of the Stephen M. Ross School of Business.
Ellen Makhenzon emigrated to the United States five years ago from Ukraine. Since then, she has learned English, earned U.S. citizenship, and started a family of two boys with her husband. Today, she is a 29-year-old college senior studying finance and economics and carrying a 3.8 grade point average in the business administration program at the University of Michigan-Flint.

Clearly, Makhenzon is not a typical undergrad—which helps explain the three scholarships she has received from the Rachor Family Foundation in the past two years.

At first glance, the 44 scholarships supported by the Rachor Foundation appear to have little in common. They support students pursuing careers in management, medicine, U.S. history, and other disciplines. They cover tuition for graduate school, undergraduate study, community college, and parochial grade school. Some require good grades, others do not. Some are based on financial need, others are not.

They are named in honor of doctors, nurses, accountants, a stockbroker, and a father of seven who worked for 30 years for General Motors.

One of the scholarships gives preferential consideration to single mothers. Another is for students who returned to school after an absence of three years or more. One is designated for pre-med students who graduated from Flint’s Carman Ainsworth High School.

Another is for fourth-year dentistry students who are neither in the top 20 nor the bottom five of their class.

And here is another delightful inconsistency: 14 of the 44 scholarships benefit University of Michigan students, even though Foundation President Michael Rachor received two degrees from the state’s other Big Ten school.

Upon closer scrutiny, however, similarities emerge among the roster of scholarships. Each provides $1,000 a year and honors someone Michael Rachor knows and admires. The community of Flint is another recurring theme—11 of the scholarships are established at UM-Flint and most are designated for students who live in the area. Many also are given to non-traditional students who have traveled a circuitous, challenging path in life—such as Ellen Makhenzon.

“Over the past five years, everything in my life has completely changed. The way I think, react and live is totally different now,” Makhenzon says. “I had postponed my education for seven years. It was very difficult for me to start studying again, but education has always been very important to me.

“Thanks to these scholarship awards, I can devote more time to classes and get better grades,”
she said. “I feel that I am ready to make my good mark in this country.”

Michael Rachor knows a few things about the path of the non-traditional student. He grew up in Flint in the 1950s, a time and place where teen-age boys dreamed, mostly, of securing a journeyman’s card and a good-paying, lifelong job in an auto plant. Rachor attended both public and parochial schools, enrolled at Mott Community College and landed an apprenticeship as a wood patternmaker at Buick Motor Co. in Flint. “It would’ve been unaffordable for me to go to a four-year college right out of high school,” he says. “And I wouldn’t have gotten in. I wasn’t a particularly successful student.”

Rachor’s father, Charles, earned a bachelor’s degree from the U-M in Ann Arbor in 1933 and then enrolled in graduate school. Charlie, as he was known, married his high school sweetheart, Kathryn Sisson, in 1935. (Together, they represented one-sixth of their graduating class in White Pigeon, Mich.) The Rachors had seven children, and Charlie worked as an auditor for GM. His untimely death ended his dream of a graduate degree. Today, the Charles Erickson Rachor Memorial Scholarship is awarded to a student who is enrolled in UM-Flint’s MBA program, resides in one of three nearby counties and demonstrates financial need.

As a young man, Michael Rachor kept his eye on that journeyman’s card. GM sent him to General Motors Institute for a year, where he earned good grades for the first time in his life. “Somebody else was paying for it,” he says, “so I knew that I had an obligation to try and do the best job I could.”

Rachor became disillusioned with life in the factory when he experienced a senior manager’s stinging disdain for workers and witnessed the labor movement’s violent tactics — such as breaking the arms of a custodian because he worked “a few minutes after a strike was called.” Rachor used his savings to return to Mott Community College, earned his two-year degree and transferred to Michigan State University, where he earned a bachelor’s degree in 1961 and an MBA in 1962. Today, he heads Rachor Investment Advisory Services in Flint.

As an undergraduate, Rachor was interested in entering an MBA program or law school, but uncertain whether he could achieve the graduate degree that had eluded his father. “I didn’t know how I’d pay for it,” he says. “Then Michigan State came up with a fellowship and scholarship, so I got the MBA.

“I always kept in the back of my mind that there are people who don’t go to school because they don’t have the money,” he said.

Ellen Makhenzon and dozens of other people are better off today because this non-traditional student from Flint never lost sight of that lesson.

—David Wilkins

Michael Rachor, president of Rachor Investment Advisory Services in Flint, runs the Rachor Family Foundation with his two children, Dr. James M. Rachor (DDS ’90) and Dr. Terese Rachor Beste (DDS ’84).

Each of the Foundation’s scholarships is named in honor of “somebody in my life who I observed and felt would be a particularly good role model,” Rachor says. Whenever possible, the honoree helps draft the specific scholarship criteria. “I don’t want it to just be the Rachor Family Foundation,” Rachor says. “We want the students, for even a fleeting moment, to know there’s an honoree and know that person overcame challenges similar to the challenges the student is facing.”

David Page (BBA ’81 Flint), like many of the Rachor Foundation scholarship honorees, knows firsthand the financial and personal struggles that non-traditional students face. He graduated from UM-Flint and started an accounting career at age 30. Today, he’s a partner with Rachor, Purman & Tucker, an accounting firm co-founded by Michael Rachor.

Page remembers being deeply moved when his friend and business partner established the David A. Page, CPA, Scholarship, which is awarded annually to a non-traditional student enrolled in the School of Management at UM-Flint. “I had an overwhelming sense of appreciation that someone would do that in my name. It was as good a feeling as you’ll ever get,” Page says. “It was humbling, as well, especially given that it’s Mike’s foresight, planning and money than make it possible.”

Fourteen scholarships are established at the University of Michigan:

UM-Flint Scholarships

Timothy E. Purman, CPA, Scholarship; School of Management; named in honor of one of Michael Rachor’s business partners.

David C. Tucker, CPA, Scholarship; for any school or program; named for a business partner.

Jessica Hagemeister, CPA, Scholarship; for any school or program, named for a business partner.

David A. Page, CPA, Scholarship; School of Management; named for a business partner.

Charles Erickson Rachor Memorial Scholarship; School of Management; named for Michael Rachor’s father.

Richard Gilder Scholarship; American history, College of Arts & Sciences; named for a stockbroker and philanthropist.

Leon Friedman, MD, Scholarship; College of Arts & Sciences; named for a local doctor.

Diane Brown, CRNA, Scholarship; School of Health Professions; named for a local doctor.

Virginia K. Polzin, CRNA, Memorial Scholarship; School of Health Professions; named for a local nurse anesthetist.

Barbara I. Sprague, CRNA, Scholarship; School of Health Professions; named for a local nurse anesthetist.

U-M Ann Arbor Scholarships

Richard Gilder Scholarship; Department of History; honoree is a stockbroker and philanthropist.

James Rachor Scholarship; Dental School; named for Michael Rachor’s son.

Terese Rachor Beste Scholarship; Dental School; named for his daughter.
The idea came to Ralph Garlick (AB ’59, MBA ’61) when he heard about the plan to build a new home for the Gerald R. Ford School of Public Policy at the southern entrance to the University’s Central Campus.

Here was an opportunity, he thought, to commemorate another home that for decades occupied that same site at the northeast corner of State and Hill streets—the Sigma Phi Epsilon fraternity house.

The Tudor-style Sig Ep house at 733 S. State St., where Garlick lived in the late 1950s and early 1960s, was destroyed by fire in 1995.

Garlick and his wife, Susan, are pledging $50,000 toward the construction of the Ford School’s Joan and Sanford Weill Hall, and he has challenged his frat brothers to match his gesture. If the challenge is met and at least $100,000 is raised, the Ford School will then designate a Sigma Phi Epsilon Room in the new building to commemorate the fraternity’s gift and former home.

“As I kept driving by State and Hill, I would remember what a great house we had there,” Garlick says. “It was a nice part of my life ... I just didn’t want it to go away.”

He has a second reason to support the project. Since 1972, he has lived in Grand Rapids—hometown of President Gerald R. Ford.

Gary Verplank (BSE IE ’63), of Grand Haven, Mich., is one of Garlick’s Sig Ep brothers and an early supporter of his campaign to support the Ford School and commemorate their former home. “I grew up in Gerald Ford’s congressional district and I enjoyed my experiences at Michigan very much,” Verplank says. “It was disappointing to watch the house disappear from that location.”

A Sigma Phi Epsilon Room in Weill Hall will be a fitting memorial for the frat house, he says. “We’re just saying, ‘Let’s remember the old place.’”

In addition to supporting the Gerald R. Ford School of Public Policy, Garlick has established a $250,000 scholarship to support a U-M hockey player and committed $100,000 toward the Athletic Department’s new Academic Center. A retired president of Old Kent Bank of Detroit, he is a member of the Grand Rapids Major Gifts Committee.

“I’m just one of those kind of guys who thinks you need to pay back,” he says.

—David Wilkins
Aikens’ gift provides worldly flair for Art & Design

Ann S. Aikens (BFA ’02) is creating a beautiful picture of the School of Art & Design’s future.

A painter who enjoys landscapes, Aikens earned her degree from the School of Art & Design at a time when most people her age are retiring. She deferred her education to support her husband Bob (JD ’54) with his business and raise their four children: Lindsey (AB ’85), Scott (AB ’88), Kimberly and Bruce.

Together, Ann and Robert Aikens have pledged $500,000 to fund international travel for faculty in the School of Art & Design. Their commitment will allow the School to build an unsurpassed international program, a critical component of new curricula for undergraduate and graduate students.

Ann Aikens is a member of the Dean’s Advisory Council for the School of Art & Design. Bob Aikens serves on the Law School Committee of Visitors and the Dean’s Advisory Committee of the School of Management at UM-Dearborn.

Sylvia ‘Duffy’ Engle Fellowship pays tribute to sister

S. Cody Engle (AB ’63, JD ’66) is continuing his sister’s legacy at Michigan.

Engle was drawn to Michigan as a student because his older sister, Sylvia, was enrolled here. Tragically, she was killed in a bicycle accident while on a student-exchange program in Europe.

A Chicago attorney, Engle is remembering his sister with a $250,000 contribution to complete the Sylvia “Duffy” Engle Graduate Student Fellowship in the Institute for the Humanities. In further support, Engle and his wife, Deborah, have made a $1 million bequest to the Institute.

The Institute, a part of the College of Literature, Science, and the Arts (LS&A), promotes interdisciplinary research and activities in the humanities and the arts. It awards fellowships for Michigan faculty, graduate students, and visiting scholars, and mounts a wide array of public programs.

The Engle Fellowship is awarded annually to a graduate student and provides for a full year in residence as a Fellow at the Institute.

Engle currently serves as chair of the Institute’s Board of Visitors. Past gifts from the Engles and from the Engle Family Foundation have supported the Undergraduate Research Opportunity Program in LS&A, the Institute for Social Research and the Law School.

Changs help Engineering students with building, scholarships

A California couple is supporting the College of Engineering to expand the computer science and engineering program.

Wai (MSE EE ’75) and Glenda (MPH ’75) Chang, of Danville, have contributed $1 million toward the construction of the Computer Science and Engineering Building that is rising on North Campus. Computer science and engineering students and faculty currently work out of three buildings; the new four-story building is expected to open in early 2006.

The Changs have also given $250,000 to an endowed scholarship fund they established for engineering students. Their son, Christopher, is a sophomore in the College of Engineering. Wai Chang is a member of the College of Engineering National Advisory Committee.
The president and chief operating officer of red-hot JetBlue Airways is making certain that students in organizational studies have a top-flight experience at the University.

David J. Barger, who attended U-M in the early 1980s, has endowed a professorship in the Organizational Studies Program, an interdisciplinary program in the College of Literature, Science, and the Arts. The director of the program will hold the Barger Family Professorship.

Founded in 2001, Organizational Studies is an intensive interdisciplinary concentration for select undergraduate students, designed to train the future leaders of an organizational world. The program draws on three disciplines: sociology, economics and psychology.

Barger, of New York City, has been one of Organizational Studies’ biggest promoters, joining the Organizational Studies Leadership Committee, speaking to students about the elements of a successful organization, and providing JetBlue internships to students.

Along with his $2 million gift establishing the Barger Family Professorship, Barger has contributed $75,000 to establish a fund to allow Organizational Studies students to spend a summer at the London School of Economics. In 2004, six students studied in London on scholarships from the JetBlue Airways London School of Economics Fund.

JetBlue has earned rave reviews from analysts and customers for its low costs and high quality. Prior to joining JetBlue in 2001, Barger worked for Continental Airlines and New York Air.
Googasian gift supports President’s Office

George (AB ’58) and Phyllis Law (BBA ’59) Googasian, of Oakland, Mich., have pledged an expendable gift of $100,000 to be used at the discretion of President Mary Sue Coleman.

“Public education is very important to us and it’s terribly important that it be made available to all people who are qualified. The University of Michigan does that, and we are honored to help Michigan continue to be the leaders and best in public education,” says George Googasian.

The Googasians’ past support of the University has benefited the College of Literature, Science, and the Arts; the Department of Intercollegiate Athletics; the School of Music; and the Stephen M. Ross School of Business, among others.

The Googasians have three children, all of whom hold Michigan degrees: Karen (AB ’84), Steven (AB ’86) and Dean (AB ’92). Like their parents, Steven and Dean met their respective spouses while attending the University.

George Googasian is an annual fund volunteer for LS&A.

Meijer rings up support for Ford School

Years of giving to the University by Meijer Inc., the Grand Rapids-based discount retailer, continue with significant support for the Gerald R. Ford School of Public Policy.

The Meijer Foundation is giving $250,000 to endow the Meijer Fellowship for public policy students and $250,000 toward construction of a new building to house the Ford School.

The Meijer Fellowship supports graduate students interested in state and local policy issues. This year’s Meijer Fellow is Brooke DeRenzis; she previously served an internship in the office of Detroit Mayor Kwame Kilpatrick with the support of the Ford Motor Company Fund.

The Gerald R. Ford School’s new home will be Joan and Sanford Weill Hall, to be built on the northeast corner of State and Hill streets. The 80,000-square-foot building will feature classrooms, a library, research centers, a computer laboratory, faculty offices, and public spaces for conferences and lectures.

Meijer co-chairman Hendrik G. Meijer (AB ’73) is a member of the Ford School Committee and the Grand Rapids Major Gifts Committee. He also serves on the English Language and Literature Committee in the College of Literature, Science, and the Arts.
Michigan Difference campaign leaders in Washington, D.C., are showing their support to three important campus endeavors.

Jeffrey (AB ’72, AM ’75, JD ’75) and Susan (AB ’73, ED CERTT ’73) Liss have pledged campaign gifts to:

- The Law School, where they are contributing $125,000 toward an expansion and renovation of the Law Quadrangle.
- The College of Literature, Science, and the Arts, where their $100,000 gift will support the Washington Residential Internship Program for political science students.
- The Life Sciences Institute, where they are donating $75,000 to establish the Susan and Jeffrey Liss Director’s Discretionary Account. The fund will provide for research; special projects such as the Institute’s partnership with the Weizmann Institute of Science in Israel; and undergraduate and graduate student support.

The Lisses are members of the Washington, D.C., Major Gift Committee.

Jeffrey Liss is a partner and chief operating officer of the business law firm, Piper Rudnick. He is an adjunct professor at the Law School and a member of the Law School Committee of Visitors. Susan Liss is executive director of the Project on Medical Liability in Pennsylvania, a project of the Pew Charitable Trusts. She serves on U-M’s Political Science Advisory Committee. Their son, Harry, is a U-M freshman; their daughter, Joanna, attends Scripps College in California.

Pasadena Mayor William J. Bogaard (JD ’65) and his wife, Claire, are pledging $1 million to the Law School. Their gift will be used in three ways: for the Law School Annual Fund, for the planned expansion and renovation of the Law Quadrangle, and to establish the William J. and Claire W. Bogaard Endowed Scholarship Fund.

William Bogaard is a member of the Law School Committee of Visitors and the Western States Campaign Committee. He is serving his second four-year term as Pasadena’s mayor.
D. Dan and Betty Kahn Reception Area recognizes family’s U-M connections

A family’s deep ties to the University have led to a generous gift for the new Cardiovascular Center.

D. Dan Kahn, of Bloomfield Hills, Mich., is thanking the Health System and honoring the memory of his wife with a $1 million gift to the Cardiovascular Center. The Center is recognizing his gift by naming a reception area the D. Dan and Betty Kahn Patient and Family Reception Area, to be located in the Cardiovascular Center Clinical Building currently under construction.

Betty Kahn, a mother of four and grandmother of seven, died in June 2004. Her husband made his gift in gratitude for the care she received from Dr. Kim Eagle, the Albion Walter Hewlett Professor of Internal Medicine and clinical director of the Cardiovascular Center, and Dr. Scott Gitlin, associate professor of internal medicine, Hematology/Oncology.

The Kahn family has been a strong supporter of the Health System. The Kahns’ son, Mark Kahn (BBA ’74), of Bloomfield Hills, endowed a Medical School professorship in 2003 following the untimely death of his wife, Gayle Kahn (AB ’82). His $2 million gift established the Gayle Halperin Kahn Professorship in Integrative Medicine; the professor will study alternative, complementary and holistic healing methods.

The Kahns’ two daughters also hold Michigan degrees: Andrea Wolfe (AB ’70, CERTT ED ’70) and Patrice Aaron (BS ’81). D. Dan Kahn is founder of Production Tool Supply in Warren, Mich.

Daily editors support building improvements

Two alumni of The Michigan Daily have made important gifts toward the renovation of the historic Student Publications Building.

Stephen B. Selbst (AB ’76, JD ’80), of Old Greenwich, Conn., has pledged $25,000 toward improvements at the Student Publications Building, home of The Daily, the Michiganensian yearbook, and the Gargoyle humor magazine. He was The Daily city editor in 1975.

Marc D. Feldman (BBA ’75), who was sports editor in 1975, is supporting the building renovation with a $20,000 gift from The Dyson Foundation. He is vice president and chief financial officer of The Dyson-Kissner-Moran Corporation of New York City and lives in Rockville Centre, N.Y.

The Student Publications Building, which opened in 1931, is the work of Pond & Pond, the same architects who designed the Michigan Union and the Michigan League. The Student Publications campaign calls for an upgrading of the interior and exterior of the building, while maintaining the structure’s rich architectural features.
Eli Lilly pays way for undergraduates, grad students

One of the University’s most generous corporate supporters is continuing its tradition of support by partnering with The Michigan Difference.

Eli Lilly and Company and the Eli Lilly and Company Foundation have contributed more than $2 million to the campaign, including scholarships and fellowships for students in several disciplines.

The Indianapolis-based pharmaceutical giant counts among its leaders Josiah K. Lilly Jr. (1893-1966), a 1914 graduate of the College of Pharmacy who went on to become chairman and president of the firm his grandfather founded. Scott A. Canute (BSE CH ’82), Lilly’s vice president of manufacturing operations, is the company’s liaison with the University.

Lilly considers the University one of its top schools for recruiting new talent, and its support of students reflects that interest. Lilly’s philanthropy has touched:

- The College of Literature, Science, and the Arts, with doctoral fellowships in chemistry.
- The College of Pharmacy, where a new technology center and computer labs improve the learning environment.
- The Medical School, where the company has provided the most support of any foundation to the Depression Center.
- The College of Engineering, with scholarships for underrepresented undergraduates and fellowships for graduate students studying pharmaceutical engineering.
- The Stephen M. Ross School of Business, with scholarships for underrepresented MBA students.
- The Tauber Manufacturing Institute, a joint program of the College of Engineering and the Ross School of Business.

Lilly is viewed among the 10 most generous companies in the world.
The weather outside may be frightful at the moment, but come spring the Michigan League Garden will welcome visitors with its flowering shrubs and ornamental trees. The garden is a popular spot for lunch breaks, weddings and other special occasions. A $250,000 gift from the Oliver Dewey Marcks Foundation of Detroit is being used to renovate and preserve the garden’s beauty and function. The gift will go toward new flower, shrub and tree plantings, new fencing, fountain and tile refurbishment, as well as improved irrigation and drainage. Detroit attorney and philanthropist Oliver Dewey Marcks and his wife, Eula D. Marcks (AB’33, CERT’ED’33), established their foundation in 1960. To honor the Foundation for its support, the Michigan League has renamed the space the Eula D. Marcks Garden.
It was a great experience for me to be here four years. I have always been proud—very, very proud—of my association with the University. When people ask me where I went to college, I say ‘Go Blue!’ I never would’ve thought, when I plunked that $100 down 72 or 73 years ago, that I would end up in a ceremony of this kind. But strange things happen, and that’s one of them.

–President Gerald R. Ford (AB ’35, HLLD ’74)