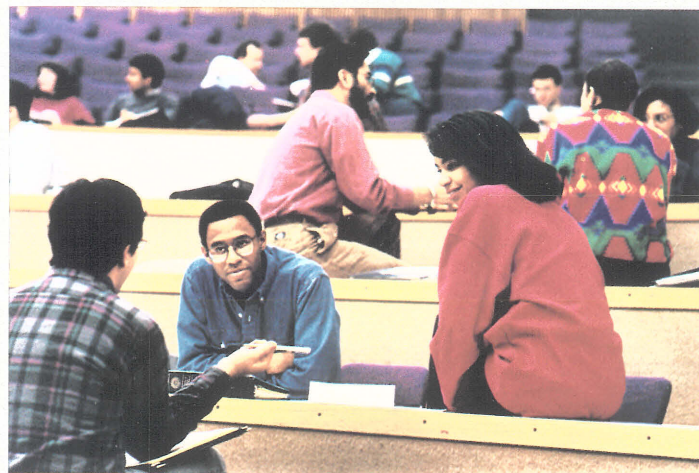


MICHIGAN BUSINESS SCHOOL

1994



YEAR ENDING JUNE 30, 1994

VITAL STATISTICS

HISTORY

The Business School was officially established in 1923 with an MBA program. A Ph.D. program was added in 1935, and a BBA in 1942 with two years of liberal arts study required. Students also can earn a master of accounting degree under a special five-year program.

STUDENTS

Enrollment figures for 1993-94 were: BBA 563; MAcc 35; MBA full-time 853, part-time 1,009; and Ph.D. 83.

MBA candidates' median score on the Graduate Management Admissions Test was 630, ranking them in the 90th percentile nationwide. BBA students coming to the Business School in their junior year had a median grade point of 3.4.

The School grants more than 500 MBA and almost 300 BBA degrees each year. Over 350 firms recruited students in 1993-94. In 1993, 68 percent of BBAs and 96 percent of MBAs had summer internships. BBA salaries in 1994 ranged from \$20,000 to \$63,000, with the highest number of job acceptances in the fields of consulting, investments, and public accounting. MBA salaries ranged from \$13,000 to \$125,000 with the highest number of job acceptances in the fields of consulting, investments, automotive, and consumer goods. Students in the MBA program are exceptionally diverse. The class entering in 1994 included 26% minority, 28% female, and 18% international members.

COSTS

1994-95 tuition: undergraduate residents \$2,896 per semester, undergraduate non-residents \$8,579 per semester; graduate residents \$7,075 per semester, graduate non-residents \$10,400 per semester.

FACULTY

Dean B. Joseph White heads a faculty of 130 members who teach and conduct research in 12 areas.

EXECUTIVE EDUCATION

An Executive Education Center offers more than 40 executive programs and management seminars. More than 4,500 executives and managers from more than 1,600 companies and organizations attend annually. In 1991, Michigan was ranked number one in the country in executive education in the first-ever survey of corporate customers conducted by *Business Week*. In 1992, the Center ranked first worldwide in the number of executives attending. Executive sessions range from two days to four weeks. Facilities include eight fully-equipped classrooms, offices, and a residence that offers complete hotel services.

THE WILLIAM DAVIDSON INSTITUTE

The William Davidson Institute was established in 1992 to help countries make the transition from a command to a free-market economy and to help U.S. businesses operate successfully in emerging market economies.

SPECIALIZED OPERATIONS INCLUDE:

The Business and Industrial Assistance Division (BIAD)
The Center for International Business Education (CIBE)
Cognitive Science and Machine Intelligence Laboratory
The Mitsui Life Financial Research Center
The National Quality Research Center
The Office of Manufacturing Management Research
The Office of Public and Private Institutions
The Office of Private Equity Finance
The Office of Tax Policy Research and Analysis
The Paton Accounting Center

THE KRESGE LIBRARY

One of the nation's largest business libraries with more than 210,000 volumes, 400,000 microforms, 3,200 periodicals and serials.

COMPUTING FACILITIES

A 50,000 square-foot computing center is equipped with 170 advanced microcomputers housed in public labs and the library. A 900-node Ethernet network connects every classroom, lab workstation, library study room, faculty and staff office, conference room, and Executive Residence room to the campus backbone with Internet links.

ALUMNI

The School's alumni network includes more than 25,000 alumni in all 50 states and 74 foreign countries. There are a number of Business School clubs around the world and more are being planned.

SUPPORT

Private support from alumni, corporations and foundations totaled \$8,825,000. Private support for the Davidson Institute was \$1,510,000, bringing the total of support for the Michigan Business School in 1993-94 to \$10,335,000.

FINANCES

The School's 1993-94 revenues were nearly \$60 million. Student tuition and fees accounted for 50% of that total, the executive education programs 32%, with the balance from research grants, gifts, and investment income. The market value of the School's endowment is approximately \$58 million.



TABLE OF CONTENTS

Dean's Statement	2
Students	6
Teaching	10
New Chairs and Faculty Awards	14
New Ventures in Executive Education	16
Expertise and Outreach	18
Research	20
International	24
Alumni	28
Connections	32
The Point is the People	34
Sources and Uses of Funds	36
Visiting Committee	38
National Campaign Committee	38
Alumni Society Board of Governors	39
Growth Fund Trustees	39
Alumni Investment Managers	40
Corporate Advisory Board	40

About the Cover: Pictures on our cover symbolize some of the highlights of this year. Reading clockwise from the top, they include: a photograph of a student team conferring during the kick-off of this year's Multidisciplinary Action Projects (MAP); Aneel Karnani, associate professor of corporate strategy, teaching a course using interactive distance learning technology (see page 11); the logo of the American Customer Satisfaction Index (ACSI), a new measure of the economy established at the School this year (see page 18); student participants in Hong Kong during our first Asia study tour (see page 26); and participants in the new Executive Education Global Program for Management Development launched during the summer in Switzerland (see page 16).

Dean:

B. Joseph White

Senior Associate Dean:

Paul Danos

Associate Deans:

George Siedel III

Janet A. Weiss

Assistant Dean:

Judith A. Goodman

Editor:

Pringle Smith

Designer:

Kathy Krick, U of M Marketing Communications

Printer:

University Lithoprinters

This publication is made possible through the generosity of private donations.

♻️ Printed on Recycled Paper

FROM THE DEAN



Philip T. Dattilo

B. Joseph White, Dean

Paul McCracken, our distinguished professor emeritus of business economics and public policy, stopped me in the hall the other day to ask how things are going at the School. After only a brief pause, I said, "Great." Now I'd like to share with you some of the evidence for that judgment, though please note that I said great, not perfect.

First, I noted, we're strengthening the faculty, our most important resource. You have to retain your best, and by and large, we have. For example, two of our most outstanding

colleagues, one senior, the other junior, were aggressively recruited by top notch competitors this year. We are all delighted that they continue as valued members of our community along with other colleagues who have had wonderful opportunities come their way over the years.

Equally important, outstanding people with track records of success and tons of future potential are saying yes to our recruiting efforts — people like David Hirschleifer from UCLA in finance and Bill Lovejoy from Stanford in operations management, both of whom joined us this Fall.

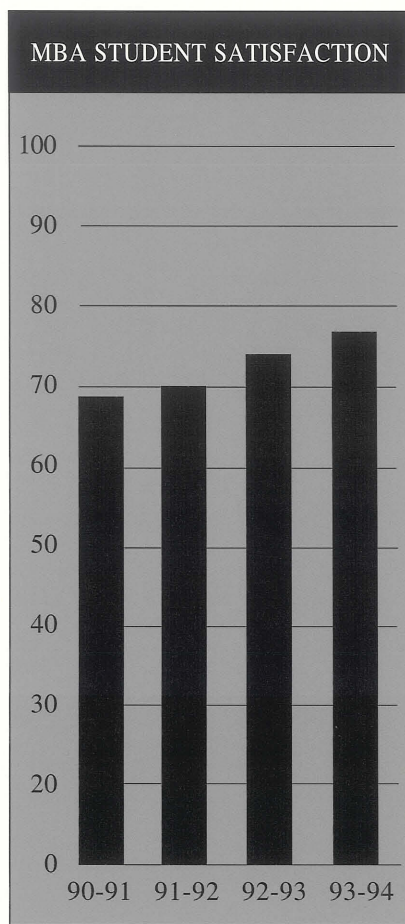
The second reason I think we're doing great is that the Michigan Business School is continuing to win against some negative trends in the management education industry. MBA program applications, full and part time, are up this year for the first time since 1991, even as GMAT test-taking continues to decline. BBA applications are up 15%. Our Executive Education

business had an excellent year, approximating last year's results, despite a serious contraction in the industry. Even our best competitors are hurting. Harvard's participant weeks of instruction were down 15% last year, for example. Meanwhile, our global market share as reported by Bricker's is up from 9 to 11 percent.

Our capital campaign stands at \$70 million received or committed against our \$100 million goal. (Can you believe it — \$100 million!) We have three years to go and \$30 million to raise, a real stretch, but that's the excitement of a campaign.

On the subject of financial resources, I do want to note that the prices we charge are premium (non-resident MBA tuition at around \$20,000, executive education rates that exceed \$4,000 per week). These are big numbers. Today's prices mean not only that we have to deliver an excellent educational experience, but also that we can't bet on large increases in revenue through price inflation as we did up until the early 1990's.

On the rankings front, there's both celebration and perspiration. We've had a pretty good run the last few years, with a #1 ranking in *Business Week's* first and only Executive Education survey in 1991, and a run up to #5 in the *Business Week* MBA ranking in 1992 and the *U.S. News* ranking in 1993. The good news continued this year as the School was named the best MBA program for black students in a carefully documented study reported in



Above, the results of a student satisfaction survey done for the School by an independent agency.

Black Issues in Higher Education. This affirmation will be a real advantage in the intensifying competition for the very best minority students.

But this year we encountered a pothole on the road to victory in the ranking wars as we fell from #5 to #8 in the 1994 *U.S. News* annual ranking of MBA programs, despite a performance score that went up from 92 last year to 96 this year on a 100 point scale. Despite my best efforts, these rankings can keep me awake at night. They are imperfect and full of noise, but they serve as powerful cues about quality, as well as effective free advertising, and sources of pleasure or pain to our alumni, students, faculty and staff. Trends in the satisfaction data we have gathered from our students look pretty good, (see chart at left). On the other hand, the competition's not standing still!



Gregory Fox

The third reason I told Paul I think we're doing great is prospective in nature. Luck and timing matter in the life of any individual or institution, and I have a sense that in the mid-1990's the Michigan Business School is in the right place at the right time with the right stuff.

Wonderful opportunities come our way almost every day. For example, within the last several months, we've signed a million dollar agreement with the American Society for Quality Control to create the American Customer Satisfaction Index, building on Professor Claes Fornell's work in this area. We've been approached by one of the world's hottest software companies to do a unique executive program for their international executive corps. And we've been approached by the Sloan Foundation to undertake a creative, multi-disciplinary examination of the roles, responsibilities, and accountabilities of the corporation in modern societies. The fact is that we have no shortage of opportunities, an enviable position!

Why do we have such opportunities? Because in my opinion we're smack in the center of a big, dizzying intersection. It's the intersection of the transforming global world of business and finance, the deepening academic disciplines with their collapsing boundaries, the spread of market economies around the world, the burgeoning knowledge industry, and the information and communications technology revolution. In my judgment, there could not be a more exciting position from which to participate in this breathtaking period than that of the Michigan Business School. My worry is that we have inadequate capacity to capitalize on even the best of those possibilities; and with some of them, there will be no second chance. So we must both expand our human capacity and make wise hard choices.

The School has great internal strengths. But equally important is our integral membership in the University of Michigan. No university in the world combines breadth with excellence like Michigan. As a result, virtually every aspiration we have as a business school can be fulfilled. Partnership with engineering for manufacturing excellence? We can do it. Partnership with natural resources to focus on business and the environment? We can do it. Partnership



with area experts to facilitate our Asia strategy? Partnerships with technologists and social scientists to understand new forms of work and the emerging work place? We can do it all. And when it comes to distance learning, or participation in the information highway, Ann Arbor and the University and the Business School are wired for tomorrow and committed to being on the leading edge of technology.

Bill Broesamle, the head of the Graduate Management Admission Council, said recently that the question for the top business schools is not whether they'll survive. The best of us will, if for no other purpose than to be an efficient talent supplier to business. The real question is whether in the rapidly transforming knowledge and management education industries, we will be vibrant, central, high impact participants, or marginal players in quaint backwaters. I think that scale and scope increasingly count in the knowledge industry, if they can be matched with excellence and agility.

In spite of our important achievements, there are, as always, problems and concerns as I look to our future. They're not minor, and they're not hard for me to identify, since I think about them almost continuously. Let me give you a sense of the things most on my mind.

First and foremost, we can't rest. Think of the priorities we have set for the 1994-95 academic year:

■ **STRENGTHEN THE INTELLECTUAL VITALITY** of the School by improving the quality and quantity of scholarship through better research support, faculty development, and stronger ties to other units of the University.

■ **ACCELERATE THE SCHOOL'S GLOBAL** and international initiatives, especially our strategies for Asia and Europe.

■ **FURTHER DEVELOP OUR DISTANCE LEARNING** capabilities with additional programs and construction of a studio within our own complex.

■ **DEVELOP AND IMPLEMENT NEW MODELS** for life-long management education.

■ **CONTINUE AND HARVEST** the results of work done in vital areas during the last three years, including Ph.D. program reform, professional

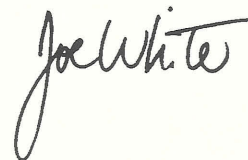
degree program innovations, information technology investments, fund raising and alumni relations efforts, and the School's Quality Initiative.

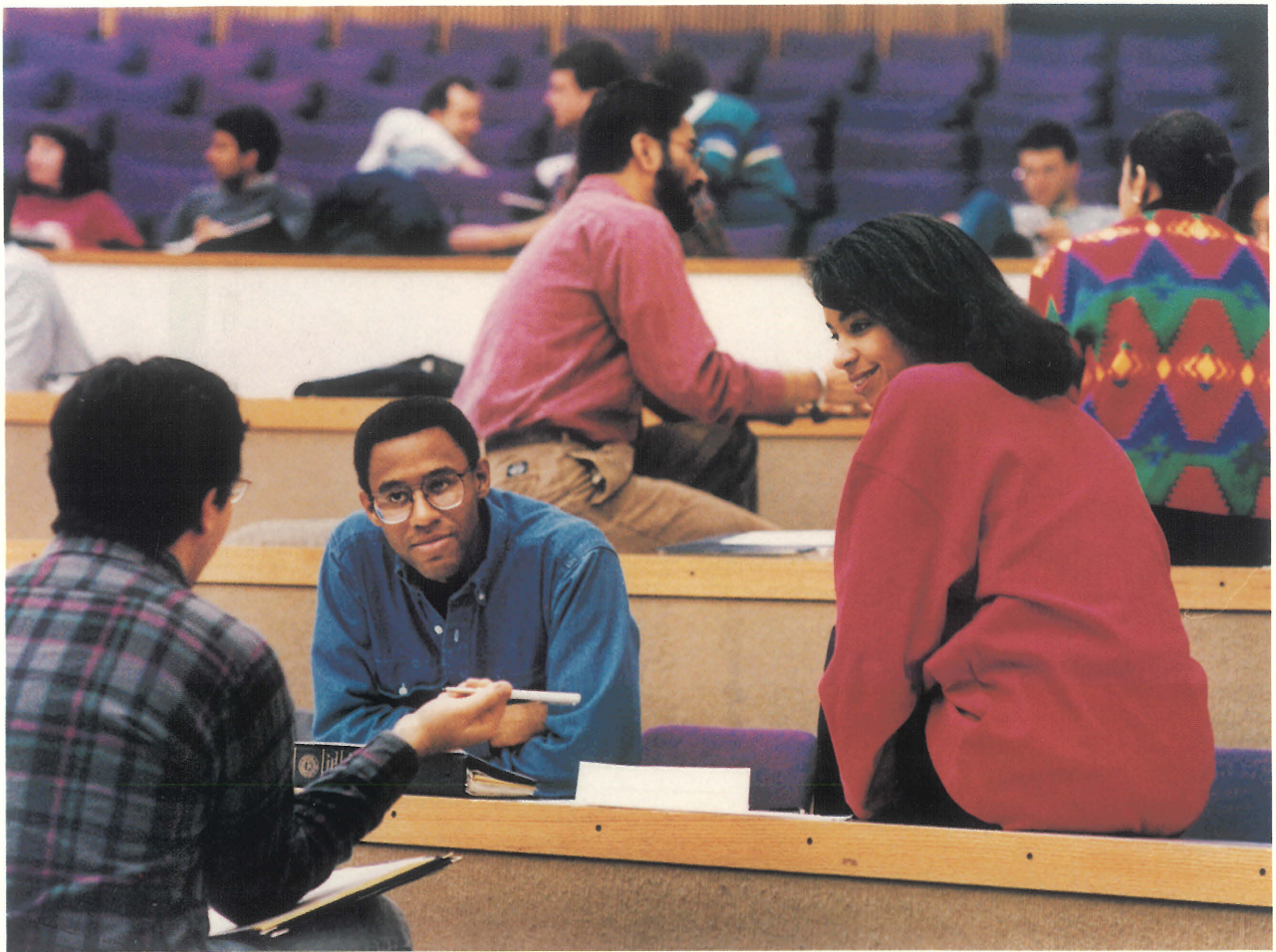
Some of these priorities have to do with increasing our capacity, both human and physical, so we can pursue attractive opportunities. Some have to do with continually improving the quality of our work. The point is, there's lots to do and the competitive slope we're on is slippery, so there's no room for complacency.

Another concern I have is about whether we are really reaching out to and taking advantage of the full range of human talent we need to achieve our goals. This is sometimes called diversity, but the term is so loaded with baggage I'd prefer just to focus on the issue of talent and the breadth of our reach. Candidly, we're so self-congratulatory about the composition of our full-time MBA student body that we're inclined to gloss over the fact that women and especially minorities are poorly represented in our faculty, especially in the tenured ranks. Some of our most thoughtful students say that while we have assembled a wide-ranging human group, we haven't capitalized on it very effectively.

I think our mission at the School, what we're about here, is important, even noble. We expand the frontiers of knowledge. We're a gateway of opportunity for young people. We have a real impact on the practice of business. We're providing management education to parts of the world that need it badly and consume it voraciously. And on at least some days, the amount of fun we have is considerably greater than zero.

It's my firm intention to be able to report to you in future years that all in all, things are great at the Michigan Business School. As we begin what will surely be an eventful year, I want you to know how much it means to all of us — students, faculty, and staff — to know that you're with us — part of the Business School's extended family — interested, concerned, and committed to our success. I thank you for your support and welcome your comments.





Philip T. Dattilo

A student team is pictured conferring during the kick-off of this year's Multi-disciplinary Action Projects, (MAP).

Interviews Add Depth to MBA Applications

An on-site interview has now been instituted as an important part of application review for candidates for admission to the Michigan Business School.

When they visit, candidates are also able to tour the school, meet students, and

perhaps go to a class or two. Thus candidates can get a snapshot of the School in return for the self-portrait they offer us as MBA program applicants. This year, the Admissions Office spoke with 2,175 applicants, either face-to-face at the Business School, or at worldwide MBA Forums, or over the long-distance telephone. These interviews have added a significant degree of depth to each candidate's application picture.

Networking On-Line

Over the past year, a lot of work and new features have gone into M-Track, the Business School's on-line information service. M-Track now has a personal networking feature that

allows students to search for and communicate with others who have similar career objectives, business interests, school or work experi-

ences, or who belong to certain clubs or organizations or who have similar hobbies and interests. Using our built-in e-mail feature, students can communicate with other students, faculty, staff, or anyone else around the world.

This year, all resumes sent to companies and used in the recruiting process will come electronically through M-Track. There is a separate, companion diskette (supplementary to

STUDENTS

the existing resume book) that will be sent to companies and that will make it possible for them to search through the electronic resumes. Next year, M-Track innovations will center around expanded access to alumni.

The standard features of M-Track include easy access to listings of open positions, recruiter presentations, and student/faculty information. The cornerstone module allows students fast access via computers to timely information about companies visiting at the Business School, and includes information on corporate presentations here and on various activities and offerings of the Office of Career Development.

The Customized Ph.D.

The doctoral program at the Business School has been developing a way to offer doctoral education that extends into other fields and permits cross-functional expertise to develop. To achieve this, a new individualized program has been instituted that allows highly talented doctoral students to customize their Ph.D. studies.

The individualized program joins the six other areas of concentration, which are accounting, finance, marketing, organizational behavior, corporate strategy, and international business.

Students in the individualized program would be advised by a faculty mentoring committee convened especially for that student's interests and background. The same committee would design preliminary examinations, a research requirement, and a process for designing a dissertation. For example, a student might apply to study behavioral implications of management information systems, and work with faculty members in computer and information systems, organizational behavior, and the psychology department under the umbrella of this individual program.

The doctoral program at the Business School has also instituted a three-course sequence on behavioral research methods, and a two-course sequence on economic analysis of investment decisions under uncertainty.

The Best School for Black MBA Students

"If we had to single out one school for special attention, it would be the University of Michigan," said an article in *The Journal of Blacks in Higher Education*. "It is the only school with a double-digit percentage of black students. It graduates more black MBAs than any other school in America." In addition, the magazine noted that Harvard and Michigan had the most African-American faculty members. The class entering in 1994 included 26% minority members, of which 11% were African-American.

In recognition of this achievement, Dean B. Joseph White presented a brass ring (the School's special symbol of achievement pictured above) to Judith Goodman, assistant dean for admissions and student services, and Dr. Alfred Edwards, professor emeritus of business administration, both of whom have worked especially hard to increase the percentage of minority students at the School.



Gregory Fox

This year The Journal of Blacks in Higher Education selected the University of Michigan as the best business school for African-Americans. Above, Professor Alfred Edwards and Assistant Dean Judith Goodman were awarded the brass ring in appreciation for their leadership in enabling the School to achieve this goal.

MBA Domestic Corps Works on Home Problems

Students in the School's MBA Corps are now using their business skills to help domestic organizations and non-profit agencies as well as emerging economies abroad. The highly successful Corps gives students a chance to practice and hone management skills in nontraditional environments.

Among other projects, students worked over the summer on the dynamics of food distribution in an urban center, strategic planning for a Native American tribe seeking to diversify its business operations, solutions for the lack of collateral and start-up capital on a Navajo reservation, and an economic impact study for a Michigan community.



Gregory Fox

▲ *Members of the MBA Domestic Corps held summer internships in places that ranged from the Navajo Reservation in Arizona, to Focus:HOPE offices in Detroit.*

The MBA Domestic Corps is modeled on our five-year-old MBA Corps, which has sent over 65 Michigan MBA students to assist developing economies in Eastern European countries.



Gregory Fox

These smiling BBA students were elected to Phi Beta Kappa this year.

Executive Skills Workshops Add a New Dimension to MBA Education

The Executive Skills workshops, eleven of which have been offered this year, have all been so popular that numbers have had to be restricted in order to improve the interaction between presenters and participants. No more than 60 students attend a workshop at one time, and the workshops are usually offered twice in one day (most run between 3 and 4 hours). Presenters from our executive education program as well as from companies give workshops. For example, the team workshop this year was presented by facilitators from Hewlett-

Packard who had worked extensively on HP process-improvement projects.

"We want the executive skills workshops to function as mini executive education courses," says Jim Danko, director of the program. "I sometimes sit in on different executive education courses to see what might be well adapted for MBA students."

The Office of Career Development is proving to be another source for workshop ideas. When Mark Case, director of career services, heard about an excellent trainer at McKinsey & Company who worked with professional staff to help them design visual presentations and written reports, he promptly told Danko. This led to a highly successful two-hour workshop for MBA students on visual communication.

Students are guided in their selection of workshops by the results of a self-assessment survey, along with associate-assessment surveys filled out by five of their professional colleagues.

Feedback from the assessment surveys provides students with insight into how their professional associates view their management skills as contrasted with their own perception; shows students how their competency in critical management and leadership skills compares to that of their peers; and identifies areas in which they need improvement. They can then choose workshops to improve key leadership and management skills.

Topics of some of the workshops that were given this year included: The Process of Team Dynamics; Managing Power and Influence; Effective Communication - The Life Blood of Success; Making the Most of Your Presentation; Managing Diversity; Time Management; and Effective Group Decision Making in Team Meetings.



Gregory Fox

▲ Richard Notebaert, CEO of Ameritech (left) and Lawrence Bossidy, CEO of Allied Signal, spoke at the kickoff of this year's Multidisciplinary Action Projects (MAP).

MAP Program for MBAs Starts with a Bang

The 1994 MAP Program started with a dynamic panel featuring John Byrne, senior writer for *Business Week* who heads up *Business Week's* bi-annual ranking of Business Schools; Richard Notebaert, recently appointed CEO of Ameritech; and Lawrence Bossidy, CEO of Allied Signal. The three discussed leadership issues that face companies today; how companies try to change and grow; and differences in old and new patterns of management.

MAP, which stands for Multidisciplinary Action Projects, occurs in the final seven weeks of the first year of the MBA curriculum. It gives students a chance to apply concepts learned from their core courses in an actual business environment. Under the guidance of a multi-disciplinary faculty team, students spend the seven weeks analyzing operating processes in companies and making suggestions for improvement.

This year, MAP sent 60 teams of students to study business processes at 48 firms throughout the country (including Coopers & Lybrand, Chrysler Motors, Ford, Intel, AT&T, and Citibank).

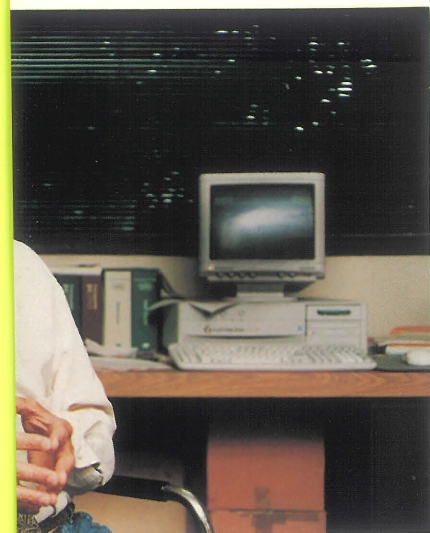
Faculty Initiates Award for Teaching

The Faculty Teaching Committee initiated a new award this year to recognize excellence in the classroom as well as important multi-year contributions to teaching, such as new course development; colleague or student mentoring; development of new teaching materials such as cases, textbooks or software; revitalizing old courses; or pedagogical leadership (e.g., program restructuring).

Victor Bernard, Price Waterhouse Professor of Accounting and Director of the Paton Accounting Center, won the Leadership in Teaching Award, newly established this year.

The aspects of teaching recognized by this new award are not ones that would be obvious to students who are here for only two years, and thus the new award is meant to be a supplement to the student awards, and not a replacement for them.

Winner of the first year's Leadership in Teaching Award is Victor Bernard, Price Waterhouse Professor of Accounting and Director of the Paton Accounting Center. Bernard developed a new MBA elective — Financial Statements Analysis and the Role of Information in the Capital Markets — that over the years has grown to be a highly popular elective course. His sections are always oversubscribed by students. His devotion to teaching and excellence as a researcher and mentor were cited over and over in nominations by both students and faculty. As one nominator said, "He is *the* role model in accounting for both junior faculty and Ph.D. students."



Gregory Fox

Distance Learning Efforts Accelerate

Three major initiatives to develop distance learning capabilities took place at the School this year. They include:

■ **PLANS FOR A DISTANCE LEARNING CENTER** which will occupy over 3,250 square feet of space within the existing Kresge Business Administration Library. The facility will make it possible to provide classroom instruction to Michigan Business School students around the world via satellite links. Likewise, it will allow students sitting in the Center to learn from faculty teaching from almost anywhere in the world, as well as allowing us to remain on the cutting edge of rapidly improving instructional technology.

■ **THE OFF-SITE TEACHING OF COURSES** to Michigan MBA students using distance learning. One course, entitled "Work in the 1990's: the Organization of Women and Men," is being taught by Debra Meyerson, former U-M assistant professor of organizational behavior and human resource management who is now at Stanford University and who will be teaching the class from there. Another course, entitled "The Business Economics and Public Policy of the Financial System," is being jointly taught via distance learning from Washington, D.C. by Roger Kormendi, professor of business economics and public policy at U-M, and Jeff Len, professor of strategic management and public policy at the George Washington University. That course will incorporate presentations by key congressional staff, regulators, and corporate executives, and

the format will allow direct student participation. Class discussions will prepare the students for the issues addressed by the guest participants.

■ **THE MICHIGAN MBA "TRAVELED"** TO Hong Kong this year under a new program in which 40 Cathay Pacific Airways managers have begun studying toward the degree. Over the course of three years, the Cathay Pacific employees will receive the full Michigan MBA, using a combination of video conferencing, face-to-face modules in Hong Kong, courses in Ann Arbor, and field projects both in Ann Arbor and Hong Kong. Once the first class graduates in the Fall of 1996, a new class of 40 will begin the program. "In the next 20 years I think we will see radical changes in the way people consume knowledge," commented Dean B. Joseph White. "Distance learning and the creation of modules will be an important part of that process. The Cathay Pacific program jump-starts the Business School into this new era."

Committee Develops Teaching Excellence

A Teaching Committee has been established to support, stimulate, and develop teaching excellence — with particular emphasis on the development of the teaching skills of young faculty.

The idea for the Committee grew out of the enthusiasm developed during a faculty orientation, in which some of the School's best teachers shared some of their teaching tips and techniques; and a faculty-wide teaching forum which brought the preeminent U.S. expert in case teaching to the U-M for a weekend during which about 75 Business School faculty shared experiences and techniques for teaching the case method, lecturing, and teaching technical material.

Since it began, the Committee has: sponsored a teaching forum focused on promoting discussion in the classroom and evaluating student performance; initiated a series of "brown bag" discussion lunches tackling topics of particular interest to subsets of the faculty. For example, one session focused on "Creating More Effective Lectures;" another considered "Grading

Class Participation." The Committee also has developed a library of "how to teach" materials for faculty use.

The Committee also initiated a "Leadership in Teaching" award which was given for the first time last spring, when it was presented to Victor Bernard, Price Waterhouse professor of accounting and director of the Paton Accounting Center.

School Receives \$93,000 Grant for Curriculum Development

The Multidisciplinary Action Projects (MAP) has received a \$93,000 grant from the Procter & Gamble Fund's 1993 Curriculum Development Grant Program, established to provide seed money to support "cutting edge" projects that will advance student learning in areas of high interest to business.

MAP emphasizes business process improvement, and gives students an opportunity to apply quality based management techniques and further develop their skills in teamwork, strategy, communications, analysis and problem-solving.

Directed by Paul Sweeney, assistant professor of operations management, the course is one of four selected for funding by Procter & Gamble from a total of 53 applications from business schools around the country.

MAP has drawn much attention for its revolutionary use of action learning and is now a core requirement at the Business School. All MBA students spend the final seven weeks of their first year in MAP assignments.

Program in Teacher Development Offers Workshops in Modules

Modules to help Ph.D. students develop their teaching abilities have been offered this year on various topics, including giving feedback to students, active learning strategies,

Students Create Two New Teaching Awards

Two new teaching awards have been added to the MBA "Teacher of the Year" award given by students. They recognize excellence in teaching in the BBA program; and excellence in teaching in the doctoral program, which includes not only classroom teaching but also mentoring, advising, reading and critiquing work.

Winners of the teaching awards this year included Alan Foster, adjunct professor of finance, who won the BBA Teaching Award; and Charles M.C. Lee, assistant professor of accounting, who won the MBA Teaching Award. Two professors won the Ph.D. Teaching Award —

Richard Bagozzi, Dwight F. Benton Professor of Behavioral Science in Management and professor of marketing; and Will Mitchell, professor of corporate strategy. All four were honored at commencement ceremonies.



Gregory Fox

▲ Alan Foster, adjunct professor of finance, received the first BBA Teaching Award at commencement ceremonies.

lecturing skills, and computer graphics techniques for improving instruction. The workshops last two hours, and are open to interested faculty as well as Ph.D. students, according to Dr. Anne Harrington, lecturer in business communication, who directs the program in teacher development. Some people have chosen to attend the same workshop several times, to hone their skills.



NEW CHAIRS AND



Gregory Fox

Douglas McClintock, BBA '68, MBA '69, managing partner, Arthur Andersen & Co. (right), and Dean White, present a plaque representing the new Arthur Andersen Faculty Fellowship to its first recipient, Shannon Anderson, assistant professor of accounting.

■ **The Arthur Andersen Faculty Fellowship**

A new faculty fellowship, to be awarded in recognition of early career achievement and to encourage further achievements in teaching and research, has been established at the Business School with a gift of \$1 million, to be contributed over five years by Arthur Andersen & Co. and Andersen Consulting.

The first winner of the Fellowship is Shannon Anderson, assistant professor of accounting, who joined our faculty in 1992. She graduated with a B.S.E. cum laude from Princeton, and did her Ph.D. at Harvard University. Her research interests include manufacturing performance measurement, and cost system design and implementation. She is also interested in management accounting for firms in transitional economies, and this aspect of her research is being sponsored by the William Davidson Institute.

■ **The Dale L. Dykema Professorship**

Dale L. Dykema, MBA '57, co-founder and chairman of T.D. Service Financial Corporation, has made a \$1.2 million gift to endow the Dale L. Dykema Professorship at the Michigan Business

School. A major goal of the School's five-year, "The Point is the People" campaign is to establish 12 such chairs. The Dykema professorship is the seventh to be created since the campaign was launched in Fall, 1992.

Often, a donor endowing a chair will direct the gift to a specific academic discipline or personal area of interest. Dykema's undesignated gift allows the Business School maximum flexibility to choose a deserving recipient.

Dykema's entrepreneurial spirit was nurtured by his Michigan B-School experience. "The thorough, broad-based MBA education I got at Michigan gave me the confidence that I could do anything I set my mind to," he said. "My decision to endow a professorship at the Business School was my way to repay Michigan for the opportunities it gave me."

■ **The Alfred L. Edwards Collegiate Professorship**

Numerous gifts and pledges from friends and corporate and alumni donors have resulted in the establishment of the Alfred L. Edwards Collegiate Professorship in the School of Business Administration. "The purpose of the professorship will be to further the professional development of minority students and to honor Alfred L. Edwards' long and distinguished career as an esteemed educator," said Dean B. Joseph White.

"Dr. Edwards' years at the U-M were the capstone of a distinguished and diverse career in business education, spanning over 40 years of teaching and research.

"In his tireless efforts on behalf of minority students, Dr. Edwards was instrumental in developing the LEAD program which introduces outstanding minority high school students to career possibilities in business, economics,

FACULTY AWARDS

finance, and management. He was also a long-time member of and advisor to the Consortium for Graduate Study in Management, a nationwide program which encourages underrepresented minorities to pursue graduate study for positions in management."

■ *The Waldo O. Hildebrand Professorship*

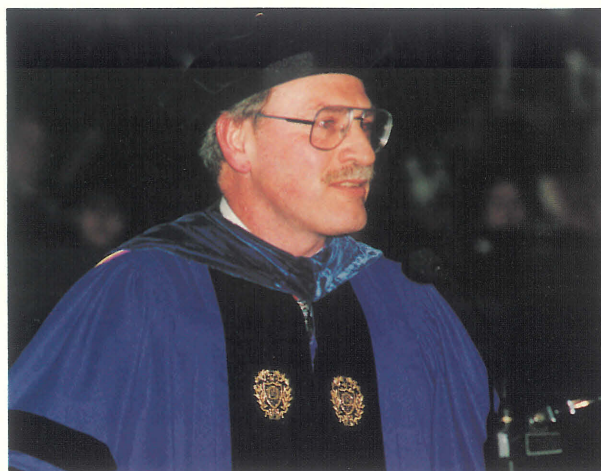
The Waldo O. Hildebrand Professorship in Risk Management and Insurance has been established as the result of numerous gifts and pledges that total \$1.2 million.

The late Mr. Hildebrand was known as "Mr. Insurance" in the state of Michigan. Founder of the insurance education program at the U-M, he was instrumental in persuading the Michigan legislature to adopt an agent qualification examination (one of the first of its kind in the country), published the first edition of the Michigan Insurance Reference manual, and was appointed official delegate for the United States and Canada at the 1967 Pan-American Congress of Insurance Providers in Venezuela.

William T. Dobson, MBA '48, of the Dobson-McOmber Insurance Agency in Ann Arbor, took a leadership role in the establishment of the new Chair. "There are few men in the history of Michigan business and government who had a greater influence on the proper conduct of the vital business of insurance than W.O. Hildebrand," said Dobson. "An endowed chair in insurance/risk management at the Business School is a fitting way to honor him."

Three Faculty Awards Announced by Dean White

THE EUGENE POWER AWARD for Junior Faculty Achievement, established to honor a non-tenured member of our faculty for overall contribution and accomplishment, went to Lynda Oswald, assistant professor of business law.



Gregory Fox

Richard P. Bagozzi, professor of marketing

THE SENIOR FACULTY RESEARCH AWARD, which recognizes outstanding achievement in research by a senior faculty member, was given this year to Richard P. Bagozzi, Dwight F. Benton Professor of Behavioral Science in Management and professor of marketing.

THE SANFORD R. ROBERTSON Assistant Professorship, a one-year term professorship which provides financial resources to support the faculty member's academic work — teaching and research — in the way he or she deems most useful, was given this year to Peter J. Lenk, assistant professor of statistics.



Gregory Fox

Lynda Oswald, assistant professor of business law

NEW VENTURES IN EX



▲ Antonio Sousa, chairman of the board of Pargeste S.G.P.S. in Portugal (center); Paul Taaffe, chief executive of the international PR firm of Hill & Knowlton based in England (right); and Jose Jaquotot, insurance segment director of IBM Spain (left), socialize on the balcony of the hotel in Switzerland where the Global Program for Management Development was held.

In Switzerland, Executives Rethink the Meaning of Global Strategy

Managers today are forced to deal with two related challenges: change and competition under a variety of forces that include converging technologies, increasing symmetry in markets, changing life styles, global competitive pressures, environmental concerns and changing societal relationships.

These issues are considered in a new joint venture launched this summer between the Michigan Business School and the International Graduate School of Management (IESE) of the University of Navarra, Barcelona, Spain. The new program, entitled, "Global Program for Management Development" was held from June 26-July 8 in Mont-Pelerin, Lake Geneva, Switzerland.

The program is designed for experienced managers and executives who have to cope with cross-boundary networks and those who need to understand the dynamics of global competition as well as the operating implications for the firm. The program orientation and its location in Switzerland encourages participants to exchange ideas and viewpoints with others from similar organizations, European companies and multina-

tionals alike. As one faculty member commented, "Executives learn as much from each other as from formal teaching methods."

The new program is jointly directed by Professor Raymond R. Reilly (Michigan) and Professor Eduard Ballarin (IESE), and is designed to equip top management with strategic tools and concepts that will become the basis for developing the next generation of best practices, leading to new forms of competitive advantage.

Joint Program Developed in Investor Relations

Investor relations professionals from around the country are able to discuss concerns that cross industry and organization boundaries during a new program, entitled, "The Theory and Practice of Investor Relations," offered by Executive Education for the first time this year.

The program was developed jointly by Executive Education and the National Investor Relations Institute. Faculty co-directors are Kathleen Hanley, assistant professor of finance, and Marilyn Johnson, assistant professor of accounting.

EXECUTIVE EDUCATION



◀ Ray Reilly (center) of Michigan's Executive Program and Eduard Ballarin of the University of Navarre (IESE) Business School (right) discuss the new Global Program for Management Development of which they are co-directors with Gordon Hewitt (left), professor of corporate strategy and specialist in global competition, who is teaching in the program.

The five-day course is based on two key premises: first, effective investor relations strategies enhance a firm's ability to successfully compete in the capital markets; and second, a thorough understanding of key finance and accounting concepts will enhance the formulation of effective investor relations strategies.

Case analyses and assignments for the course are completed on both an individual and group basis. Frequently, participants prepare an assignment and subsequently meet with peers to discuss the reasoning they employed to solve the problem at hand. Years of experience in executive education at Michigan have shown this integration of individual and group work to be the most productive and gratifying for program participants.

Bangkok is the Newest Executive Education Location in Asia

For the past five years, Executive Education has been offering some of its most popular courses in Hong Kong for the Asian market, and

this year for the first time also offered a course in Bangkok.

The Bangkok course, entitled "Strategic Marketing Planning," provided a framework for analyzing markets, formulating strategy, and writing a strategic marketing plan. Participants included marketing managers and directors from Hong Kong, Thailand, the Philippines, Malaysia, Taiwan, and Indonesia.

The same strict standards that Michigan Executive Education places on program content for its domestic offerings have been applied to the Asian series, with added emphasis given to international business and global competition issues. Both regional and multinational companies based in Southeast Asia or the Pacific Rim have benefitted from the global perspective these programs have to offer.



Takuo Konno, director of administrative services and personnel of Schering-Plough K.K. in Japan (left), talks over an assignment with R.R. Nair, vice president of personnel of Brooke Bond Lipton India Ltd. Both are participants in the Global Program for Management Development held in Switzerland in June.

New Economic Performance Index Developed at B-School

A new measure of the economy, designed to track customer satisfaction and perceptions of quality, is now underway at the Business School.

Entitled the American Customer Satisfaction Index, the new measure surveys 40 industries representing 43% of GDP. Researchers gather data from over 60,000 screened households, from telephone interviews with customers of each included firm, and from annual reports. Results of the surveys will be announced quarterly.

Work on the Index is being done by faculty and staff at the U-M National Quality Research Center, which will prepare working papers and articles on research findings and methodology. The Center is directed by Claes Fornell, the Donald C. Cook professor of business administration, and currently co-sponsored by the Michigan Business School and the American Society for Quality Control (ASQC).

Professor Fornell, who is one of the world's leading experts on customer satisfaction measurement and analysis, developed and refined a similar National Customer Satisfaction Index in Sweden in 1989 under a multi-million dollar contract from the Swedish post office. Based on five years of data, the index has been successful as a leading indicator of corporate economic returns and correlations with GDP and employment.

"Without a systematic tracking of quality — its causes and consequences — our diagnoses for competition remain uncertain and incomplete," commented Professor Fornell. "Sooner or later, that which is not measured will not be attended. As long as we measure productivity — and not quality — there is the risk of misallocating resources."



EXPERTISE



David Brophy, associate prof. of finance and director of the new Office for the Study of Private Equity Finance.

What is Involved in Fostering and Financing Companies?

What are the processes involved in building and financing entrepreneurial economic entities? We will have better answers to that question, thanks to the Office for the Study of Private Equity Finance, newly established at the School this year.

According to David Brophy, associate professor of finance and director of the Office, the mission includes research, teaching, and outreach and service.

The Office will serve as the management group for the Growth Capital Symposium, an annual program which brings together private equity investors with entrepreneurs and founders of emerging growth companies. This Symposium was founded by Brophy in 1979 and has become increasingly successful over the years.

"The new Office will play a crucial role in evaluating and disseminating the collective experience gained from many years of investing in and building privately held companies," commented J.A. Parsons, MBA '81, at the dinner dedicating the new Office. The Office is the beneficiary of a generous gift from the Donald

AND OUTREACH

H. Parsons family, three of whom are alumni of the Business School, including Donald H. Parsons, MBA '56; James A. Parsons, MBA '81; and Donald H. Parsons, Jr., MBA '89. Both Donald Jr. and James are active in the venture capital field — Donald Jr. with Centennial Funds in Denver, Colorado, and James with RFE Investment Partners in New Canaan, Ct. Michael Stark, MBA '80, of the San Francisco investment firm of Robertson, Stephens, has also made a leadership gift to the project.

Davidson Institute Starts Seminar for Senior Managers

A one-week seminar has been developed for high-level executives from the Enterprise Partners of the William Davidson Institute.

The Senior Management Seminar (SMS) takes place during the third and final week of the Executive Development Program run by the Davidson Institute for managers from transitional economies.

Issues of major importance to firms in transitional economies are addressed in the SMS, such as downsizing, marketing strategies, and corporate governance. In addition, the senior managers evaluate and finalize action plans that have been developed in the preceding three-week program by their colleagues, with the goal of committing to plans to enhance the competitiveness of their companies.

Three top managers from companies in ► transitional economies are pictured in the lounge of the Executive Residence during this summer's Senior Management Seminar, sponsored by the William Davidson Institute. From left to right, they are, Wojciech Kowalski, president of Ahlstrom Fakop, Poland; Miroslav Fučík, director of operations for Tatra a.s. in the Czech Republic; and Martin Círan, managing director of Whirlpool Tatramat in Slovakia.

Defense Firms Slated for Assistance from BIAD

A demonstration project, aimed at helping firms that have suffered a direct defense impact, or firms that are located in a community injured by a defense-related contract reduction, has been initiated at the Michigan Business School's Business and Industrial Assistance Division (BIAD).

BIAD has a division that provides business and technical assistance to eligible firms to help them compete effectively with imports. This is the mission of the Great Lakes Trade Adjustment Assistance Center (GLTAAC), which is now also currently working with five firms that qualify for defense conversion funds. These firms manufacture electrical components, pipe fittings, custom electronic controls, fabricated metal products, and aluminum and magnesium castings. They employ about 2,700 workers and generate \$192 million in annual sales.

The demonstration project has been added to GLTAAC by the U.S. Department of Commerce, Economic Development Administration, which funds the program.





Philip T. Datilo

Joel B. Slemrod, director of the Office of Tax Policy Research, works in his office. He is also the Jack D. Sparks/Whirlpool Corporate Research Professor of Business Administration and Public Policy.

RESEARCH

Good research provides one important way to stay attuned to the profound changes that are taking place in the world, in firms, nations, and the social order. Following are four research “profiles” that illustrate the variety of research questions being addressed by our faculty. In addition, their work is enriching the classroom experience for students.

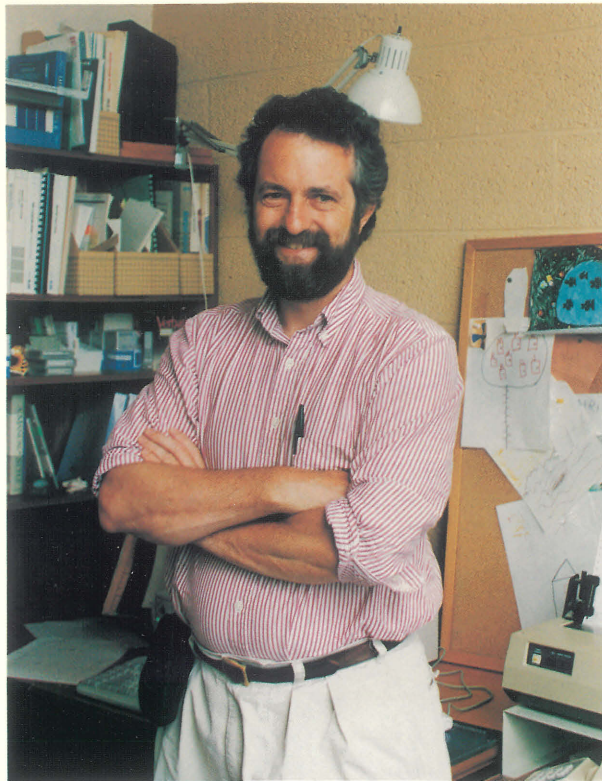
How Do Corporations Adapt to Rapid Change?

As associate professor of corporate strategy, Will Mitchell is interested in the ways today’s corporations adapt to rapid change. His studies on various forms of collaboration show how “competitive cooperation” offers firms critical access to information and resources they need to stay at the forefront of their industries during times of rapid change.

His most recent working paper, co-authored with Kulwant Singh, shows how the performance

of one business affects the survival of other businesses with which the firm has collaborative agreements. The researchers studied 973 businesses that commercialized applications software for hospitals between 1961 and 1991.

“Interfirm collaboration is a two-edged sword,” Professor Mitchell says. “For example, development agreements present a trade-off between being tied to a particular product design and the opportunity to exchange information on new technologies.” He found that firms with collaborative development and marketing agreements were more likely to survive than firms that operated more independently, as long as technical and market changes were reasonably gradual. However, he also found that firms with development agreements were more likely than firms that operate independently to shut down following a sudden shock in the market environment that required substantial technical change.



Gregory Fox

Will Mitchell, associate professor of corporate strategy

The study suggests that collaboration strategy must be a central and carefully wrought part of business strategy. "If a firm decides that collaborative relations are necessary to keep up with a changing market, the firm should at the same time maintain strong enough internal skills to go independent if unforeseen circumstances disrupt the partnership," concludes Professor Mitchell.

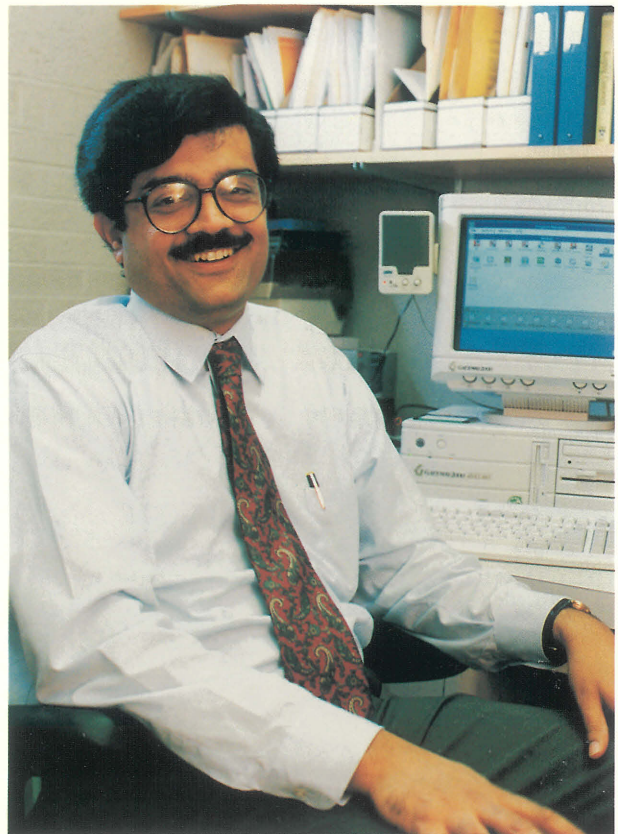
Devising New Solutions to Venerable Problems

Venkatram Ramaswamy, assistant professor of marketing, has devised some new solutions to venerable problems in marketing science. One of his most recent proposals, co-authored with Wayne S. DeSarbo, the S.S. Kresge Distinguished Professor of Marketing and Statistics at the Business School, won a sponsored research competition titled "Understanding and Measuring the Effects of Direct Marketing." The competition is co-sponsored by the Marketing Science Institute and Direct Marketing Association.

Titled CRISP (Customer Response-Based Iterative Segmentation Procedures for Response Modeling in Direct Marketing), the award-winning paper describes a new tool for improving direct marketing analysis. The problem CRISP addresses is that of accounting for heterogeneity in customer databases.

By modeling responses for different customer segments, CRISP enables direct marketing analysts to account for customer heterogeneity, to gain a more accurate picture of market response, and to target future campaigns more effectively. "The system helps marketers analyze data they already have in-house to see patterns that can be applied to new prospect lists," says Professor Ramaswamy.

Market segmentation—"The need to understand your market and choose one or more segments to target"—is one of Professor Ramaswamy's main research interests. He is currently focusing on developing tools such as CRISP, and eventually hopes to disseminate them through software development.



Gregory Fox

Venkatram Ramaswamy, assistant professor of marketing

The Economics of Franchising

Francine Lafontaine, assistant professor of business economics, is particularly interested in franchising and its role in the U.S. economy. In a paper presented to the Society of Franchising, an association of academics with interest in franchising, she showed that the franchising industry is becoming more mature and stable after a period of considerable growth in the 1980's.

Her most recent research on franchising focuses on price variation in the fast-food industry. To what extent do franchisors lose control over retail prices, given that antitrust laws view franchised outlets as independent businesses? This summer, she completed an examination of the effect of different contractual arrangements (franchising vs. corporate) on prices for restaurants in metropolitan Detroit and Pittsburgh.

Her study established not only the existence of price dispersion in fast-food franchising (even within narrowly defined markets) but found that the more franchising a chain does, the more retail prices vary across the chain's units. "This may result either from franchisors' loss of control over pricing, or from



Gregory Fox

Susan Ashford, associate professor of organizational behavior and human resource management, has studied how to sell ideas to top management.

the fact that franchised units can respond to local conditions in a way that a corporate entity does not find workable or worthwhile," explains Professor Lafontaine.

How to Sell Ideas to Top Management?

Susan J. Ashford, associate professor of organizational behavior and human resource management, has studied the experiences of middle managers who attempt to sell issues to top management and thus contribute to organizational effectiveness. "I've found a number of such employees who aren't content to fall in line behind whatever corporate strategy their bosses have devised," she says, "but who've attempted to shape strategy themselves in both their own interest and that of the organization."

However, companies do not always accommodate such initiative, and top management does not necessarily set norms that are conducive to idea sharing and issue-selling, she has found. Professor Ashford and co-researcher Jane Dutton, professor of organizational behavior at the Business School, identify obstacles to issue selling in their study of middle managers in a large Midwest telecommunications company.



Gregory Fox

Francine Lafontaine, assistant professor of business economics

The single action that presented the greatest risk to the middle manager's image was trying to sell an issue in a manner that violated a cultural norm. "Some companies have recipes for selling issues," says Professor Ashford. "The recipe might call for identifying a problem, offering a specific solution, and backing up the solution with data and facts. Any approach that violates this recipe could risk the issue-seller's image."

In a recent theoretical study, Professors Ashford and Dutton conclude that "an organization's success may depend upon . . . its capacity to discover, explore, and institutionalize an issue-selling process" that encourages involvement and communication from individuals outside of top management.

Research Grants for Doctoral Students

Grants to help Ph.D. students meet research expenses were inaugurated at the Business School this year. The awards, which run from \$250 to \$1,000, are meant to help with expenses such as photocopying, data collection, travel to conduct interviews or fieldwork in the local area, or to present a paper at a professional conference. Students must apply for the grants, which then go through an evaluation process. This year, seven students received grants. Their research ranges from an investigation of how management's level of voluntary disclosure affects a company's cost of equity capital, to a study of the importance of mentoring relationships in organizations.



Philip T. Datilo

Bernard Y. Yeung, associate professor of international business, is pictured in his office with a student.

Let Your Fingers Do the Walking

A joint project between computing services and the Kresge Business Administration Library has expanded the current CD-ROM collection to 11 different titles available on the Business School network. These databases can be accessed from the library, from office computer terminals and from group study rooms and student computer labs throughout the Business School. They give students, faculty and staff the ability to let their fingers do the walking not only to access information, but also to print out or download it if desired.

Some of the newest additions to the CD-ROM database collection are:

- Full text display of *Wall Street Journal* articles from 1989 onward. This database also offers numerous search access points.
- *Accounting and Tax Ondisc* provides abstracts of articles in prominent accounting, taxation and financial management journals. It also abstracts magazine and newspaper articles of interest to accountants and tax professionals.
- *F&S Index Plus Text* provides specialized U.S. and international business and industry information from over 1,000 trade publications.
- *International Financial Statistics* provides 25,000 time series from the International Monetary Fund.

Additional new CD-ROM databases available on-site in the Library include: *Computer Select*, which offers information about computing literature and computer companies of all sizes, as well as hardware and software evaluation; and three disk collections from Dun & Bradstreet which contain information about over 500,000 companies (the *Million Dollar Disk*; the *Middle Market Disk*, and the *Service Market Disk*.)



Gregory Fox

A conference on international organizational studies was attended by 40 scholars from all over the U.S. and abroad.

INTERNATIONAL

Conference Considers Organizational Theory and International Issues

What are the new, substantive managerial issues that organizational research needs to address? Are these issues by nature international?

A conference at the Business School in February considered these questions and asked whether academic organization theory has kept pace with the needs of business people who must confront international challenges. For example, what about the issues faced by a domestic firm that wins a global supply contract virtually overnight; or the quandries encountered by small business systems consultants in the U.S. who outsource all of their software development to India; or the difficulties of implementing market entry plans in new markets such as China?

Forty researchers from the U.S., Canada, Europe and Japan attended the conference, which was convened by Thomas Murtha, assis-

tant professor of international business, and C.K. Prahalad, the Harvey C. Fruehauf Professor of Business Administration and professor of corporate strategy and international business.

Participants explored issues by discussing discipline-based research on substantive management problems. A focus of the discussion was an analysis of how current times differ from the past, and whether current organizational theories and methods consider these differences or overlook them. The conference attempted to frame and discuss questions that must be answered if scholars are to understand how and why to do international research.

The conference was co-sponsored by the Interdisciplinary Committee on Organizational Studies (ICOS), the Michigan Center for International Business Education (CIBE), and the Michigan Business School Division of Research.



Philip T. Dattilo

This year, participants in the Spring, 1994 one-month Executive Program held in Ann Arbor came from all over the world, including Japan, Guatemala, Bahrain, India, the Philippines, New Zealand, Russia, Germany, Hong Kong, the United Kingdom, and Switzerland. The Executive Residence lounge and dining area, pictured here, was decorated with flags to celebrate the international flavor of the Executive Program participants, 47% of whom came from abroad.



◀ Luis Lelis, BBA '95, and Sherri Tolson, MBA '95, are pictured in Hong Kong during the School's first Asia Study Tour.

Heidi Dzjak

B-School Initiates First Study Tour to Asia

A study tour to Hong Kong and Indonesia was co-sponsored this year by the Business School and the Center for International Business Education (CIBE).

Students attended orientation programs on each country's history, economy, and culture before departing on the two-week tour. They visited several companies in Hong Kong and Jakarta, and their visits in many cases were arranged by Michigan alumni living in the area and working at the companies. Alumni also hosted several social events for the students.

At the conclusion of the Study Tour, students were asked to consider the two business environments of Hong Kong and Indonesia and assess them in terms of infrastructure, labor costs and skill level, and local market potential.

Internships in South Africa, Uganda, and Ghana Mark the Second Year of the Africa Corps

The model for the second year of the African Business Development Corps is the one successfully formulated by the Michigan Business Assistance Corps for Poland in 1990. Under this model, students are placed in a company and are expected to provide project assistance based on the organization's requirements.

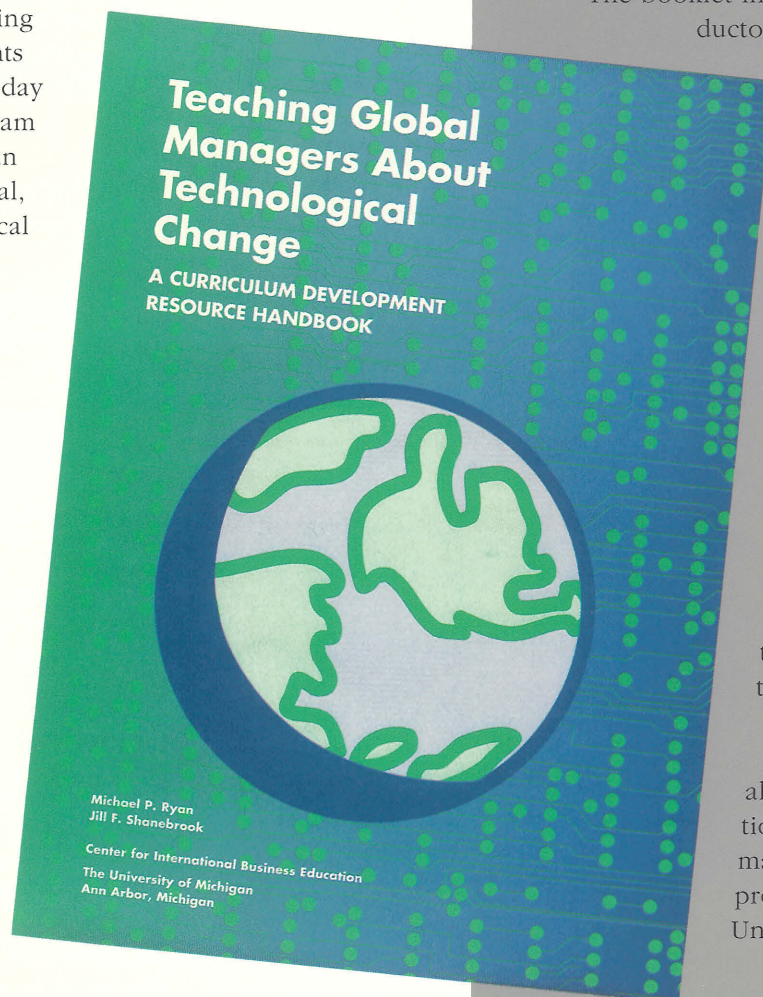


For example, in the summer of 1994, students worked on small business development in the Johannesburg office of Deloitte & Touche; helped to market a domestically produced high protein, low cost food cereal for infants and children in Ghana; and assisted in revamping the cost accounting system of a medium-sized manufacturing plant in Uganda.

The Africa Business Development Corps aims to provide graduate business students with a unique opportunity to contribute to the development of business and commerce in many of the emerging democracies on the African continent; to develop mutual and long-term commercial opportunities for both U.S. and African businesses; and to expand the scope of international activities at the Business School by forging long-term, sustainable relationships between the African business community and the Michigan Business School.

Before leaving for Africa, students attended a three-day orientation program addressing African economic, cultural, social, and political issues.

◀ *Pictured in Capetown are MBA students Nagawa Kakumba (left) and Beverly Ostrowiecki, both of whom held internships in South Africa this summer.*



CIBE Publishes Booklet On Technology Management

Technological change is so central to the professional lives of business leaders that the whole curriculum — from marketing and organizational behavior to strategy and business policy — should be infused with technology management content.

Because technology management is so central, the Center for International Business Education (CIBE) has developed a booklet, entitled "Teaching Global Managers About Technological Change."

The booklet includes three introductory chapters, and syllabi from four courses, including one on operations technology management; one on strategy and the management of innovation; another on international business and technology; and finally, a course on government and international competition in the high technology industries.

The booklet also includes information about technology management degree programs at the University of Michigan.

ALUMNI

Two New Alumni Societies Formed This Year



■ **Washington, D.C.**

The newly formed Michigan Business School Society of Washington, D.C. held its kick-off event in June with a reception for Dean B. Joseph White. About 50 B-School alumni and students attended the kick-off event at which Dean White spoke about the changing nature of business school education and how the Michigan Business School is adapting to those changes. The reception, held at the D.C. law firm of Skadden, Arps, Slate, Meagher and Flom, was organized by John Harris, MBA '60; Carl Smith, MBA '81; Ruth Raubitschek, MBA '77; Loren Heckelman, MBA '89; Mike Weber, MBA '91; and Ronnie Goldberg, MBA '93.

The Michigan Business School Society of Washington, D.C. is affiliated with the U-M Club of Washington, D.C., which has approximately 600 members. Anyone wishing to contact the B-School Society of D.C. may call Loren Heckelman at (703) 681-0465; Mike Weber at (301) 933-1059; or the Michigan Club of D.C.'s hotline at (202) 554-0585.

◀ Left to right, members of the Washington D.C. Business School committee are Carl Smith, Jr., MBA '81, vice president of sales, Washington Investment Corp.; Ruth Raubitschek, MBA '77, economist with the U.S. Dept. of Justice; John Harris, MBA '60, president, Potomac Ventures, Inc.; and Mike Weber, MBA '91, economist with the Internal Revenue Service. Not shown is the other member of the committee, Commander Loren Heckelman, MBA '89, of the Supply Corps, U.S. Navy.

■ **New York**

"Management Education and Personal Success" was the topic of a talk Dean B. Joseph White gave at the inaugural reception of the newly formed Business School Society of the University of Michigan Club of New York, held in April.

In July, John Lucht, president of John Lucht Consultancy, spoke to the group on "Executive



▲ Pictured at the inaugural reception of the Business School Society of the U of M club of New York are (left to right) Robert Radway, BBA '61, MBA '62; Judy Reitman, BA '63; John Sturges, EE '82; and Richard Akwei, MBA '86, a member of the Business School Society Advisory Board.

Job Changing and Faster Career Progress." He is the author of *Rites of Passage at \$100,000+*. A fall reception took place in September, and in October the New York Recruiting Forum was held.

The Michigan Business School Society is co-chaired by Scott Stieler and Craig Phares, both MBAs '92. Its advisory board includes Richard Akwei, MBA '86, vice president, J.P. Morgan; Cleveland Christophe, MBA '67, principal of TSG Ventures, Inc.; Jeffrey Lackey, MBA '85, senior vice president, GE Capital Bank; Joseph Mayfield, Jr., MBA '76, director of finance, Time, Inc.; Mitsuru Misawa, Ph.D. '67, president, IBJ Leasing USA, Inc.; Stephen Ross, BBA '62, president, The Related Companies, Inc.; Jay Vawter, BBA '56, MBA '57, senior vice president, Stein, Roe & Farnham; and Jerald Wigdortz, MBA '72, managing director of Salomon Brothers, Inc.

For questions about current or future Business School Society events, call Scott Stieler at (908) 771-7211 or Craig Phares at (212) 345-3068. For information about joining the University of Michigan Club of New York, dial the M-Line at (212) MI2-5550.

Alumni in Asia

Michigan Business School alumni all over Asia have been getting together for receptions or dinners. Here are some of the locations:

■ Korea

Woo Choong Kim, chairman of Daewoo Corporation, hosted a festive dinner in Seoul, Korea, for all U-M graduates in Korea who work for the Daewoo Corporation. In addition, a reception and dinner for members of the U-M Business School Alumni Association in Korea, was held at the Hilton Hotel in Seoul. More than 60 U-M alumni and their spouses attended the reception, which was hosted by Woon-Hyung Lee, MBA '74, president of Pusan Steel Pipe Corporation.

■ Japan

Many Business School alumni who live and work in Tokyo were among

Introducing the Alumni Career Network

Twice a month, a career newsletter for alumni looking for new jobs, is being jointly published by the Offices of Career Development and Alumni Relations at the Business School.

The newsletter includes national and international employment opportunities forwarded to the School by employers and search firms interested in Michigan graduates. It also carries periodic features on such topics as graduate salary statistics and recruiting information; and news from the Offices of Career Development and Alumni Relations that is relevant to the career search.

Each job listing contains the information necessary for a subscriber to submit a resume and cover letter to a listing firm, in order to gather additional information or submit an application.

Subscription rates are \$60.00 for one year and \$40.00 for six months. To subscribe, or for more information, please contact: Alumni Career Network, 2220 Business Administration, Michigan Business School, University of Michigan, Ann Arbor, Michigan 48109-1234.

Telephone, (313) 763-1370.

Fax (313) 763-1250.

ALUMNI Career Network
The Michigan Business School

ABOUT THE NETWORK

Alumni:
The Career News Network is published twice a month by the Michigan Business School. It includes job opportunities from employers and search firms as well as information related to your career search.

Each job listing contains the information necessary for a subscriber to submit a resume and cover letter to a listing firm, in order to gather additional information or submit an application.

Non-refundable subscription rates are \$60 for one year and \$40 for 6 months. Please call the telephone number listed below for registration materials.

Employers/Executive Search Firms:
To list a position, summarize the qualifications and responsibilities in a style consistent with those in the Alumni Career Network. Listings must be typed and can be mailed or faxed to the Alumni Career Network.

The Alumni Career Network is published the 1st and 15th of each month (excluding Jan. 1st and Aug. 15th). Submissions must be received at least five business days prior to the date of publication.

Dear Alumni,

The following table indicates what industries and locations our graduating BBAs selected and the salary median and range for each. As usual, our BBAs overwhelmingly selected the service industry to start their careers. (Service 93%, Manufacturing 7%)

Industry	Median	Range
Service Industry		
Commercial Banking	\$34,000	\$27,000-\$50,000
Consulting	32,000	27,000-\$50,000
Financial Services	30,000	26,500-\$36,000
Government	35,000	24,000-\$43,000
Investments	43,000	26,500-\$42,500
Public Accounting	40,000	20,000-\$41,500
Transportation	29,500	27,000-\$37,000
Other Services	33,000	20,800-\$30,000
Manufacturing Industry		
Automotive		
Consumer Goods	\$30,500	
Energy/Petroleum	35,900	
Chemical		
Paper/Wood/Glass		
Rubber/Plastic		

the 600 people who attended the 1993 Mitsui Symposium on Global Financial Markets held in Tokyo.

■ *Taipei*

Eleven Michigan alumni and four MBA students met for a reunion in Taipei, Taiwan, and decided to meet at least once every year and to establish the Taiwanese Chapter of the "Global Blue" Association. For their reunion, Michigan alumni invited the Chairman of Taiwan Stock and Security Exchange Committee, Mr. Dai, to speak on the government's policy on stock and security.

■ *Thailand*

About 60 people attended the annual alumni association dinner in Bangkok, at which Dean White spoke on "Asia at the University of Michigan." It was noted with satisfaction that White is "the first Dean from Michigan to visit Thailand." Dr. Amnuay Viravan, MBA '54, Ph.D. '59, deputy prime minister of Thailand, is the patron of the alumni association in Thailand; Sathist Sathirakul, MBA '91, is the secretary general of the group; and Chodechai Suwanaporn, MBA '93, served as master of ceremonies.

■ *Singapore*

During their trip to Singapore this spring, the Michigan Business School group (which included Dean White; Linda Lim, associate professor of international business and director of the Southeast Asia Business Program; and Brad Farnsworth, director of the Center for International Business Education at the Business School) enjoyed meeting about 40 alumni from all over the world who attended the U-M alumni dinner. The group also visited Michigan companies that have regional headquarters in Singapore, including Whirlpool and GM. The President of GM Asia is U-M graduate Tom McDaniel. His wife, Susan, MBA '84, serves as secretary of the pro-tem committee of the U-M Alumni Association in Singapore.



Gregory Fox

Molly Resnick (left) and Cheryl Lippert, BBA '75, both participated in the panel on leadership choices.

Second Women's Forum Discusses Leadership

Four panelists reflected in a personal way on how they got where they are today, the choices they made, and what influenced them along the way, at the Second Annual Women's Forum sponsored by the Business School's Office of Alumni Relations this spring. Members of the panel included Molly Resnick, BA '72, MSW '74, president of Neighborhood Senior Services in Ann Arbor; Linda Jolicoeur, president of Target Equipment Leasing; Cheryl Lippert, BBA '75, senior vice president and CFO of Value Rx Pharmacy Program, Inc.; and Lucy Reuben, MBA '74, Ph.D. '81, associate professor of finance at the School of Business and Industry, Florida A & M University.

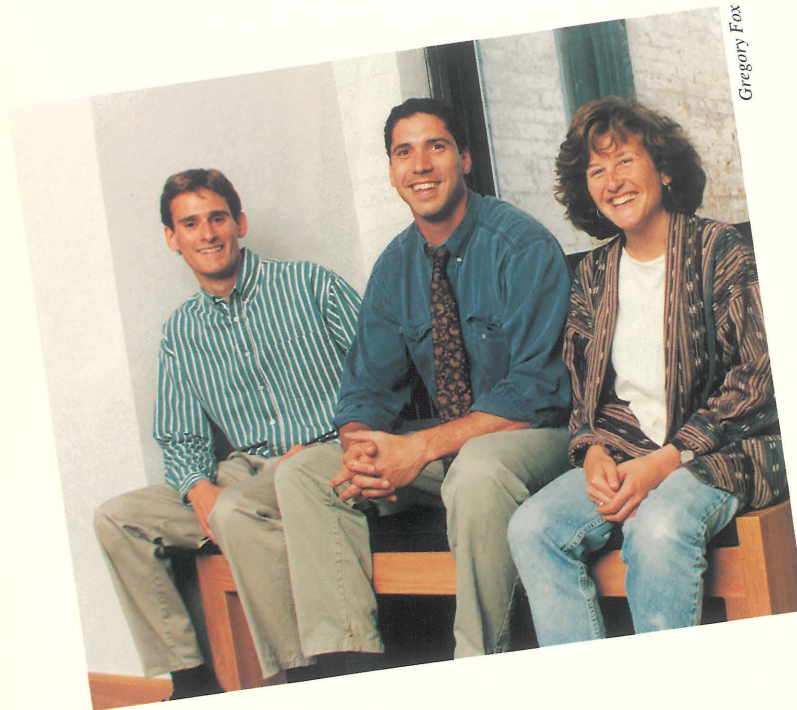
After the panel, participants in the Forum were able to attend hour-long sessions on four different topics, each of which were repeated so that anyone could attend two of the four.

Topics of the sessions included: communication styles; feminism at work in today's organizations; a panel of entrepreneurial women; and a workshop on ways to advance your career.



This section can only give a glimpse of the context in which the Business School works. We are connected in so many ways to the corporate community, other universities, small businesses, the state of Michigan, our local community, and other parts of the University.

CONNIE



▲ CEMP students Carey Jones, Jonathan Koch, and Laura Rubin (pictured left to right) all held jobs this summer that involved connections between business and the environment.

CEMP Involves Students with Business and the Environment

The Corporate Environmental Management Program (CEMP), which is a team effort between the Business School and the School of Natural Resources and Environment, has now been approved.

In this program, business students can gain the knowledge and environmental perspective they need to be responsible corporate leaders who are both alert to new business opportunities and skilled in reducing environmental costs and liabilities. At the same time, environmental students, practitioners and planners can learn how to become capable, effective managers in their fields, heading up successful organizations.

A new course instituted as part of the CEMP program is entitled "Strategies for Environmental Management," co-taught by Stuart L. Hart, assistant professor of corporate strategy and director of CEMP. This course seeks a mix of students from business, natural resources, public policy, engineering and related disciplines. It is followed by a course entitled "Strategies for Sustainable Development," which builds on the foundation in environmental management strategies developed in the previous course. A third course is a seminar which addresses the environmental or sustainable development challenge from the vantage point of a specific industry, company, or non-governmental organization.

Three students in the CEMP program who held particularly interesting summer jobs include Carey Jones, who created a pilot pollution prevention program for Washtenaw County's Department of Environment and Infrastructure services; Jonathan Koch, who conducted a project to assess and minimize the life-cycle environmental impacts of the production of flat-panel, high definition displays; and Laura Rubin, who developed and pilot-tested a program to train community residents to conduct a resource inventory.

Looking at Public Policy on Telecommunications

A University Consortium, believed to be the first of its kind in the U.S., has been formed to enable the nation's top educators to research public policies on telecommunications.

Business School faculty members Will Mitchell and Aneel Karnani, both associate professors of corporate strategy, are co-directors of the Michigan unit of the Consortium. The Consortium will sponsor research on business strategy as well as on government policies relating to the telecommunications sector of the economy.

Established under a \$700,000 grant from the Ameritech Foundation, the Consortium is chaired by Douglas E. Van Houweling, vice provost for information technology at the U-M. He commented that the Consortium will offer society "the best and brightest minds focusing on one of the most important issues of our lifetime — information superhighways."

The University of Michigan, Northwestern University, the University of Chicago and the University of California at Berkeley are the initial recipients of the Ameritech grant, with others expected to follow.

MJMI Program Aims to Produce People Who Are Fluent in Two "Languages"

Educating engineers in the ways of business, and business people in the ways of manufacturing, is the purpose of the Michigan Joint Manufacturing Initiative (MJMI)— a joint venture between the U-M Business School and the College of Engineering.

This fall, William Lovejoy joined the MJMI program from Stanford as professor of operations management at the Business School. He will be co-teaching a course in new product development with an engineering professor in which students — who will come from both schools — will conduct market research, design, build, and compete with fully functional products.

Lovejoy, who taught a similar course at Stanford, says that the class aims to develop in MBAs an appreciation for the process of design and manufacture, and to develop in engineers an appreciation of the constraints placed on design and manufacture by a competitive economic context. He comments wryly, "The devil really is in the details."

A Wonderful Variety of Speakers

The multitude of speakers from different disciplines and backgrounds who visit the School every year gives students insight into the complicated interrelationships between business and just about everything else. Below are a few examples:

Alvin Poussaint, associate professor of psychiatry at Harvard Medical School, gave a thought-provoking address on Martin Luther King Day.



Felice Schwartz, retired president of Catalyst, delivered the 27th annual McNally lecture on issues affecting women in corporate America.



Woo-Choong Kim, founder of the \$34 billion Daewoo company, spoke in Hale auditorium and graciously signed his book for the many students who waited in line for his autograph.



A. Alfred Taubman, one of America's leading real estate developers and operators of regional shopping centers, answered questions informally after participating in a panel discussion at the annual Real Estate Forum.



Edwin Artzt, CEO of P&G, talked about the toughest consumer market in the world at a standing-room-only lecture in Hale Auditorium.

THE POINT IS TH

Investing in Human

The \$100 million Michigan Business School Campaign (part of the five-year Campaign for Michigan) is now more than half over, and at this midpoint we have \$70 million in received or committed gifts. What follows are a few brief profiles of some of the people who have benefited from the generosity of donors. Who are they, and what has the donation meant to them? Below, some answers to those questions:

■ MIDDLE SCHOOL STUDENTS IN ANN ARBOR and the MBA students who have been serving as their mentors. Today, about one in four American students will drop out before completing high school. The Business School's three-year-old Partnership Mentoring Program has attempted to stem this tide locally by pairing Michigan MBA students with at-risk youths in the Ann Arbor public school system. Impressed by the School's imaginative response to a growing social problem, the General Electric Foundation has stepped forward with a \$25,000 grant to further Mentoring Program goals. Grant funds will be used to evaluate and document Program successes with an eye toward creating similar programs elsewhere in America.

The Point is the People — Support for Students



Gregory Fox

After earning her associate's degree, Andra Panfil applied and was accepted to Michigan's BBA program. Despite taking out every loan available, this divorced mother of three still found the cost of a Michigan education out of reach. "I knew that a college degree was our best chance for a better life, but I had run out of options," she recalls. "I was at the

point of quitting school when I received the first of my two Kapnick Scholarship grants." Since its inception three years ago, the Harvey Kapnick Scholarship program has grown from two annual grants to 10. Kapnick scholars are judged on a variety of criteria, including personal motivation. "I'll be forever grateful for the opportunities Mr. Kapnick's scholarship gave me," Panfil says.

The Point is the People — Support for Programs

The program in Corporate Environmental Management (CEMP), has initiated a sustainable corporation game played by students in CEMP classes. The game, entitled "Trans-Formation," was developed by Stuart Hart, assistant professor of corporate strategy and director of CEMP; Susan Svoboda, CEMP manager; and Richard Duke, U-M urban planning professor. Groups of seven students form companies that design products and market them in four phases, each of which involves increasingly more challenging environmental problems and thus addresses the complexity of strategic decisions involving the environment.



Philip T. Dattilo

E PEOPLE

Capital

■ INTERNATIONAL BUSINESS PROFESSORS GUNTER DUFEEY AND BERNARD YEUNG, who were able to distill current trade policy theory and practice into a single working paper, thanks to a grant from Michael Callahan, MBA '67 and his wife, Clare. "Non-specialists in world trade policy often find it hard to sort valid economic concepts from political rhetoric," says Professor Dufey, adding, "Thanks to the grant, our students will be better versed in a broad range of issues relating to international trade and foreign investment policy." BBA and MBA students taking courses in international business will find a copy of the paper in their course packs this year.

■ FIRST-YEAR MBA STUDENTS STUDYING ACCOUNTING OR FINANCE, who are now eligible for a fellowship established by Chevron Corp, one of the donors to the Corporate Associate's Program. As a longtime recruiter of finance/accounting students at Michigan, Chevron established the fellowship to help Michigan recruit top students to its MBA program, and, by doing so, to sustain the high level of recruitable talent.

■ THREE MBA STUDENTS, who will receive two-year fellowships bearing the name of former Comerica Mortgage president and Michigan booster Douglas J. Cook, MBA '73, who died last autumn. His colleagues at Comerica wanted to create a lasting monument to his memory. Their solution: The Douglas J. Cook Memorial Fellowship.

The examples above illustrate what we mean when we say "The Point is the People," and demonstrate that there are many inspiring individual stories behind the numbers we report to you. Those numbers powerfully represent investments in human capital, our most important resource.



The Point is the People — Support for Faculty

Winner of the Sanford R. Robertson Associate Professorship ► this year is Peter J. Lenk, associate professor of statistics. This term professorship provides financial resources to support the faculty member's academic work — teaching and research — in the way he or she deems most useful. This new category of professorship has been established by Sanford R. Robertson, BBA '53, MBA '54, a principal in the investment banking firm of Robertson, Stephens and Co. in San Francisco.

Gregory Fox



The point



is the



people



MICHIGAN BUSINESS
SCHOOL CAMPAIGN

School Operating Funds

SOURCES	1992-93	%	1993-94	%
University General Fund (a)				
Direct Allocation	\$25,001,700	43.6	\$26,749,300	44.7
Other Support (plant operations, computing, etc.)	2,726,100	4.7	2,189,100	3.7
Executive Education Programs	18,992,100	33.1	19,221,400	32.1
Research/Public Service Grants	3,640,100	6.3	2,592,500	4.3
Gifts and Bequests (Expendable)	3,179,700	5.5	4,982,900	8.3
Endowment Income to Operating Funds	1,520,900	2.7	1,467,900	2.5
Investment Income (Expendable)	1,599,200	2.8	1,783,100	3.0
Departmental Activities	748,600	1.3	864,400	1.4
Total Sources	\$57,408,400	100.0	\$59,850,600	100.0

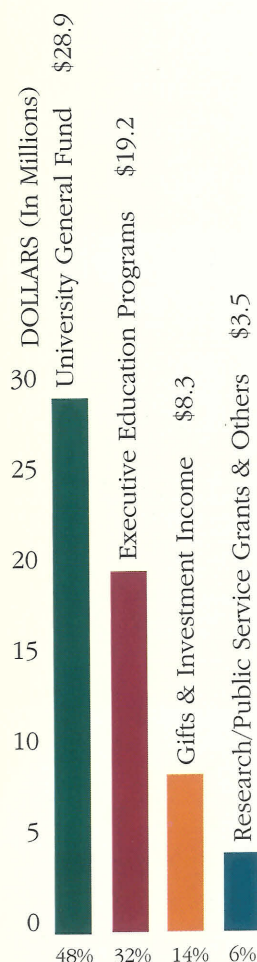
USES	1992-93	%	1993-94	%
Instructional Programs				
Faculty & Staff Compensation	\$16,108,600	28.0	\$17,909,900	29.8
Executive Education Programs	14,037,900	24.5	14,236,800	23.8
Research Activities	5,077,000	8.8	4,361,900	7.3
Public Service Activities	1,926,200	3.4	2,116,100	3.5
Academic Support				
Library	1,812,200	3.2	1,765,100	2.9
Computing Services	2,741,700	4.8	1,831,700	3.1
Faculty Support	891,000	1.6	897,500	1.5
Graduate Student Aid				
Ph.D. (including tuition grants)	2,195,400	3.8	1,948,400	3.3
MBA	3,117,600	5.4	3,388,000	5.7
Admissions/Student Services & Alumni, Development & Communications				
Career Development	1,639,000	2.9	1,945,200	3.3
Development & Communications	1,626,100	2.8	1,813,500	3.0
Other Operating Costs				
Facilities, including utilities	2,077,700	3.6	2,254,800	3.8
Miscellaneous Operations	1,317,100	2.3	1,434,300	2.4
Subtotal - Operations	54,567,500	95.1	55,903,200	93.4
Increase in Operating Fund Balances	2,840,900	4.9	3,947,400	6.6
Total Uses	\$57,408,400	100.0	\$59,850,600	100.0

Transfers to Non-Operating Funds		
To Endowment Funds	1,609,100	2,254,800
To Building/Equipment Funds	1,612,800	1,607,700

William Davidson Institute Operating Funds

Revenues	\$1,699,100	\$3,728,600
Expenditures	662,800	1,509,500
Increase in Fund Balance	\$1,036,300	\$2,219,100

(a) Tuition and fee revenues generated by Business School students and courses are estimated at \$27,500,000 in 1992-93; and \$29,941,000 in 1993-94.



1993-94 SUMMARY OF OPERATING SOURCES

SCHOOL FINANCIAL REPORT

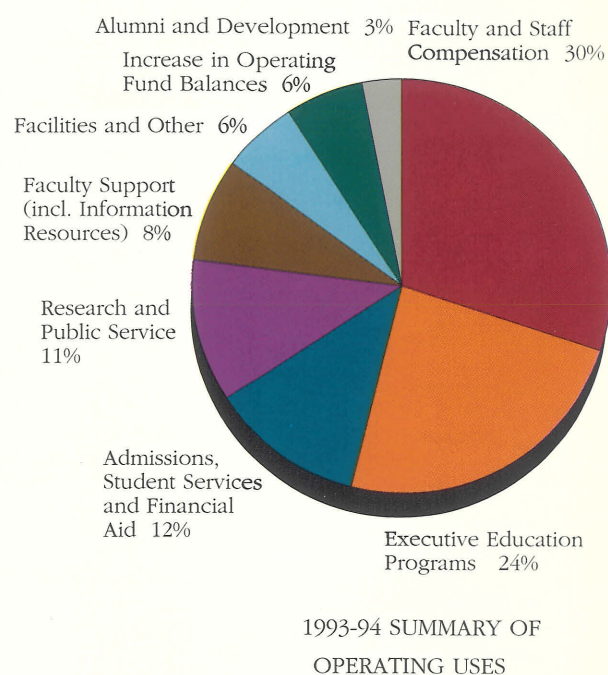
Endowment and Loan Funds

	Student Loan Funds	Funds Functioning as Endowment	Endowment	Totals
BEGINNING BALANCES, JULY 1, 1993	\$1,490,760	\$22,488,425	\$14,312,303	\$38,291,488
ADDITIONS				
Gifts and Bequests	6,388	684,246	3,279,465	3,970,099
Investment Income	70,462	1,508,660	1,029,958	2,609,080
Transfers from other funds	-	4,604,762	31,002	4,635,764
Subtotal	76,850	6,797,668	4,340,425	11,214,943
DEDUCTIONS				
Transfers to expendable accounts	2,521	1,401,919	923,441	2,327,881
ENDING BALANCES, JUNE 30, 1994	\$1,565,089	\$27,884,174	\$17,729,287	\$47,178,550

NOTE: Estimated market value of Funds Functioning as Endowment at June 30, 1994. \$34,392,500
 Estimated market value of Endowment Funds at June 30, 1994. \$23,273,800
 Total estimated market value of endowment funds at June 30, 1994. \$57,666,300

Building and Equipment Funds

SOURCES	1992-93	1993-94
Gifts (Cash and In-kind)	\$159,000	\$113,900
Investment Income	320,700	104,500
Transfers from Operating Funds	1,612,800	1,607,700
Other Intrafund Transfers	-	393,700
Decrease in Fund Balances	3,274,500	2,465,900
Totals	\$5,367,000	\$4,685,700
USES	1992-93	1993-94
Retirement of long-term debt for		
Executive Residence	\$2,484,600	-
Construction and Minor Renovations	860,100	\$471,600
Equipment	2,022,300	1,864,100
Increase in fund balances for debt retirement and future projects	-	2,350,000
Totals	\$5,367,000	\$4,685,700



The Visiting Committee

The Visiting Committee for the School meets twice a year to consult with and give advice to the Dean about the overall program and plans for the School. Composed of distinguished corporate executives, it is an invaluable aid in assessing the School's standing and progress.

Allan Gilmour (Chair)
Vice Chairman
Ford Motor Company

Terence E. Adderley
President & CEO
Kelly Services, Inc.

Randolph J. Agley
Chairman
Talon Inc.

Don H. Barden
Chairman and President
Barden Communications, Inc.

Edmund M. Carpenter
Chairman and CEO
General Signal Corporation

Cleveland A. Christophe
Principal
TSG Capital Group, Inc.

William Davidson
Chairman, President and CEO
Guardian Industries Corporation

Harvey C. Fruehauf, Jr.
President
HCF Enterprises, Inc.

Bert A. Getz
President
Globe Corporation

Paul B. Gordon
Chairman
Gordon Food Service

William K. Hall
President and CEO
Eagle Industries, Inc.

Michael R. Hallman
President
The Hallman Group

Todd W. Herrick
President and CEO
Tecumseh Products Company

Jesse Hill, Jr.
President and CEO
Atlanta Life Insurance Company

Michael J. Jandernoa
Chairman and CEO
Perrigo Company

Thomas H. Jeffs II
President and COO
NBD Bank, N.A.

James H. Keyes
Chairman
Johnson Controls Inc.

Woo Choong Kim
Chairman
Daewoo Corporation

John W. Madigan
President and COO
Chicago Tribune Company

William D. Marohn
President and COO
Whirlpool Corporation

Richard L. Measelle
Managing Partner
Arthur Andersen & Company

Mitsuru Misawa
President
IBJ Leasing USA, Inc.

Michael T. Monahan
President and COO
Comerica Bank

Southwood J. Morcott
Chairman, President and CEO
Dana Corporation

John C. Morley
President and CEO
Reliance Electric Company

Robert G. Nichols
Retired Partner
Price Waterhouse

Peter S. Ordway
Chairman, President and CEO
Union Pump Company

Roslyn B. Payne
President
Jackson Street Partners, Ltd.

George Peapples
*Vice President-
Industry/Government Relations*
General Motors Corporation

John Psarouthakis
Founder and Chairman
JPEnterprises Inc.

P. Anthony Ridder
President
Knight-Ridder, Inc.

Stephen M. Ross
President
The Related Companies, Inc.

Cece Smith
Partner
Phillips-Smith Specialty Retail Group

Dr. Amnuay Viravan
c/o Noble Holding Co.

H. Martin Westfall
Senior/Managing Partner
Coopers & Lybrand Europe

Iva M. Wilson
President
Philips Components

Jerome B. York
Chief Financial Officer
IBM Corporation

Bruce Zenkel
Partner
Zenkel Schoenfeld

The National Campaign Committee

Mary N. Bradbury
President
Bradbury, Romey, Egan & Partners

Mary L. Campbell
Partner
Enterprise Management, Inc.

Cleveland A. Christophe
Principal
TSG Ventures Inc.

Peter F. de Vaux
President
The Fordney Group

Stanley D. Frankel
Frankel Associates

Arthur M. Friedman
Partner
Arthur Andersen & Co.

Lawrence J. Goldstein
General Partner
Santa Monica Partners

Carleton H. Griffin
Professor of Accounting
The University of Michigan

Barnett C. Helzberg, Jr.
Chairman
Helzberg Diamond Shops, Inc.

Fred Ittner
Ittner & Associates

Ronald A. Johnson
President
Rackson Corporation

Joseph P. Keithley
Chairman of the Board
Keithley Instruments

William C. Martin
President
First Martin Corporation

Ray E. Newton, Jr.
Chairman
Newton & Company

Judy S. Olson
Professor of CIS and
Professor of Psychology
The University of Michigan

William R. Parker
Chelsea, Michigan

Richard H. Rogel
Chairman
PPOM

David T. Shelby
President
ICM Industries, Inc.

Joel D. Tauber
President
Tauber Enterprises

Ronald N. Weiser
Chairman and CEO
McKinley Associates, Inc.

The Alumni Society Board of Governors

Richard A. Akwei, MBA '86
Vice President
J.P. Morgan

Matthew J. Anctil, MBA '85
Vice President-Business Planning
TeleService Resources

Shamir P. Bhattacharya, MBA '83

Gregory Martin Boll, MBA '80
Vice President
Cummins of Michigan Inc.

Philip Briggs, MBA '66
Audit Manager, Europe
Exxon International

James R. Browne, BBA '78
Director of Tax Legal
Tenneco Inc.

David S. Bryan, MBA '85
Vice President
Owens-Corning

Mary Ann Caballero, MBA '84
Director, Global Marketing
Eli Lilly and Company

William Creelman, MBA '83
Vice President
Security Pacific Bank

Mary Jo Degens, BBA '89

J. Robert Dobbins, MBA '81
Managing Partner
Dobbins Partners, LP

Russell L. Epker, BBA '64
General Partner
Berkshire Partners

Mary Kay Haben, MBA '79
President
Churny Co.

Bruce E. Kropschot, BBA '62, MBA '63
President
Kropschot Financial Services

Jeffrey K. Lackey, MBA '85
Senior Vice President
GE Capital Bank

Cheryl H. Lippert, BBA '75
Senior Vice President of Finance and
Chief Financial Officer
Value RX Pharmacy Program, Inc.

Claus Madsen, MBA '63
Managing Director
CPS A/S

Robert E. Malitz, BBA '81
Partner
Arthur Andersen & Company

Joseph L. Mayfield, Jr., MBA '76
Director of Finance
Time, Inc.

Richard Metzler, MBA '66
President
Richard Metzler & Associates

Margaret Mordy, MBA '95

Thomas Murasky, Exec. Ed. '92
Executive Vice President and
Chief Financial Officer
K-Mart Corporation

James W. Pierpont, MBA '67
Senior Vice President
Director of Corporate Finance
Dain Bosworth, Inc.

Ana L. Ramirez, MBA '85
Vice President
Wells Fargo Bank

Lucy J. Reuben, MBA '74, PhD '81
Associate Professor of Finance
School of Business and Industry
Florida A & M University

Carl Smith, Jr., MBA '81
Vice President-Sales
Washington Investment Corp.

Ray S. Tittle, Jr., BBA & MBA '53

Ellen M. White, MBA '86
Division Sales Leader, Northeast Division
The Progressive Corporation

Joseph D. Williamson, II, BBA '67, MBA '68
President
WKBN Broadcasting

Michael Wilson, BBA '84
President
Fortune Practice Management

Growth Fund Trustees

Louis G. Allen
The Bank of Bloomfield Hills

Gary E. Baker
President
Baker Investment Group

Mary L. Campbell
Partner
Enterprise Management, Inc.

Cleveland A. Christophe
Principal
TSG Ventures Inc.

Norman G. Herbert
Investment Officer & Treasurer
Investment Office
The University of Michigan

Dohn L. Kalmbach
General Partner
Berman, Kalmbach & Co.

Joel D. Tauber
President
Tauber Enterprises

Gary T. Walther
Managing Director
Kemper Securities Group, Inc.

B. Joseph White, Ph.D.
Dean & Professor of
Business Administration
School of Business Administration
The University of Michigan

Alumni Investment Managers

Dixon Raymond Doll
Founder & Chairman
DMW Group

Lawrence J. Goldstein
General Partner
Santa Monica Partners

Harold R. Kellman
President
HRK Enterprises

Corporate Advisory Board

Donald R. Parfet (Chairman)
*Executive Vice President
for Administration*
The Upjohn Company

Gerald Adolph
Vice President
Booz Allen & Hamilton Inc.

Janet L. Anderson
Vice President & Account Director
Leo Burnett Company, Inc.

Thomas R. M. Bain
Managing Director
Morgan Guaranty Trust Company
of New York

Stuart M. Blinder
Senior Vice President-Commercial
Lever Brothers Company
Unilever United States, Inc.

Keith E. Brauer
*Executive Director of Finance &
Chief Accounting Officer*
Eli Lilly and Company

Richard F. Brenner
Vice President
AT&T Global Information Solutions

Julie Brown
President
Plastech Engineered Products, Inc.

Kristeen Lynn Burks
Senior Vice President
Texas Commerce Bank, N.A.

Robert A. Center
*Vice Chairman Regional Managing
Partner-Midwest*
Ernst & Young

Donald Chisholm
President
Ann Arbor Associates, Inc.

James A. Clayton
Managing Director
Bankers Trust Company

Cathleen A. Costello
Senior Vice President & General Manager
American Express Travel
Management Services-Central Region

Charles R. Eisele
Vice President-Purchasing
Union Pacific Railroad Company

George L. Farr
Director
McKinsey & Company

John N. Fox, Jr.
*Group Managing Director-Midwest
Management Consulting*
Deloitte & Touche

Ted N. Haddad
Vice President
R. H. Bluestein & Company

Laurence J. Hagerty
President
Demand Publishing, Inc.

Thomas E. Jones
Executive Vice President
Citicorp

Jay Levin
President
PPOM

Gary T. Martin
Senior Vice President
The Procter & Gamble Company

Douglas C. McClintock
Partner
Arthur Andersen & Company

Herbert H. McDade III
Managing Director
Lehman Brothers

John E. Pearson
President
Ervin Industries

Steven W. Percy
President and CEO
BP Oil Company

M. L. Peterson
*Group Vice President, Switching,
Marketing, Product Management*
Northern Telecom, Inc.

Thomas S. Porter
General Partner
Enterprise Development Fund, L.P.

Richard E. Posey

Bonnie R. Proctor
Regional Vice President
Bank of America

Roy S. Roberts
Vice President and General Manager
GMC Truck Division
General Motors Corporation

Lawrence R. Rutkowski
Vice President, Corporate Finance
NBC, Inc.

Barry Schuman
Senior Vice President-Human Resources
Tenneco Inc.

Chandler D. Simonds
Company Group Chairman
Johnson & Johnson, Inc.

Mark G. Solow
Senior Executive Vice President
Chemical Banking Corp.

E. J. Stedem, Jr.
Controller
Ford North American Automotive
Operations
Ford Motor Company

Linda Stegeman
*Vice President-Marketing and
Business Development*
Ameritech

Carlton A. Stockton
Vice President, External Affairs
MCI Communications Corporation

Beverly Thelander
*Vice President-Finance,
Planning & Control*
ARCO Transportation Company

Sharon Reed Walker
Vice President-Planning & Development
Soft Sheen Products

Gloria A. Zamora
National Director, Partner Development
Whirlpool Corporation



Gregory Fox

MICHIGAN BUSINESS SCHOOL

Honor Roll

OF DONORS 1993-1994

THE NATIONAL CAMPAIGN COMMITTEE

Richard H. Rogel
BBA '70
(Chairman)

Mary N. Bradbury
BBA '57, MBA '58,
ED CERT '58

Mary Lincoln Campbell
BA ED '67, ED CERT '67,
MBA '79

Cleveland A. Christophe
MBA '67

Peter F. de Vaux
BBA '66, MBA '70

Stanley D. Frankel
BA '63, MBA '64

Arthur M. Friedman
BBA '57

Carleton H. Griffin
BBA '50, JD '53, MBA '53

Barnett C. Helzberg, Jr.
BBA '56

Fred Ittner
BA '52, MBA '53

Ronald A. Johnson
BBA '69

Joseph P. Keithley
MBA '76

William C. Martin
MBA '65

Ray E. Newton, Jr.
BA '56, MBA '59

Judith S. Reitman Olson

William R. Parker
BSE '67, MBA '74

David T. Shelby
BBA '62, MBA '64

Joel D. Tauber
BBA '56, JD '59, MBA '63

Gary T. Walther
BSE '60, MBA '63

Ronald N. Weiser
BBA '66

THANKS TO YOU, THE BRASS RING
IS WITHIN REACH



The point
is the
people



Fall 1994

School of Business
Administration

The University of
Michigan

Dean:
B. Joseph White

Senior Associate Dean:
Paul Danos

Associate Deans:
George Siedel
Janet Weiss

Design by:
University of Michigan
Marketing Communications

MICHIGAN BUSINESS SCHOOL

Honor Roll OF DONORS 1993 - 1994

GIFT RANGE \$100,000 and Above

Barbara Fruehauf Bristol
Scott M. Elrod
Judith and David Frey
Edward J. Frey, Jr.
Hildi and John Frey
Frey Foundation
Mary Frey and James McKay
Susanne and Harvey Fruehauf
The Fruehauf Foundation
Shirley and Kenneth Herrick
McGraw Foundation
Mr. and Mrs. Richard H. Rogel
Nancy and Stephen Ross

GIFT RANGE \$50,000 - \$99,999

Mr. and Mrs. Ralph G. Conger, Jr.
Mr. and Mrs. Russell J. Ebeid
Barbara and Oscar Feldman
Anne and Claes Fornell
Mr. and Mrs. Philip L. Smith

GIFT RANGE \$25,000 - \$49,999

Valerie and Keith Alessi
Susan C. and Robert M. Brown
Mr. and Mrs. Michael J. Callahan
The Commonwealth Fund
Lucille H. Dewhirst Estate
Mary Hunter and William T. Dobson
Richard C. Gerstenberg
Allan D. Gilmour
J. W. & Ida M. Jameson Foundation
Gail and Thomas Kasdorf
Mary and Fred Leydorf
Florence and John Mintz

The following list includes all gifts and pledge payments made to the Business School from July 1, 1993 through June 30, 1994.

Every effort has been made to ensure the accuracy of the list. If you find that your name has been misspelled, omitted or incorrectly listed, please let us know so that corrections can be made in future publications and in our office records.



Monroe-Brown Foundation
Jo Ann and Stuart C. Nathan
Ann Newman
Susan and Peter Ordway
Mr. and Mrs. A. John Todd III
Mary W. and Gary T. Walther
Barbara and Frank Westover

GIFT RANGE \$15,000 - \$24,999

Joseph C. Bancroft
Mary and John Bradbury
Louise and Robert Finlayson
Dale and Bruce Frankel

Francine and Arthur Friedman
Dorothy and Byron Gerson
Shirley and Barnett Helzberg
Judith and Robert Hooker
Mr. and Mrs. Thomas H. Jeffs II
John M. Jenks
Mr. and Mrs. Harvey Kapnick
Mr. and Mrs. Ray E. Newton, Jr.
Mr. and Mrs. Donald H. Parsons
Beatrice and Reymont Paul
Elizabeth and Donald Runck
Lisa and Jonathan Rye
Michael S. Vitton
Jane S. and James B. Wolf
Gail and James Young
Lois and Bruce Zenkel

H O N O R R O L L O F D O N O R S

GIFT RANGE

\$10,000 - \$14,999

Mary and Terence Adderley
Emily Chang
Cheryl and Cleveland
Christophe
Wendy and Jim Daverman
Mr. and Mrs. George Farr
Mr. and Mrs. Stephen E.
Frank
Mr. and Mrs. John A. Harris
Azira and Jesse Hill
Barbara and Charles
Johnson
Frank Norman Johnston
Trust
Nancy and Joseph P.
Keithley
Lynn A. Leedy
Marilyn and Norman Leven
Mr. and Mrs. Michael Levitt
Little Family Foundation
Robert H. Nathan
Scott A. Nathan
Clair and George Nichols
Mr. and Mrs. Thomas W.
Ostrander
Elsie and Rudy Salvette
William W. Saulson
Clinton F. Stimpson III
Robert P. Thome
Wendy and Dave Ulrich

GIFT RANGE

\$5,000 - \$9,999

Mr. and Mrs. William J.
Adams
Joan and Dick Ainsworth
Martha and David Arscott
Janet and John Baab
Madeleine and Mandell
Berman
Rebecca Boylan and
Thomas Sidlik
Mr. and Mrs. Albert Bradley
Mr. and Mrs. William R.
Brunger
Mr. and Mrs. Leo N. Burnett
Mary and Brian Campbell
Mary and Edmund
Carpenter
Sara and David Carson
Janet and Bill Cassebaum
Roderick G. W. Chu
Mr. and Mrs. Warren J.
Coville
Christina and Louis
Cushman

The George H. Deuble
Foundation
Mrs. Grant A. Dibert
Mary Ann and Bob Dostal
Mr. and Mrs. Robert Emde
LeRoy A. Engelhardt
E. Ann Finlayson and Hugo
Verdegaal
Sonja and F. Conrad Fischer
Ronald J. Friedsam
Susan and Ralph Garlick
Matthew B. Gerson
Ralph J. Gerson
Wendy Gould and Steven
Shenfeld
Mary Lou and Carleton
Griffin
Mr. and Mrs. Firman Hass
Milton G. Kendrick
Kristin and Bruce Koepfgen
Roger C. Kormendi
Joanne and John Lawrence
Andrew C. MacKinnon
Janet and Douglas
McClintock
Pauline L. McMullen
Sally and John Morley
Janet and Robert Neary
Carole and Robert Nichols
Sally and Graham Orley
Mr. and Mrs. Elliot Pearlman
Don V. W. Person
Dr. and Mrs. Frank Petrock
Eleanor and Michael Pinkert
Polk Brothers Foundation
Mr. and Mrs. Eugene B.
Power
The Power Foundation
C. K. Prahalad
Helen and Mervin
Pregulman
The Pryor Foundation
Norma and Richard Sarns
Marjorie and Saul Saulson
Barbara and Will Scott
Beverly and Merton Segal
Mr. and Mrs. Harry Seigle
Robin and Mark Seigle
Steven Shenfeld and Wendy
Gould
Thomas Sidlik and Rebecca
Boylan
Clifford Alan Siegel
James R. Sitlington III
Suzanne and Jackson Smart
Mr. and Mrs. Roger B. Smith
Susan and Robert Sosnick
Thomas G. Stafford
The Sycamore Fund
Shelley and Joel Tauber
Tauber Family Support
Foundation
Ruth and Lynn Townsend

A. Kirk Twiss
Hugo Verdegaal and E. Ann
Finlayson
Erica A. Ward
Janis and William M.
Wetsman
The Wetsman Foundation
Ruth T. and Gilbert R.
Whitaker
Mary and Joe White
Linda M. and Thomas S.
Wilson
Marilyn and Erwin Wittus

GIFT RANGE

\$2,500 - \$4,999

Lili and Byrle Abbin
Alice L. and Charles J.
Andrews
Catherine and Robert
Anthony
A. P. Bartholomew, Jr.
Carol and Andrew Bass
Russell S. Bishop III
Bixby Foundation
Marianne Gellatly Brackey
Michael J. Brenner
Marilyn and Paul
Brentlinger
Beverly and Howard
Buchanan
Kenneth J. Burke
James Harold Burton
Carolyn M. Campbell
Paul B. Campbell
Robert A. Center
Howard Cohodas
Paul W. Cole
John E. Conlin
Robert H. Cox
Daniel R. Denison
Mr. and Mrs. Stephen B.
Dobson
Mr. and Mrs. Glenn R.
Doshay
William H. Duff
John R. Edman
Russell L. Epker
Stephen H. Epstein
Sarah Finlayson
Nancy and Joseph
Fitzsimmons
John N. Fox, Jr.
Phyllis and Lawrence Frank
E. Ann Gabriel
Paul Frederick Gelter
Janet and Gwain Gillespie
Arne G. Gittleman
Marjorie and Paul Goebel
Sarayu Gopal

Philip M. Goy
Mary and Michael Hallman
Michael J. Hiemstra
Michael S. Hokin
Janice and David Hutton
Charles R. Jaskolski
Louise and Harry Jones
Thomas C. Jones
Michael R. Julien
Cheryl and Richard Lippert
Paul F. Lorenz
Jeanne R. and Roger P.
Lundberg
Donnajean and William
Mamrack
Daniel P. McCaigue
Martha and Herbert McDade
Gary J. Miller
L. Joe Moravy
Mr. and Mrs. G. Norman
Nicholson
Sharon and Julius Otten
Randolph C. Paschke
Rebecca and George
Peapples
Ernest A. Pederson, Jr.
Ann Percival
J. Robert Prince
Mr. and Mrs. Gordon S.
Prussian
Joel E. Rynning
Hyman Sapakie
Edward M. Schreck
Robert G. Segel
Tadd C. Seitz
Dennis G. Severance
Carole and David Shelby
George V. Sherman, Jr.
Prof. and Mrs. George J.
Siedel
Beverly and Donald Smith
Martin B. Solomon
Mr. and Mrs. Stuart B.
Stanchfield
Shanna and Michael Stark
Laura and Richard
Van House
Patty and Ed Wahtera
Ann K. and Warren H.
Watkins
Joseph D. Williamson II
Robert L. Wilson, Jr.
Bonnie and Robert Zarzar
Kathryn A. and Jonathan F.
Zeschin

GIFT RANGE

\$1,500 - \$2,499

Mr. and Mrs. Howard B.
Abrams

H O N O R R O L L O F D O N O R S

A. Marshall Acuff, Jr.
Charles Becher and Linda DuRoss
Jane and Robert Becker
Shirley and Frederick Bernthal
Carole and Gerald Biwer
Marilyn F. and Ralph W. Boeker
William B. Borrmann
Helen Morton Bradley and Robert Bradley
Robert P. Briggs
Mary A. Brown-Stone
Gail and James Browne
Mr. and Mrs. Richard M. Burridge
Mary and Arnold Buzzard
William G. Byrnes
Eugene Carreras
Marcia Lynn Carris
James T. Clarke
Clayton P. Cormier
Deborah and Mark Crane
Arun Daga
Linda DuRoss and Charles Becher
Douglas M. Esper
Martin D. Essenburg
Mary Fieber and Terence Wise
Helen L. and Ronald M. Feinberg
Robert M. Finlayson, Jr.
Judith and Stanley Frankel
Janet and K. William Gedris
Suzanne and Charles Gessner
Barbara and Gary Giller
James W. Gillespie
Doris Lee and Irving Goldman
Karin and Robert Gustine
Carole and James Hegenbarth
Mr. and Mrs. Thomas A. Hilton
Jack W. Hodges
Susanne and John Hooper
Joan and Cass Hough
Dorothy and John Ingersoll
Carolyn A. and John E. Jacobs
Mary F. Janes
R. Paul Jasperse
Karen and Francis Jonas
Gregory J. Jonas
Louise and Harry Jones
Norman A. Jones
Burr Joslin
Gail and Roger Kallock
Michael F. Killeen

Mark Y. Kiuchi
John Ford Lacy
Arthur James Laskin
John R. Lee
Stacey and David Levitt
Lisbeth and Gerard Mack
Holly and John Madigan
A. H. Magnus, Jr.
Andrew Michael Marine
Charles R. Martin
Harlan H. Maurer
Donna and Jack McCarthy
Eileen and John McCarthy
Paul Eugene McKelvey
Sandra and Sean McKeown
Joyce and Vincent McLean
Susan and Richard Measelle
Ernest R. Menchinger
Cheri Meyers and Alan Rubin
Edwin L. Miller
Harold R. Miller
Mitsuru and Kuniko Misawa
Lawrence C. Mitchell
S. J. Morcott
Mr. and Mrs. Jerald O'Shaughnessey
Alice and Gerald Padwe
Steven W. Percy
George S. Peterson
Judith and James Pierpont
Sidney L. Pilson
Barbara and William Piper
Mr. and Mrs. George J. Pomey
Jerrie and Peter Powell
Bonnie Proctor and John Stevens
William Arthur Quan

Bonnie and James Reece
Thelma and John Riccardo
Reed M. Roberts, Jr.
Mr. and Mrs. Alexander C. Robinson
Roberta and Roger Rosenberger
David I. Rouso
Alan Rubin and Cheri Meyers
David Richard Sarns
Vernon Bruce Savoie
Karen and Mark Schlanderer
Arthur Sciarrotta
Stuart Alan Sedlacek
Richard A. Shafer
Chester P. Shelly
Marilyn and B. P. Sherwood
Cece Smith
Susan and Jeffrey Smith
Isaac Robert Souede
Colleen M. and Gerard H. Spencer
Linda and John Stegeman
Marcia and Gary Stein
John Stevens and Bonnie Proctor
Jennifer and Scott Stieler
Mr. and Mrs. G. Leonard Teitelbaum
Thomas D. Terpstra
Teresa F. Terry
Barb and Lawrie Thomas
Lorraine Thomas
Steven A. Thorne
Kevin Robin Tucker
June A. and Thomas A. Turner
Richard H. Valade

Mary and Douglas VanScoy
Marilyn H. and Burton J. Vincent
Thomas G. Watrous, Sr.
James Stephen Weidenbach
H. Martin Westfall
Kenneth J. Wilchfort
Warren P. Williamson, Jr.
Terence Wise and Mary Fieber
John J. Yeager
Elizabeth and Paul Yhouse
Michael J. Young
Robert T. Zankel

GIFT RANGE \$1,000-\$1,499

Melinda and Daniel Abelman
Kedrick D. Adkins
Marcelle and Richard Akwei
Sharon and Darryl Allen
Marian L. and Charles M. Allmand
Mr. and Mrs. Aaron D. Amster
Jane and Dan Arnold
Judith and William Babbitt
Sherry S. Baldwin
Robert H. Baranek
Mr. and Mrs. David S. Barera
Mr. and Mrs. Michael S. Barish
Lucille and Robert Barnsdale
Andrew P. Barowsky

The Regents of the University

Deane Baker, Ann Arbor, Paul W. Brown, Mackinac Island, Laurence B. Deitch, Bloomfield Hills, Shirley M. McFee, Battle Creek, Rebecca McGowan, Ann Arbor, Philip H. Power, Ann Arbor, Nellie M. Varner, Detroit, James L. Waters, Muskegon, James J. Duderstadt, *ex-officio*

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action, including Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. The University of Michigan is committed to a policy of nondiscrimination and equal opportunity for all persons regardless of race, sex, color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, disability, or Vietnam-era veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the University's Director of Affirmative Action and Title IX/Section 504 Coordinator, 4005 Wolverine Tower, Ann Arbor, Michigan 48109-1281, (313) 763-0235, TDD (313) 747-1388. UM Information Operator: (313) 764-1817.

H O N O R R O L L O F D O N O R S

In Memory of

Norman E. Auerbach
Ann W. Benner
Jack R. Broome
Gil Butler
Jack Christenson
Edward N. Cole
Brenda Davis
Dennis Demps
Gerald F. Dewhirst
Robert Dixon
Charles L. Dodge
Milton Jay Drake
Herbert Jarrett
Lawrence R. Kalmbach
John Leidy
Stuart Lucas
Josephine Rudleich
David Malcomson Scott
Robert W. Shopoff
George J. Strong III
Mary V. H. Strong
James D. Todd

Gifts Received from the Estate of

Albert Bradley
Lucille H. Dewhirst
Frank Norman Johnston
Andrew C. MacKinnon

Elizabeth and Frederick
Beck
John H. Beirise
David A. Benner
Richard H. Benson
Donna R. Berenson
Mr. and Mrs. Dean H. Bergy
Mr. and Mrs. Philip C. Berry
John and Joy Bisaro
David L. Bittker
Connie and Max Boersma
Donna S. and Raymond L.
Bosshard
Frederick H. Botger
John R. Boyle
Philip W. Briggs
David S. Bryan
David V. Burchfield
Frances Butler Concordia
Mr. and Mrs. Will M.
Caldwell
Alex C. Callam
Michael T. Campbell
Dennis R. Capozza
Mr. and Mrs. Philip Carlson
Mr. and Mrs. James A. Carty

Thomas A. Case
Timothy R. Cash
Cara and David Cassard
Mr. and Mrs. Stephen D.
Cenko
Elizabeth F. Cheney
Foundation
Charles F. Clark
Mr. and Mrs. S. Thomas
Cleveland
Vicky and Peter Coccoluto
Armand L. Cohen
Jacqueline and Bruce Cook
Laurie and Paul Cook
Barbara and J. Richard
Cooper
Sue and Thomas Costaras
William James Cowlin
Deborah and Mark Crane
Jack L. Crawford
Robert A. Crim
Carol and Allen Crossman
Colleen Dargie and David
Roggenkamp
Jack Steven Darville
Mr. and Mrs. George W.
Dauphinais
Wayne S. DeSarbo
Kathleen and David Dewey
David A. DiLaura
William Dodds and Ann
Martin
Sarah and Donald Doran
Vera and Joseph Dresner
John Francis Elert
H. Jay Elliott
Frances and Kenneth Ellis
William J. Elser
Mr. and Mrs. Kenneth A.
Epstein
Drusilla Farwell Foundation
Carol and Michael Fielding
Susan and Randolph Fields
Rodney R. Filcek
Gregory H. Forbes
Charles Edward Frayer
Charles H. Fridley
Charles D. Fritz
Howard Dale Fulsher
Gwyn and John Gardner
Sandra and Bert Getz
Mark C. Goebel
L. Lee Gorman and Mark
Ritz
Mr. and Mrs. Jeffrey P.
Gotschall
Cheryl and Lawrence
Grajewski
Monica M. Griesdorn
David C. Gylfe
Maurice S. Hahn
Ann and Richard Hartzell

Mr. and Mrs. T. Stephen
Hauser
Shirley and Howard
Hawkins
Gloria and Paul Heinen
Daniel Joseph Hennessy
Jack A. Henry
Anne and William Henry
Joel Heymsfeld
Gale Hitchcock
Paul S. Hoge
Fredrick W. Holdsworth
Margaret and William
Holland
David S. Hooker
Preston D. Hopper
LaRue Tone Hosmer
Dorothy E. and Lewis T.
Hubbs
William M. Hutchinson
Judith and Verne Istock
Janet and William Jackson
Cherry and Phil Jacobus
John A. Jarp
Valerie and Dohn L.
Kalmbach
Jeff J. Kaminski
Daniel O. Kane
Pamela and Richard Kaspers
Walter G. Kell
Mary Ellen and Stephen R.
Kessler
James Neel Kettinger
David M. Kimball
James B. King
Linda and Gary King
Cynthia and Roger Kinnear
Louis H. Knapp
Richard G. Knapp
Lincoln M. Knorr
Henry D. Kopicko
Helen and Hugo Krave
Jacob Krumholz
Leonard J. Kujawa
Margaret and John Laird
George P. Lander
Janet M. and Robert S.
Lawson
Harvey E. Lemmen
Jeanne and Christopher
Leonard
Edward H. Lerchen
Karla and James Leslie
Kathleen and John T.
Levinson
Heidi L. Lewis
Kurt Stuart Lichtman
Christopher C. Lin
William F. MacDonald
William R. MacKay
Daniel C. Maher
Barbara J. Mahone

Robert E. Malitz
Kathleen and Bryan Marsal
Edward H. Marsilje
Ann Martin and William
Dodds
Nancy and James Martin
Mr. and Mrs. William C.
Martin
Sharon and Victor Martinelli
Mr. and Mrs. Gary
McClimans
Ruth and Paul McCracken
Marion and Henry
McDonnell
Suzanne and Mark
McDowell
Thomas E. McGrath
Joanne and Joseph Meagher
Barbara and Richard Metzler
Albert J. Mickus
Rosanne H. and Rufus W.
Miller
Sandra and Carlos Montes
Nancy and Jerome
Montopoli
Paul Edward Morath
John Michael Mullaney
Leslie A. Murphy
Philip D. Nathanson
Leslie S. Nelson
Kimberly and James
Neuhauser
K. Robert Newman
William A. Newman
Lester C. Olson
David M. Ondersma
Joseph I. O'Neill III
Katsuhiko Otaki
Kipp D. Owen
Ann V. and Donald R. Parfet
Carolyn and David Parks
Charles R. Pear
John D. Penick
Jane and William Petzold
Dr. and Mrs. Wilbur K.
Pierpont
Harry Plonskier
Barbara and Frederick
Poole
Mr. and Mrs. Nick G. Preda
Charles W. Radcliffe
John D. Radebaugh
Joann and Stuart Reed
Prof. and Mrs. Raymond
Reilly
Kenneth and Joy Rem
Catherine and Thomas
Roberts
Mr. and Mrs. Sanford R.
Robertson
Karen and Robert Rock
David Roggenkamp and
Colleen Dargie

H O N O R R O L L O F D O N O R S

Jean L. Rothbarth
Noreen and Jack Rounick
Harold Y. Sakoda
Mary J. and John E.
Schippel
Mr. and Mrs. Neill R.
Schmeichel
Jerrold K. Schmidt
Nancy and Doug Schrank
Mr. Everett M. Scranton
Mr. and Mrs. Richard M.
Scroggins
Mary and Ralph Serum
Donald R. Sherman
Edsel A. Shively
Robert F. Shockey
Donna and Robert Slatkin
Mr. and Mrs. Richard C.
Slayton
Daniel Thomas Smale
Suzanne and John Smucker
W. Allen Spivey
Mary and Robert Springmier
Corinn Sue Staley
Mr. and Mrs. Paul
Starkweather
Charles J. Stehouwer
Susan T. Stillings
Mr. and Mrs. Robert F.
Stoner
Robert I. Stricof
Douglas P. Strobel
Steven R. Strom
Judith and Jerome Subar
Shirley and Donald
Swancutt
Robert D. Taylor
Gordon A. Teska
Ileane and Bruce E. Thal
Judith R. and Michael E.
Thoyer
Ray S. Tittle, Jr.
Rollin D. Tolly
Martha M. Valerio
Patricia and John
VanderHeide
Susan and David
VanHooser
Donna and Dwight
VanSteenkiste
Richard C. Viinikainen
Mary and Henry Wagner
Mr. and Mrs. Robert Wardle
Peter A. Weatherwax
Sarah M. and James W.
Weitzel
Willard Gene West
Jerald M. Wigdortz
Yvonne and Louis Willie
Patty and H. Bertram
Wilson
Karen and William Wiltsie

Gerald M. Wolberg
Judith and Richard Wolf
Barbara and Murray Yudin

GIFT RANGE \$500 - \$999

Sharon and Earl Abramson
Frederick M. Adams, Jr.
Richard N. Adams
Kenneth R. Alfred
Mr. and Mrs. Richard R.
Allen
James L. Alley
Paul E. Altherr
Yukio Amano
Gary L. Andersen
Thomas K. Andison
Richard W. Andrews
Eric R. Annis
Susan Arneson and Allen
Weaks
James F. Attaway
Richard Bagozzi
Gary E. Baker
James T. Baker
William W. Baker
Joan and Robert Ballweg
Paula and David Bardsley
Robert F. Barnett III
Mario B. Barone
Michael J. Baughman
Wendy G. Bear
Ruth and Richard Beardsley
James C. Beblavi
Marilyn K. Beckham
Carol Ann Benjamin
Carl A. Benner
Marian J. Berg
Stephanie and Jeffrey
Bergeron
Brent Bergin and Pam
Huttenberg
Donald A. Berkowitz
Marguerite P. and Lee P.
Berlin
Philip C. Berndt
Harold E. Berritt
Mr. and Mrs. Philip C. Berry
Mary and Thomas Berry
Carol and Andre Biane
Elizabeth D. Black
William J. Blanton
Robert P. Boardman, Jr.
David Henry Boerger
Carol and Mark Borowski
Jane and John Boutelle
William P. Bowditch
Lois E. Brandenburg
Douglas Alan Brengel

Garry D. Brewer
Mr. and Mrs. Guy D. Briggs
Paul A. Bringer
John W. Broad
Karen and Douglas Brown
Helen and Douglas Bryant
Patricia and Jay Bunker
Robert J. Burgstahler
Shirley and Robert Burns
Ellen Byerlein and Robert
Sloan
Mr. and Mrs. David J.
Caplan
Warren G. Caris
Carlson Foundation
Joanne S. and John C.
Carter
Robert J. Cecil
David C. Chabut
John P. Chandler
Cheryl and Anthony
Chapekis
Michael Chatz
Elizabeth H. Christen
Elizabeth Christenson
William D. Cohen
Glenn R. Cole
Vic Conant
Jonathan Richard Conklin
James Patrick Conley
Sandra Connellan
Mr. and Mrs. Robert A.
Cooch
Ralph S. Cornell, Jr.
Mr. and Mrs. Harry E. Craig
David L. Critchett
Gary Culyer and Deborah
Fisher
Eve and Donald Currin
Charles P. Curry
Robert S. Curtiss
Joan C. Darish
Roger John David
John E. Davis
Linda and Percy Deng
Robert W. Denner
Mr. and Mrs. Robert J.
DeNooyer
Ruth A. and Todd E.
DeNooyer
Sarah and J. Craig
DeNooyer
Laura A. and Clifford S.
Deremo
T. Francis Derro
Drew Sailer Dettling
Harry A. Dickinson
Everett R. Doehr
R. Chris Doerr
Mr. and Mrs. Richard R. Doll
Carol and Dennis Dooley
David A. Doran

Stuart J. Dressler
Mr. and Mrs. Lindsay A.
Duff
Kenneth J. Duncan
Victor E. Duncanson
Jane and Harry Dunn
Mark A. Dziewit
Ann and Joseph Edwards
Beryl and Alfred Edwards
Rosalie and Martin Edwards
Daniel S. Ehrman, Jr.
Lori and Kevin Eilerman
Ronald J. Elder
John A. Emmerling
Donna M. England
Edythe and Herman Erke
Barbara and Kurt Ewend
John F. Faulhaber
Virginia and Frank
Fehsenfeld
John Fink
Donald S. Finkelman
Deborah Fisher and Gary
Culyer
J. Patrick Fitzgerald
Karen Fitzgerald-Shelton
and Darryl Shelton
Beverly and Andrew
Fleming
Mark R. Florence
Gary D. Forhan
Glenn W. Fresch
Jacquelyn and Martin
Friedman
Carol Pettitt Friendly
Mr. and Mrs. John F.
Gajewski
Lynne Gartley Galluzzi
Sally and William Giese
Steven E. Gifford
Clement C. Gill
Thomas L. Glaza
Richard M. Gold
Michael P. Goldsmith
Mr. and Mrs. George D.
Goodman
Julie and David Goodrich
Albert B. Gordon, Jr.
Mr. and Mrs. Joseph M.
Grace
John T. Graves
Walter A. Green
Jerald L. Griffin
David H. Grossman
Martin W. Gruen
Glenn E. Guthrie
Mitchell L. Haber
Matthew M. Habich
Earl G. Hamilton
John Gerald Hanagan
Candace and Louie
Hansberger

HONOR ROLL OF DONORS

Richard G. Hansen
Mr. and Mrs. David A.
Hansz
Lee David Harbert
Robert W. Harger
Betty and Richard Harper
Cindy A. Harris
Dagny and Donald Harris
Glenn C. Harris
Jack S. Harrison
Susan and Gregg
Hartemayer
Patricia and E. Jan
Hartmann
T. Kenneth Haven
Jan and Richard Haynes
Terrence J. Heil
Daniel M. Helmholtz
Amy and Stephen Henning
Mr. and Mrs. David Allan
Henwood

Judith VanDenburgh Hicks
Mr. and Mrs. Ronald H.
Hoffman
Jeanne and Robert Hoover
Richard D. Howe
Dr. and Mrs. Che Cheng
Huang
Robert A. Hutchens, Jr.
Robert W. Hutchinson, Jr.
Pam Huttenberg and Brent
Bergin
Kirk H. Jabara
Gretchen N. and John E.
Jackson
Tracy C. Jackson
Linda and Arnold Jacob
Danny Edward Jacobs
Mary and Richard Janes
Barbara and Ernest Janson
Alicent and John Jasperse
Mary E. Jaye
Edmund L. Jenkins
Gene Richard Johnson
Karen and Francis Jonas
Kimberly S. Jones
Robert Carlisle Jones
Raymond A. Jung
Helayne and Jeffrey Kaplan
Achla and Aneel Karnani
Mary and Jim Keisler
Peter M. Kelley
Mark R. Kennedy
M. Teresa and George Kent
Virginia and Richard Kent
Catherine and Andrew King
Dr. and Mrs. Thomas C.
Kinnear
Ronald I. Klang
Barbara and Robert Klein
Susan M. Klein
Martin P. Klitzner

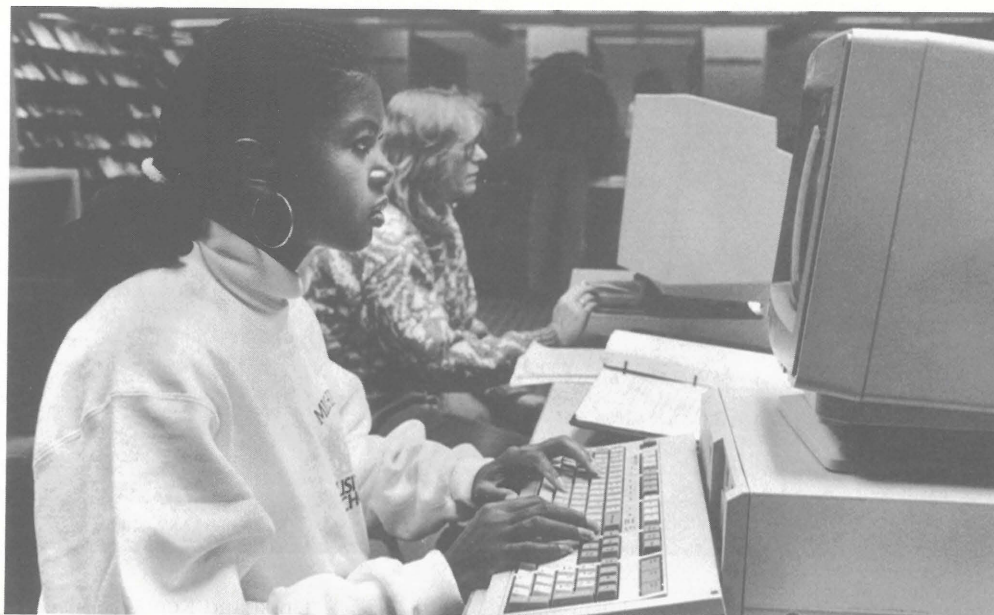


Colleen M. and Marc M.
Kole
Mr. and Mrs. Alan A.
Kortesoja
Daniel C. Kowal
Ruth and William Kramer
Robert A. Krause
Donna and Robert Kruse
Joseph V. Kulhanek
Kenneth Joseph Kuna
Carol and William Kurtzer
Robert W. Ladner
Richard O. Lambarth
Bettie and Frank Langs
Michael J. Lashendock
Charles M. C. Lee
Robert E. Lee
Scott W. Lee
J. Eric Lehmann
Pam W. and Marc N. Levin
Mark Lezotte and Patricia
Little
Nadine R. Lindley
Ted Tak-C Ling
Andrew S. Liscow
Patricia Little and Mark
Lezotte
Ramona and Kenneth
Ludvigsen
Susan and Roger Lumpu
Tonya R. Lyles
Mr. and Mrs. Mark J.
MacGuidwin
Judy and Lawrence
Macklem
Ernest K. Mann
Carol and Steven Manning
Barbara and Roger Markhus
Sheila and John Marsh
James A. Martens
James R. Martin, Jr.

Takeshi Marui
Mr. and Mrs. John W.
Mason
Earl J. Mast
Larry F. Mathews
R. Ross Mathews
Dean K. Matsuura
Joseph A. Mazur
Gary L. McCormick
Craig W. McCrackin
Julie and Dennis McCrary
Gail and Thomas McElwee
Shirley M. and Robert D.
McFee
Martha and Richard McGee
Richard M. McIlhattan
Paul R. McKenney
Harriet and Clyde McKenzie
Susan M. McLaughlin
Nancy and Michael
McLelland
Lisa and Benjamin McMillan
Joyce and William Melvin
Thomas L. Meredith
Robert B. Mersereau
Phillip D. Mervis
Mr. and Mrs. Robert E.
Meschke
Susan B. Meyer
Charles L. Michael, Jr.
Edward A. Michael
Roger B. Midura
Gretchen L. and David A.
Mikelonis
Mr. and Mrs. Donald R.
Millage, Jr.
Kenneth G. Miller
Lloyd J. Mistele
Margaret F. and Richard L.
Moehl
Mary Lou and Richard
Moore

Linda and Ken Mortenson
Charles Stewart Mott
Foundation
Michael Muchortow
Theodore L. Mullett
Bruce U. Munger
Mark A. Myers
Verlyn George Nachtrieb
Joyce and Ronald Nelson
Lori and Curt Nerenberg
Jeanne and Quentin Nesbitt
Dwight A. Newton
Susanna and John Nichols
George A. Nicholson III
Harvey H. Nicholson
James S. Nicholson
Duane C. Nuechterlein
Karl W. Nuechterlein
Terry N. Nulf
Michael J. Nutt
Catherine H. and John H.
Ogden
Nancy G. and Joseph R.
O'Keefe
Francis A. Oldani
Mr. and Mrs. Freddie Ong
Howard S. Oppenheimer
Hiroyuki Ota
Clay E. Ottoni
Thomas Greg Page
Kurt G. Pahl
Julie V. and J. Mark Panetta
Hervy C. Parke III
Kaushika Patel
Thomas R. Patterson
Mr. and Mrs. Charles A.
Pauktis
Lawrence B. Peck
Nancy and Christopher
Peruski
Alan E. Peterson

HONOR ROLL OF DONORS



Janette Phillips
Waino H. Pihl
Barbara J. Pilarski
Lawrence J. Pilon
David Anthony Plastino
Sharon and Raymond
Ploughman
Katherine and Brock E.
Plumb
Ann and Douglas Povenz
Daniel F. Powers
Eugene A. Procknow
Alton L. Proctor
John V. Quackenbush
Jennifer and Nicholas Radell
Amy and Gary Raffel
Richard M. Ravin
Richard A. Reck
Sharon and Edward Redmer
Sonjia and Gregory
Redmond
Lucy J. Reuben
A. William Rhodes
Kathleen A. Roarty
Mr. and Mrs. Richard E.
Roberson, Jr.
George B. Roberts
Linda and Richard
Robertson
Christine Z. Robinson
Mr. and Mrs. Alexander C.
Robinson
Robin R. Roby
Robert J. Rogoz
M. Norton Rosner
Janice and Robert Ross
Elsie L. and Glenn A.
Rossman

Stuart Erwin Sacks
Cynthia and Eric Safran
Eugene C. Samuelson
Brian S. Sann
Carol and Philip Sarnacke
Larry N. Savage
Mr. and Mrs. Robert W.
Scharff
Harvey E. Schatz
Barry J. Scheinholtz
Daniel J. Schiffhauer
Barbara Cole Schira
Joan and Clinton Schloop
William C. Schmidt
Prof. and Mrs. Thomas J.
Schriber
James C. Schuetz
Bela R. Schwartz
Shirley and Robert Schwindt
Theone E. and B. W. Secord
Steven G. Senz
Scott W. Shawaker
Laura and Jerry Sheets
Paul R. Shefferly
Darryl Shelton and Karen
Fitzgerald-Shelton
Catherine M. Sheperd
Maira Shopoff
John H. Shuey
Amy Beth Shulman
Kurt J. Simko
Linda and Joseph Simon
Donald H. Skadden
Mary and John Skubik
Robert Sloan and Ellen
Byerlein
David R. Smail
Alison Veronica Smith

Hendrick S. Smith
Michael J. Smith
Richard L. Smith
Scott Allen Smith
J. Robert Sobditch
Kenneth L. Sojka
Earl A. Spiller, Jr.
Fred S. Spindel
John J. Spoutz
Robert P. Stando
John L. Steffan
Paul W. Steih
Robert W. Stephanak, Jr.
William B. Stevenson II
Mr. and Mrs. James R.
Stewart
Susan and Richard Stewart
Ronald W. Stier
James M. Stolze
Theodore B. Stone
Norman J. Stricof
Mr. and Mr. George J.
Strong, Jr.
Jeffrey S. Strong
Alan R. Stuart
Heather L. Sullivan
Shirley and Maxwell Sweet
Michele and Richard
Talarico
Leigh Goedinghaus Teece
George L. Terpenning
Jessica and Ronald Tesarik
Lillian and James Thomas
Thomas L. Thomas, Jr.
Richard L. Thompson
Emmanuel F. Tillman
John R. Tobin
Christina and Mark Torres

Sherri and S. Edward Torres
Jane and James Townsend
Henry Trefz
Carol and David Trogan
Louise and George Troost
James W. Trunk
Bunya Tsujita
Annie L. and George Tucker
Timothy J. Twomey
Michael Vincent Tyminski
Anne and Herbert Upton
Kenneth P. Urban
Mr. and Mrs. James F.
Vandeveer
Cynthia and Gary
VanElslander
Catherine and James
VanPelt
Mr. and Mrs. Thomas P.
Verner
Mr. and Mrs. Mark R. Voight
Linda and Timothy Voss
Catherine Elaine Wadhams
Laurie and Timothy
Wadhams
Louise and Thomas Wagner
Elizabeth A. and David C.
Walker
Robert R. Walsh
Kathy and Otis Walton
Anne and William
Washychyn
Allen Weak and Susan
Arneson
Gary Weisenstein
Catherine and James
Weissenborn
James E. Wheeler
Mr. and Mrs. Bradford L.
Whitehouse
Deborah and Jeffrey Wicks
Mark L. Wilkie
Fred G. Wilkinson
Steven E. Williams
Sonya D. Williams-Stanton
Karen J. Wilson
Kent A. Wilson
Jeanne M. Wilt
Wanda and John Wirtz
Thomas C. Wise
Robert J. Womac
Anne V. and Donald E.
Wright
Candace and Eugene Yano
Robert J. Zalupski
William G. Zeilstra
Mr. and Mrs. Herman F.
Zerweck
Norman A. Zilber
David Joseph Zmyslowski

HONOR ROLL OF DONORS

GIFT RANGE \$250 - \$499

Dora and Roger Aalbregtse
Christina M. and John G.

Adams
Laura Katz Adler
Raul Aguirre
Terri L. Albert
Sarah Allan and Michael Ruffkahr
Edwin M. Allmendinger
Stephen S. Altman
Kris G. Anderson
Carolynn Walton Andrews
Mr. and Mrs. Edwin E. Andrews
Patricia S. Andrews
Sherry and Wilson Andrews
John C. Appel
Leo F. Arasim
Edward R. Arbitter, Jr.
Henry C. F. Arnold
Richard W. Arzberger
James J. Aucterlonie
Robert F. Auld
Irwin Thomas Bailey
Kenneth B. Baim
Janet and Lawrence Baldinger
Paul A. Baltusis
Allen D. Banez
James C. Baron
Thomas A. Barr
Shirley J. and Jerrold L. Barron
Mary and Richard Barrow
John W. Barrows
Karen Bartos and Glenn Rader
Richard A. Batchelder
Richmond S. Bates
Rajeev Batra
James C. Bean
Robert V. Beattie
Mark Beck and Sarahlee Copeland
Brian D. Beitz
Robert J. Bell
Bryan Edward Berent
William M. Berg
Mr. and Mrs. Theodore Berkompas
John F. Berrigan
Bruce M. Beveridge III
Mahesh K. Bhatt
Kathryn and Michael Birke
James A. Bitzer
Myron W. Black
Mary and Alan Blair
John H. Bloomstrom
Lee Ann and Duane C. Bollert
Stephen John Boshoven
James A. Boucher
Mary S. Boudreau
Larry A. Bourassa
Ellen and Robert Boutin
Ann and Holton Bowers
Mr. and Mrs. Benjamin Bowmaster
Thomas C. Boyce, Jr.
Kay W. Boyd
Ann and Willis Brandow
Rhea and Richard Braslow

Charles B. Breedlove
Mark H. Breedlove
Charles W. Breer
Samuel V. Bristol, Jr.
Jack R. Broome
Mr. and Mrs. Jack R. Broome
Christine L. Brown
Donna J. and Franklin D. Brown
John W. Brown
Lawrence H. Brown
Mr. and Mrs. Richard W. Brown
Mr. and Mrs. William F. Brown
Patricia Brown-May and Kenneth May
William J. Bufe
Joseph F. Bugeia
Richard A. Bumb
Thomas Burean and Deborah Ettington
Mary and Gary Burge
William S. Burks
Robert S. Burnstine
Robert C. Busch, Jr.
Gary S. Caine
Mr. and Mrs. James L. Caldwell IV
Kim Cameron
Louise and Robert Campbell
Kevin B. Cantor
John Andrew Capuano
William R. Carey
Margaret W. and Dennis B. Carroll
Benjamin R. Carter
Mr. and Mrs. George C. Caruso
Patricia and John Cary
William J. Chernenko, Jr.
Elizabeth A. Chiarucci
Mark C. Cieslak
Joseph F. Clark
Peter J. Clemens III
Paul A. Cloutier
Carl M. Cohen
Maryjo Rose Cohen
Annamarie Conley
Jane and Stephen Conn
Marjory and Paul Cook
Wayne T. Cooke
Irene M. Corbe
William W. Cowan
William J. Crowley, Jr.
Robert N. Culver, Jr.
John E. Cunningham
Dana A. Czmer
Christine and Robert Dailey
Millie and Lee Danielson
James M. Danko
Duane H. Davis
Mary and Robert Davis
Morgan R. Davis
Andrea and John Deane
Nigel De'Ath and Elisabeth VanDerBrink-De'Ath
Admiral Peter DeMayo
Richard J. Depetris
David A. Desana
Deborah G. Dickerson
Michael Dimond and Diane Ebaugh
Orville and Patricia Dobson
Kathleen Ann Doering

James Bryan Douglass
Mark J. Dubow
Paul W. Duemler
Lawrence S. Dunham
Timothy E. Durbin
John Dregge Durno
Constance and Walter Eames
Diane Ebaugh and Michael Dimond
Steven Frederick Eckhardt
Kirsten Ecklund and Robert Furdak
Steven E. Eder
Maureen and Thomas Edson
Kenneth Richard Ehrhardt
Mary and Jacob Eichhorn
Lisa A. Eichler
Loyal A. Eldridge
Beth Jane Emanuelson
Gerald G. Erasme
Brian J. Erhardt
Thomas A. Ethier
Deborah Ettington and Thomas Burean
Lynn R. Evans
Mr. and Mrs. Michael Ewasyszyn
Stephen G. Fallek
Dale and John Farland
Susan E. and Glenn W. Farquhar
Patricia and James Farr
Kimberly and Christoper Fashing
Richard N. Fedock
Dennis J. Feeney
James A. Fenton
Sharon and Alan Ferrara
Sharon R. Fike
Mr. and Mrs. Richard O. Fine
Mary Finlayson-Matsakis
John Kent Fischer
Robert Fischer and Claire Choiniere
Robert Fisher
Susan Fisher and John Waidley
Diane and Bruce Fishstein
Robert C. Fisk
David Flesher and Carol Gagliardi
Kathrine R. Fogarty
Patrick J. Foley
David Foltyn
Marc A. Fooksman
David V. Foos
Charles H. Forbes
Louis J. Frango
Ronald J. Freytag
Henrietta and Roger Fridholm
Robert Furdak and Kirsten Ecklund
Carol Gagliardi and David Flesher
Diane and Louis Garfield
Ana Teresita Garriga
Michael T. Garstecki
David J. Gasko
Michael A. Gavigan
William T. Gay
Scott William Gedris
Aaron Gerstman and Jill Perry

Cindy Gertz
Timothy L. Gibbs
Paul John Gibler
Alan L. Gilman
Sandra A. Giudici
James J. Glickson
Howard M. Gluckman
Neal K. Godt
Susan S. and Gary M. Golden
Mr. and Mrs. Jerry Fred Gooding
Phyllis and George A. Googasian
Mr. and Mrs. Mark A. Gordon
Elizabeth A. Gornick
James Q. Goudie II
Rosemary and Thomas Gould
Richard K. Grady
Ruth and Edward Gramlich
Louis A. Green
Daniel Grimberg
Steven E. Grob
Cheryl Gross and David Richardson
Deborah and Andrew Gross
Barbara and Joseph Guglielmi
Cathleen and John Guldan
Sunil Gupta
Richard A. Gustafson
Mary M. Guyton
Mr. and Mrs. John H. Habbert III
Ted N. Haddad
Thomas J. Hadfield
John Harpst Haessler
Judith and Jon Hagadorn
Thomas S. Hagen
George A. Haggarty
James K. Hammond
Carl R. Hardin
Bruce D. Harris
Hugh L. Harsha
John A. Hartmus III
James B. Hartough
Elizabeth and Edward Hathaway
Kathryn O. Hay-Roe
H. Michael Hayes
Walker B. Hayes, Jr.
Georgianna and Theodore Hayman
Wendy and David Hearn
Elmer R. Heidloff
James B. Hellenberg
Judi L. Helm
Phillip Leroy Henson
Estrella L. Hernandez
Ellen J. Hertz
Kyra Ethelene Hicks
Jeffrey W. Higgins
Dee and Herb Hildebrandt
Scott D. Hirth
Alexander S. Ho
Richard A. Hobson
William A. Hockenberger
Cheryl Hodges-Selden and Craig Selden
Stephen W. Holmes
Jane M. Horberg
Keith J. Horngren
Ruth and Mark Howard
J. Brian Hoyt
George Barlow Huber

Gene Hullinghorst
Marie and Wallace Hurd
Kevin A. Hurst
Richard E. Husty
Mark D. Hyssong
Paul F. Icerman
Hazel and Seigi Imamura
Wesley A. Iredale III
Michael A. Isaacs
Laurie and Ronald S. Jackson
Stanley A. Jacobson
Edward A. Jacques
Albert A. Jadach
Thomas Book Jahncke
David K. James
Sidney J. Jansma III
Kathy Janssen and Mark Anthony
John W. Jay
Judy Marie Jbara
Jeffer, Mangels, Butler & Marmaro
Mary and Michael Jenkins
Richard E. Jensen
Oldrich Jicha
Tamara B. and Steven R. Johns
Paul A. Johnson
Ralph E. Johnson
Marcus K. Jones
Amy R. Kabcenell
Mark S. Kahn
Lisa and Bradley Kammholz
A. Richard Kamrath
Yoshiyuki Kaneko
Michael Joseph Karaman
Richard Patrick Karlewski
Daniel P. Katzin
Julian Daniel Kaufmann
Harriet and Joseph Kavanagh
Russell S. Keeler
Dean R. Kenealy
Dawn and Steven Kerr
Cecile and Dennis Keshishian
Horace Henry Keskitalo
Richard L. Ketteman
Eric Lee Kintzer
Louis A. Kircos
Thomas A. Klingler
Karen and Kenneth Knister
Michael Anthony Konieczny
Elizabeth and Charles Kontulis
Edward F. Korff III
Susan and Harold Koss
Joseph A. Kostolansky
Kenneth G. Koza
Mr. and Mrs. Thomas A. Kraska
Timothy S. Krause
Kathleen T. Kress
Alexander A. Krezel
Carolyn and Samuel Kriegman
Barbara and Bruce Kropschot
Donna and Robert Kruse
Shelley and Scott Kudialis
William J. Kumm
Thomas P. Kurlak
Stephanie and Thomas Kushner
Gregory W. Kuznecoff

HONOR ROLL OF DONORS

Lynne and Lawrence Lamont
 Lisa B. Lampert
 John T. Lane
 Gordon L. Lang
 Esse D. Langston
 Amy Lauer
 Joseph P. Lavelle
 Gilbert L. Lavey
 Susan Lawrence and David Stakor
 Dick Leabo and Artis Vande Voort Leabo
 Linda and Christopher Leader
 Victoria S. and William E. Leavitt
 Kerri Lee-Sensiba and Shaun Sensiba
 Craig J. Lechowicz
 Frank C. Leichliter
 Eric William Leininger
 Wayne M. Leja
 Peter Jamison Lenk
 William P. Leskee
 Constance and Leon Level
 Amy Leventis
 Joseph H. Levitch
 Mark E. Lewry
 Pamela and Gregory Lichtwardt
 Andra H. Liepa
 Jean M. Lim
 John Linck
 Catherine and Warren Lindeman
 Lisa and William Lindquist
 Stephen C. Link
 Raquel M. Llivina
 Leslie Laine Lochonic
 Jill M. Loesberg
 John R. Lombardi
 Andrew Lonyo
 Michael R. Losey
 Sandra L. and Richard V. Louvet
 Lori J. Lovens
 Christer D. Lucander
 Diane L. Luongo
 Ellen and Christopher Lynch
 Stephen E. Lyons
 Douglas E. MacCarthy
 Michael J. MacMichael
 Scott T. Macomber
 Peter M. Maglocchi
 Subramanian Mahadevan
 Richard Dale Maki
 Mikhail I. Malkin
 Michael Newton Malony
 Margret and Daniel Mancia
 Nettie and John Mancini
 Joel S. Margenau
 Lea A. and Richard Marquardt
 Jean and James Marten
 Edward B. Martin
 Mr. and Mrs. Hoke P. Martin
 Rafael F. Janer Martinez
 Timothy M. Marvin
 Jane E. Mathews
 Mary Finlayson-Matsakis
 Charles H. Mathews
 M. Raymond Matuza
 Michael L. Mauer
 Fred J. Mauren

Kenneth May and Patricia Brown-May
 Juan C. Mayol
 John F. McCarthy
 James Z. McClune II
 Shelley and James McClure
 Dorothy and Thomas McCoy
 Stephen R. McDowell
 Patricia A. and Timothy J. McGraw
 Jennifer A. McKee
 Stephen R. McKenny
 James T. McKeon
 Archer McWhorter, Jr.
 Mark G. Melendy
 Michael K. Menerey
 Richard C. Menge
 Theodore C. Merlo, Jr.
 Peter C. Mertz
 Francis M. Messner
 Michael R. Mettler
 Marcell M. and Glen R. Metzker
 Raymond W. Michaelson
 David S. Miller
 Richard M. Miller
 Suzanne and Thomas Miller
 George B. Millush, Jr.
 Steven Edward Minnick
 Ronald A. Modreski
 Laura D. and Elliot I. Molk
 Janet and David Monroe
 John W. Moon
 David C. Moorhead
 James R. Moreen
 Howard N. Morof
 Mr. and Mrs. David R. Mortensen
 Christian Mouritzen
 Michael Muchorton
 Jayant S. Mujumdar
 Elizabeth and Charles Myers
 Lisa A. and Derrick P. Myers
 Marilyn and George Nagy
 Tsuyoshi and Etsuko Nakagouchi
 Michael E. Nannes
 Ramachandran Natarajan
 Toshio and Naoko Negami
 Hedwig and Richard Nelson
 Larry G. Nelson
 John W. Neuenschwander
 William John Newbold, Jr.
 Susanna and John Nichols
 Vernon E. Nickel, Jr.
 Carlos J. Nido
 Michinari and Kazuyo Nishimura
 Arthur J. Noetzel
 L. S. Norman
 John W. Norris III
 Bruce E. Nyberg
 Jane and Daniel Och
 Timothy William O'Day
 Marilyn and Thomas O'Donnell
 Charles J. Olender
 Gregory George Olsen
 Russell G. Oltman
 James Patrick O'Neill
 Corinne K. and Robert J. Opitck
 Pearl and Edward Ortner
 Jane and Edmund Outsley



Susan S. and David G. Owens
 Gina Marie Paige
 Frederick H. Palmer
 Mark R. Panter
 E. William Parker
 Jeffrey S. Parket
 Susan and James Parsons
 Diana and David Paterson
 Craig Wight Patterson
 Michael and Nancy Pawlukiewicz
 Luis R. Perez
 Robert C. Perkins
 Jill Perry and Aaron Gerstman
 Laura M. Peterson
 Mr. and Mrs. R. Dort Pettis
 William S. Pettit
 David E. Pfeffer
 Robert A. Pfennig
 Douglas M. Philpott
 Jill Natalie Pick
 Mary S. and Richard E. Teets
 Dr. and Mrs. C. James Pilcher
 Susan and George Pilko
 Carl R. Pingel
 Cheryl and Garry Pinter
 Howard R. Poe
 Roland L. Pohlman
 Carol and Steven Poling
 Jeffrey Wade Poling
 Susan Pomeroy and Jerry Carter
 James C. Powell
 Robert E. Powers
 Anne and Jeffrey Price
 Edward H. Proctor
 Julie L. Prokop
 Kathleen and J. Thomas Pustell
 Rene and Robert Racine
 Glenn Rader and Karen Bartos
 Peter Barnard Ramsden
 Mr. and Mrs. Robert L. Randolph
 Mr. and Mrs. John Marc Ranke

Dale W. Rasor
 Lynnae and John Rau
 Kathryn L. and Donald J. Ray
 Richard Ray
 Mary C. Reams
 Robert S. Reece
 Michael J. Reilly
 Theodore C. Reissing, Jr.
 Catherine Relyea and B. Scott Ruble
 Rob and Tammy Reynolds
 Dale M. Rice
 David Richardson and Cheryl Gross
 John D. Riegel
 George Daniel Ritcheske
 Donald R. Roberts
 Donald C. Robinson
 Stephen M. Robinson
 Alan C. Roeder
 David Y. Rogers
 Steven Alan Rogers
 Frances B. Rohlman
 Ann and Matthew Rohr
 Terrence Ronan
 Patricia and Edward Ross
 Richard Michael Ross
 Carl G. Roth
 Robert Roth
 Darin E. Rowe
 George M. Rubenstein
 Nancy and Farrell Rubenstein
 Michael Rufkahr and Sarah Allan
 Svoboda and Rex Runzheimer
 Lois and John Ryan
 Mr. and Mrs. John H. Ryckman
 Wendy and William Sable
 William A. Saffran
 Mr. and Mrs. Robert L. Sandelman
 Alan Mark Sandy
 Thomas E. Sanko
 William C. Sasso
 Roxann and John Satkowski
 Mr. and Mrs. Curt J. Saurer
 Katherine M. Scherer

Joan and Roger Schluckebir
 Craig A. Schmatz
 Stephen W. Schmid
 Robert H. Schofield
 Dan C. Schoonmaker
 David Olds Schupp
 Katherine H. Schweikart
 Karla J. Scott
 Craig Selden and Cheryl Hodges-Selden
 Fontaine and Daniel Seliskar
 Shaun Sensiba and Kerri Lee-Sensiba
 Joan and Edward Shannon
 Mr. and Mrs. Thomas E. Shannon
 Edward T. Sheehan
 Mr. and Mrs. Clifford G. Sheldon
 Donald F. Shelly, Jr.
 Peter K. Sherwood
 Gloria and Thomas Shreve
 Michele and Arthur Siegal
 David C. Siegel
 Jeffrey S. Silver
 Gerald D. Silverfield
 Barbara and Michael Simpson
 Peter David Siphron
 John M. Sirrine
 Thomas E. Slager
 David A. Smith
 Donna and Kenneth Smith
 Jonathan L. Smith
 Kevin B. Smith
 Kimberly M. and Edward A. Snyder
 Sanford F. Snyder
 James R. Solomon
 Bruce L. Soltis
 Helen and Frank Sondeen
 Mary E. Sontag
 Laura K. Spence
 Holley B. Spencer
 Gregg S. Spitzer
 Valerie and Stephen Spoelhof
 Deborah and Raymond Stakenas
 George F. Stallos

HONOR ROLL OF DONORS

David P. Steffenhagen
Constance and Jack
Steinhelper
Carl T. Stevens
Michelle and Kevin Stevens
Peter S. Stevens
Mr. and Mrs. James M.
Stewart
John S. Stewart
Paul F. Stocking
James B. Stokoe
Ann M. Stone
Leo M. Storey, Jr.
Mary and John Strouss
Julia and Norton Stuart
Scott W. Stubbs
Thomas M. Stulberg
Richard Lee Sturuss
John Stephen Sullivan
Sharon L. Sweet
Krystie and David Swider
Dolores O. and Robert K.
Sykora
Michele T. Takei
Joseph C. Tatham
Geraldine and Willard
Tayler
James R. Taylor
Shelley and James Taylor
Theodore M. Theodore
Janet S. E. and Timothy
Thieme
Kenneth D. Thompson
Norman Walter Thomsen
Albert A. Thorrez
Diane and Frederick Tinsey
Elizabeth and Charles Todd
Jane and John Todd
John L. Toot
Kathleen and Stephen
Totaro
Cynthia L. Tragge
Diane and Paul Tremblay
Heather and Christopher
Tressler
Teresa J. and John K.
Trierweiler
Amy Therese Trudeau
Kenneth Lars Tysell
Victoria and Stephen
Ugorowski
Jeanne M. Umholtz
Jeffrey A. Unruh
Mr. and Mrs. William L.
Upton
John and Lisa VanDeWater
Jessie and William
VanLieshout
Vernon D. VanOosterhout
William J. VanTassel
Carol and Hal Varian
Harriet and Paul Vawter
Gayle and Morris Vedder
Warren A. Veltman
Lloyd Allen Verhage
Howard F. Voigt
Mary and Henry Wagner
Stacy L. and William C.
Wagner
John Waidley and Susan
Fisher
Clark Greene Waite
George P. Waldeck
William L. Waldner
Robert E. Waldon
Jacqueline and Richard
Walkowski

Mr. and Mrs. D. Roger
Waller
Thomas R. Walsh
Thomas W. Walsh
Michael A. Wangen
Dana L. Warehime
John C. Warner
Nancy K. Washe
Jean H. and John B.
Watkins
Shirley and Peter Watt
Thomas R. Watt
Jeffrey A. Watts
Thomas G. Weatherup
William E. Wecker
Ted C. Wedepohl
Jeffrey D.S. Weedman
Michael Joseph Weibel
Susan and Steven Weinswig
Robert B. Weker
Craig W. Wells
Dianne and Richard Wells
Martin Wells
John Henry Werring III
Susan and Michael Wheeler
David G. Whetstone
Byron Huber White
Virginia and Frederick
White
C. Phillips Whittemore, Jr.
Neil T. Wieland
Gail and James Wiersma
James M. Wilber
Kathryn and Scott Wilkins
Thomas S. Wilkins
Marilyn and Allen Willard
Pamela and Bruce
Williamson
Martha and Roger
Willoughby
Donald E. Wilson
Jonathan L. Wilson
Donald E. Wiseman
Beth A. Wisniewski
Gary G. Witt
Daniel J. Woltjer
Dana Wood and Michael
Sussman
David B. Wooten
Allan O. Worth
David W. Wright
Delman H. Wright
James W. Yang
Cynthia and Mark Yankley
Mildred and Eugene Yehle
David C. Yntema
Mr. and Mrs. John Mark
Young
Lowell L. Youngquist
William Zack
Gary Patrick Zembala
Jeffrey A. Ziegler
Julianne and W. Michael
Zinn
Diane and David
Zuchowski
William C. Zuellig
Tracy and Stephen Zylman

GIFT RANGE \$100 - \$249

William L. Aamoth
Julie and Steven Aardema

David J. Abella
Sharon L. Abraham
David H. Abramson
David P. Abramson
Tarek S. Abulhosn
Robert N. Acker
Alan S. Adams
Bradford S. Adams, Jr.
Christina M. and John G.
Adams
Jane and Walter Adams
John K. Adams
Leslie Adams-Kitto and
George Kitto
Curtis A. Addison
Barbara and Stanley Adler
Daniel M. Adsit
Chris Afendoulis
Angelo A. Agnello
Michael W. Aguiar
Mr. and Mrs. James M.
Aitken
Winfield Ernst Akeley
Randall L. Albert
Mr. and Mrs. Arthur E.
Albin
Anna Lynn Alexander
Judy and William Alger
Ruth E. Allaben
Mr. and Mrs. Morton L.
Allardice
Gordon E. Allardyce
Diane and William Allen
Dorothy and George Allen
Laurence G. Allen
Richard Rollin Allen
Howard Allnutt
Elizabeth E. and Scott E.
Almquist
Ralph Altman
Lanny S. Altschuler
William Alban Amerman
Mark S. Ammons
Harriet and Rolf Amsler
Michael Joseph Ancil
Kurt E. Andersen
G. Kenneth Anderson
Elizabeth and Gerard
Anderson
James C. Anderson
Julie V. Anderson
Loretta and Woodrow
Anderson
Sara L. Andonian
David J. Andrea
Richard N. Andrew
J. Douglas Andrews
Richard Edward Andrews
Catherine Andrews-Waltz
and Ronald Waltz
Stanley Richard Andrie
Lisa D. Andujar
Clifford N. Angers, Jr.
Susan and Paul Anker
Allen W. Anning
David T. Annis
Ralph Frank Anthony
Robert Lewis Anthony
Cynthia L. Applegate
Sheral L. Arbuckle
Mark Lawrence Aretha
Peter A. Argenta
Makoto Ariga
John R. Arkesteyn
Lisa E. Armas
Robert C. Armbruster
Daniel E. Arnel

Matthew A. Armstrong
Jonathan W. Arney
Jeffrey Arnold
Marjorie and David Aronow
Maria Arzola and Javier
Rubio
Barry T. Asato
Corinne Asher and Lester
Weitman
Mary Athans-Bartlett
Arthur W. Atkinson
William S. Atkinson
Barbara and Richard Atlas
Stephen M. Augustyn
Margaret and Barrie Austin
Marjorie N. and Robert C.
Austin
P. Thomas Austin
Jay P. Auwerter, Jr.
Vicki B. Axelrod
John D. Axtell
Nizamettin Aydin
Dennis W. Backos
Patricia L. G. and Gregory
W. Baehr
Charles T. Baglow
Michael F. Bahorski
Eric R. Bailey
Michael J. Bailey
Andrew K. Bain
John J. Bair
Jane and Jerome Baird
Dorothy and Robert Baker
David V. Bakos
Cynthia and Christopher
Balicki
Kathleen and Jonathan Ball
Carol and Duncan
Ballantyne
Yvette Ballard
Mr. and Mrs. Constantine P.
Ballas
Peter M. Banat
John S. Bank
John D. Banker
Dale R. Banks
Demetrius D. Banks
Laurie J. and Michael J.
Banks
Lisa and Ricky Banks
Sheri Banks Warsh and
Michael Warsh
Karen Bantel and Steve
Geiringer
Glenn P. Barba
Maureen and Robert Barber
Mark A. Bardolph
Andrea P. and Simon R.
Bare
Louise and William Barkan
V. Robert Barker
Charles M. Barlow
Lawrence A. Barnes
Donna and Richard Barnett
John Paul Barrett
Michael J. Barry
Mark C. Bartell
Wendy Werley Barth
Brian F. Barton
John E. Basista
David Francis Bassett
Mr. and Mrs. Joseph H.
Bassett
Ronald D. Bassey
Michele Bauman and James
Hanley
Richard C. Bauman

Sandra J. Baumchen
Dena and Peter Bayekian
Mr. and Mrs. Joseph Baylis
Shirley D. Bayne
Patti C. Bazzell and John
Freeman
Judy and William Beach
Mr. and Mrs. Vernon Beaird
Deborah and Howard
Beatty
Charles J. Beauvais, Jr.
Thomas S. Beck
Steven William Becker
Catherine and Frederick
Begle
Mary and Thomas Behm
Priscilla and Carl Behnke
Dennis Carlton Behrendsen
Peter M. Behrendt
Karen S. Bejin
Edward P. Belcher
John G. Belcher, Jr.
Robert F. Belden
Stevens Belknap
Cindy J. Bell
Murray F. Bell
Roger Arnold Bell
William M. Bell
Gary A. Bellowe
Thomas H. Benesh
Jill and Douglas Benner
Richard P. Bennett
August G. Benson
Edward William Berends
Kristin Elizabeth Berg
Clay Bergdahl
Kevin J. Berger
Charles A. Berghuis
Joseph B. Bergmann
Elinor and Stanton Berlin
Janice and David Berliner
Bruce M. Berritt
Robert Hunt Berry
Robert L. Berwick
Andy Bessone
Keith Beveridge and Jamie
Schultz
Mark J. Bevington
Beth and Gregory Bevis
David A. Beyerlein
Alok Bhatla
Charles L. Biddinger
Lisa H. Bier
Diana Bilimoria
Kevin Carl Binkley
Jan and Jon Bird
Karen and David Bird
Sandra K. Birge
Renee and Robert Bishop
Stephanie and Paul Bishop
Karim Bitar
Ellie and Allan Bittker
Donald M. Black
E. Patricia and Lorne Black
James R. Blackwood
John Edward Blanchard
Terry A. Blaney
Martha and Alvin Bledsoe
Kathleen and David Blenko
Thomas E. Bliska, Jr.
Sheryl S. and Gary P. Blitz
Dale M. Blocher
Kathryn Dickens Block
Steven M. Block
James Gardner Blodgett
Deborah and Brian Blonder

HONOR ROLL OF DONORS

Mr. and Mrs. Alan Michael Bluford
Mr. and Mrs. Daniel E. Bober
James Bockelman
Mark J. Bodnar
Peter R. Boerma
David C. Bohnett
Michael V. Boland
August C. Bolino
Lowell M. Bond
A. Nelson Bone
Mary and Frederick Bone
Mark E. Bookman
Michael A. Boot
Patricia and Donald Booth
Carol and Diarmuid Boran
Julie A. Borman
Barry Scott Bornstein
Hollis and Mark Borteck
Charles Edward Bosler
Peter A. Bosse
Jane K. Botting
Albert W. Bouw
Jonathan F. Bowdler
Robert Emmett Bowen
Donald J. Bowerman
Susan R. and David C. Bowers
Mr. and Mrs. Richard M. Bowman
John P. Boyce
Donald Leigh Boyd
Warner D. Boyd
Daniel Boyle and Nancy Levy
Judith Ann Boyle
William M. Bracken
Russell J. Braden
Ronald T. Bradfish
Dorothy and James Bradley
Lisa M. Bradley
John P. Brady
Bonnie and Keith Brauer
Rita and Timothy Brauneck
Nancy and David Bray
Bruce J. Breider
Jo Ann and William Brennan
Linda Marie Brenneman
Karen and Wayne Breunig
Thomas Wyatt Brewer
Don P. Bridenstine
Amy J. Briggs
Marvin L. Brilinski
Mr. and Mrs. Robert M. Brimacombe
William Brinkerhoff and Kathleen Sample
Nancy and John Britten
Robert Stephen Brochu
Daniel W. Brodbeck
John N. Brodson
Margaret and Drew Brophy
Paul J. Brower
Ann Catherine Brown
George H. Brown
John W. Brown
Kathleen A. Brown
Linda Brown and Joel Goldberg
Mark Joseph Brown
Martha R. Brown
Michael W. Brown
Mitchell E. Brown
Polly and Dennis Brown

Robert Brown and Geraldine Ford-Brown
Robert A. Brown
Robert S. Brown
Steven Richard Brown
George S. Brownell
Wilbur B. Browning
Edward G. Brownlee
Gordon John Bruinsma
Mr. and Mrs. James C. Bruinsma
Richard M. Bryant
Neomia and Rollin Bubert
Karen and Chris Buckner
Nancy Lynn Bugg
Sally and Stephen Buhl
James D. Buhr
Joan Bullock-Miller and Phillip Miller
Markay Ann Bunn
Mitchell C. Burgers
Lee Edgar Burgess
Alice and William Burk
William H. Burkhardt
Dorothy and Merton Burkholder
Charles C. Burnham
Cynthia and James Burns
Robert Burstein
Alice A. Burylo
Stanley Herman Buske
Janine and David B. Buss
Ellen M. Butler
Jayne and Paul Butler
Scott and Debora Butler
Bradley W. Byrd
Joseph Byrne and Patricia Kamanek-Byrne
Kirsten Jane Calvert
William M. Calvert
Steven H. Camhi
James V. Camp
Charles B. Campbell
Dale C. Campbell
David Hugh Campbell
Debra and David Campbell
Paul Campbell and Kathryn Jehle
Mr. and Mrs. Robert G. Campbell
Robert M. Campbell
Terry Campbell and Ralph Scofield
Donald C. Campion
Thomas Cane
Barbara B. and James Caralis
Philip D. Carey
Boyd A. Carlson
Patricia and Bruce Carlson
David Harry Carney
Carole and John Carpenter
Edmund M. Carpenter, Jr.
Robert W. Carpenter
Linda and Donald Carrier
Denise L. Carroll
James Edward Carroll
Philip Carroll, Jr.
Thomas J. Carroll
Dennis J. Carter
Charles A. Cassell
Patrick C. Cauley
William Cavers and Laura Woodward
Melissa F. Cayo
Amy E. Cell

Carlos Guido Cerini
Andy Chaikovsky and Carol Secret
Lawrence H. Chaffee
Mr. and Mrs. Richard H. Chamberlin
Lashelle D. Chambers
Richard G. Champe
John E. Champion
Albert E. Champney, Jr.
Christine Suzanne Chan
Monica L. Chan
Richard B. Chandler
Samuel B. K. Chang
Susan Ong Chang
Carlos A. Chapman, Jr.
Colby Chapman and Marc Manly
Mark W. Chapman
Jerome S. Chapnick
Wilbur D. Chard
Elvira Chavarria
Peter W. Chehayl
Alex Cheimets
Tsang-Wah T. Cheng
Alexander R. Chiesi
Dr. and Mrs. Edwin K. Chinn
Peter G. Chipman
George M. Chism
Mark E. Chmielewski
Yunsun Cho
Yoon and Eun Choi
Prakash M. Chonkar
Mr. and Mrs. John E. Christensen
Robert A. Christensen
Mr. and Mrs. Douglas A. Church
Lisa and Mark Churitch
Mary L. Ciranni
Edwin J. Clark
Jennifer F. Clark
Michael Clark and Carol Shulman
Thomas L. Clark
Sharon L. and Ronald L. Clayton
Carol and John Cleary
Larry G. Clemons
Joyce Clemons-Palmer and Robert Palmer
Kelly D. Clevenger
Donald G. Cline

Glenn D. Clowney
Frederick W. Coale
Bradley J. Coates
Robert Coe
Kenneth O. Cogger
Charles T. Coggin
Arthur Randall Cohen
Patricia and Gerald Cohn
Alan S. Cole
John A. Cole
Mr. and Mrs. Michael A. Colella
Dana J. Collins
Delbert Collins and Patricia Lutes
Michael L. Collins
Robert D. Collins
Timothy Patrick Collins
Daniel Comer
David M. Commyn
Janine L. and David A. Conder
Larry S. Conn
Robert E. Connealy
Michael Connelly
Carl E. Conrad
Mr. and Mrs. John Conroy
Richard C. Contos
Gregory Contrucci
Cheryl Cook
Albert D. Cooley
Bradley E. Cooper
Christopher S. Cooper
Kelly G. Cooper
Mary and C. Ronald Cooper
Winfield L. Cooper III
Robert G. Cope
Diane and Kenneth Corba
James C. Cordes
Mr. and Mrs. John W. Corey
Paul E. Cornell
William E. Cornell
John J. Corrado
Patricia and Alan Costello
Daniel A. Cota
Mark J. Cotteleer
David W. Coulam
Cynthia E. Courie
Robert S. Coury
Cheryl L. Coutchie
Allan J. Coviello
Julie and Keith Cowan
Mr. and Mrs. John M. Cox
Joseph M. Cox

Malcolm H. Cox
Charlotte Crane and Eric R. Fox
Gary E. Crane
Mark E. Cratsenburg
Kenneth L. Crawford
Prof. and Mrs. C. Merle Crawford
Michael Lawnin Crawford
William Crawford and Elizabeth Silver
Amy and William Creelman
Katherine and Andrew Creighton
Joseph Ronald Crepaldi
David A. Crittenden
Andrew T. Crnkovich
Mr. and Mrs. David J. Crook
Elaine Patricia Crosby
Mr. and Mrs. Lawrence A. Crosby
Thomas W. Cross
Mr. and Mrs. Leonard B. Csiszar
Virginia and Peter Cullman
William H. Culp
Diana and Hugh Cummins
David L. Currin
Rex Edward Curtis
Gregory L. Curtner
John D. Cusmano
Antonina and James D'Agostini
Douglas D'Agostino
Michael F. D'Agostino
Marilyn M. Dale
John L. Daly
Paul M. Danao
Segundo Danao
Mr. and Mrs. Charles E. Danby
Patricia A. Dandron
Marilyn S. and James P. Dane
Elizabeth and Gregory Danilek
Alfred J. Darold
Marvin J. Davenport
Michael J. David
Andrew J. Davidson
Gerald C. Davidson
James M. Davidson
Frederick L. Davies
Edward Harlan Davis



HONOR ROLL OF DONORS

Jane E. Davis
John H. Davis, Sr.
William I. Davis
Peter W. Dawson
James N. DeBoer, Jr.
Neil F. DeBoer
Sandra and David DeBoer
Mark L. DeBruyn
David L. Decker
Joanne M. Deerfield
Mary J. Degens
Toni and Edward Dekker
Grant W. Delaney
Patrice M. Delaney-Davies
Joseph W. Dellapenna
Mr. and Mrs. Robert J. Delonis
Ned W. Deming
Dennis R. Demps
James K. Dempsey, Jr.
Kevin F. Demsky
Mr. and Mrs. Richard T. DeMuro
Diane and David Denis
Mr. and Mrs. Randall S. Derifield
Angela Hart and Daniel Devoe
Donald D. DeVore
Theodor J. DeVries
Joan and Thomas DeWard
Steven F. Dexter
Mr. and Mrs. Richard W. DeYoung
Raymond B. Dhue
Diana N. Didia
John T. Dillon
Mr. and Mrs. W. S. Dillon
Andrew C. Dippolito
Richard T. Dirlam
Richard D. Dishaw
Kirsten C. Dixner
David L. Dobbins
Harlow Dodge
Mr. and Mrs. William G. Dohan
Margaret and Kevin Doherty
Mary and Michael Doherty
Sheila Doherty-McDonald
and James McDonald
Kevin P. Dolan
Stanley F. Dole, Jr.
Mary C. Dolenga
Lawrence R. Donaldson
John William Donati
Drayke P. Dondero
David J. Donovan
Thomas H. Dooley, Sr.

Tamerlyn and David Doran
Lisa and Alan Dornfeld
Dennis Edward Dorsch
Lawrence P. Doss
Glenn A. Dotson
James Doty and Joel Henning
Robert K. Doty
Mr. and Mrs. Howard Doud
David F. Dougherty
Franklin G. Drake
Nancy T. Drapalski
Jay S. Dreifus
David W. Drews
Deann Marie Dubey
Freddie L. Dubose
Mr. and Mrs. Joseph J. Duchi, Jr.
Sheri R. and William F. Dufek
Donald L. Duffy
Craig A. Dukes
James H. Dunbar
James Edward Dunlap
David H. Dunn
Karen and William Dunn
Robert G. Dunn
Donald C. Duntun
Harold S. Duris
Cynthia L. Dutt and Donald Cooper
Mary and Timothy Dyk
Mr. and Mrs. Dale L. Dykema
David G. Eames
Mr. and Mrs. George C. Earl
Creighton Kim Early
Todd B. Easley
Gregory M. Ebbeling
Colleen and David Ebel
Linda and Charles Eberly
Jeffrey Keith Eckles
Jack D. Edick
Edgar W. Edwards
Mr. and Mrs. Gary R. Edwards
Mr. and Mrs. Richard A. Edwards
Susan and Ralph Eggleston
Walter J. Eichhorn
Betsy and K. Eike
Marcia L. Eizen
Jane and George Elgass
Evanka and Lewis Elieff
Deanne L. Ellingson
Jeffrey L. Elliott
Mr. and Mrs. Larry D. Elliott
Mr. and Mrs. Daniel F. Ellis
Robert L. Ellis

Andrew M. Elmhirst
Mr. and Mrs. Michael H. P. Elwood
Mr. and Mrs. John F. Eman
Linda and Robert Enberg
Susan M. and John R. Engebretson
W. Keith Engel
Lynn H. and David E. Engelbert
Larry P. Engelhart
Philip G. Enns
David E. Ericksen
Sharon and Richard Eriksen
Steven W. Erickson
Arthur L. Esch
Thomas A. Escott
Frederick J. Evans
Harold E. Evans
Richard L. Evans
Susan and Paul Evans
Mr. and Mrs. Thomas C. Evanson
John H. Evenhouse
Dorothy and Robert Everett
Lorianne and James Everett
Jonathan B. Everson
Gary B. Fabian
John R. Fahrmeier
Bruce A. Falbaum
Peter Dyche Falcon
Ralph Falk II
Richard Hariss Falk
Jeffrey T. Fancher
Edward L. Farrell III
Eugene J. Farrug, Sr.
Charles Andrew Fast
Mr. and Mrs. David C. Faul
David L. Faulk
Mary and William Fausone
Douglas E. Featherstone
Noel B. Feldman
Charles J. Feldschau
Jeanne and Charles Feledy
Barbara and John Fenner
Susan Heiser Fenster
Mr. and Mrs. Richard W. Fenwick
Lisa K. Ferguson
David Francis Ferreira
Beth A. Fick
Judith A. and John J. Fick
Stephen D. Field
Kathryn D. Fields
Mr. and Mrs. Charles W. Finger
Michael P. Finkelstein
Randall L. Finken
Dorothy E. Fischer
James L. Fisher
Robin and Eric Fisher
Alan D. Fitch
Gerrit Daniel Fitch
Craig M. Fitzgerald
Barbara and James Flaggert
Nancy Flanagan
Kevan K. Flanigan
Frederick B. Fletcher
Richard K. Fletcher
J. Edwin Flores
Michael Jerome Flynn
Francis M. Fodale
Scott E. Fogelman
Russell Fogler
Keung Fong
Mr. and Mrs. Carl E. Fonville

Glenda S. Ford
Sondra C. Ford
Geraldine Ford-Brown and Robert Brown
Thomas J. Forgacs
Harold E. Forrest
Jacqueline and Ronald Forrest
Bernard J. Forster
Lewis Foster
Crystal Lynn Fouchard
Phillip David Fowler
Eric R. Fox and Charlotte Crane
Alexander C. Frank
Ernest F. Frank
Harvey Frank
Stephen H. Frankel
Michael H. Franken
Mr. and Mrs. Steven D. Franklin
Patricia and Scott Frazee
John R. Frederick
John A. Fredrickson
Diane and Eric Freeburg
Roxanne Freedman-Petro and Louis Petro
Charles M. Freeland
Sarah Freeman and Gordon Merna
Mr. and Mrs. Arthur H. French
Pamela J. and Joseph A. Fresch
Daniel L. Frey
David J. Frey
Melissa Frey and William Pridmore
Donald R. Friedman
Mr. and Mrs. Bruce M. Friedman
Caryn B. Friedman
Hillard L. Friedman
Karl M. Friedman
Paula Litner Friedman
Martha and Steven Friedrich
Rick L. Fruth
Maxine and Harvey Frutkin
Russell L. Fullerton
James Tamio Funaki
Leonora Fung and Joseph K. Wee
Louis J. Furlo, Jr.
Paul William Furlo
Elizabeth Grace Gadinsky
Christopher J. Gage
James and Mary Gaines
Kathleen and Daniel Gallagher
Constance and Richard Gallette
Mr. and Mrs. Charles A. Gallup
Martyn Gallus
Giora J. Garay
Andrew H. Garber
Carlos J. Garcia
Patrick J. Garety, Jr.
Donald R. Garlit
Robert K. Garner
Frederick F. Garych
C. Lynn and Timothy J. Gates
Ximena A. Gavino
Dr. and Mrs. Gregory M. Gazda
Daniel K. Gehring

Steve Geiringer and Karen Bantel
Dean G. Gekas
Richard A. Gelhaus
Jeffrey Genshaft and Regina Myer
Williamson H. George
Gladwin R. Gerou
Michael B. Gersten
James Richard Getchell
Joann and William Getchell
Burrill M. Getman, Jr.
George C. Getschman
Frederick W. Geuder
William S. Gianino
Mary and John Giardina
Mr. and Mrs. Donald A. Gieffers
Ruth and Kenneth Gierke
Charles D. Gilbert
J. Martin Gillespie, Jr.
Mr. and Mrs. Gerald S. Gilligan
Anne G. Gilman
Cora and Theodore Ginsberg
James Allen Gioia
David J. Girouard
Mr. and Mrs. Thomas N. Gladwin
Mr. and Mrs. James D. Glaspie
Herbert N. Glass
Martha and Bradley Glass
Richard B. Glass
Carol J. Glassel
George F. Glattes
Robin M. and Kenneth R. Gleason
Ronald C. Glowzinski
Earl Goddin and Catherine Riseng
Mark and Alison Goethe
Robert D. Goetsch
Denise E. Goff
William Langer Gokey
Marlene and Roger Goldbaum
Joel Goldberg and Linda Brown
Betsy Goldfarb-Juran and Lawrence Juran
Lynda and Joel Goldschein
Andra and Steven Goldshore
Marc Alan Goldstein
Arlene Golembiewski
Arthur M. Golumbia
Daniel T. Goodnow
John K. Goodrich
Rose and Sanders Goodstein
Deron J. Goodwin
John M. Gordon
Marla S. Gordon
John Goulasarian
Eric J. Gould
John D. Gould
Brad Heath Gouldthorpe
Mr. and Mrs. Douglas G. Graham
Jeaninne L. Granda
Richard L. Graner
James M. Grant
John James Grant
Joseph J. Grasinski

Corporate Matching Gifts

Corporate matching gifts are a tremendous resource to the Business School. In 1993-94 the total raised through corporate matching gifts was \$351,000, representing 20 percent of the gifts raised through annual giving. Employees may fill out matching gift forms available from their companies' personnel offices, which increases the value of their gifts. Donors also receive recognition for the company match.

HONOR ROLL OF DONORS

Frederick C. Graves
 Gregory A. Graves
 Robert F. Gray, Jr.
 Rebecca and John Greco
 Richard P. Green
 Suzanne Heinlen Green
 James A. Greenwell
 Toni and James Greenwell
 Margaret and Ronald Gregg
 Kenneth E. Gregory
 Susan Elisa Gregory
 Carol M. and John
 Greifenberger
 Sarah and Paul
 Greifenberger
 Warren F. Grienberger
 Francis M. Griffin
 Susan and Peter Griffin
 Natalie M. Grinblatt
 Kevin M. Gromley
 Frederic J. Grootendorst
 Ben H. Gross
 Lucile E. and Hans
 Grosseman
 Stuart A. Grossman
 Corinne and Wycliffe
 Grousbeck
 John H. Groustra
 Elizabeth and Steven
 Gruber
 Joel R. Gruber
 John W. Gruber
 Suzanne and Robert Gruhl
 Ronald L. Grzesiak
 Susan and Marcus Gudema
 Martin H. Guentert
 James G. Guerdon
 Alan and Amy Guest
 David R. Guest
 Mr. and Mrs. James R.
 Guest
 Paul E. Gugel
 Mr. and Mrs. Bernard
 Guggenheim
 Margot and Frank Guire
 Nancy and Edward Gulda
 Brenda and Mark
 Gunderson
 Manish Gupta
 Beverly and M. Philip
 Guthrie
 Kenneth Arthur Gutowski
 Kenneth Paul Gutowski
 LeAnn and Jeffrey Guyton
 Rick Allan Haan
 Donald W. Haapala
 William H. Hackel III
 Marcia L. Haddox
 James B. Haeffner
 Lauren and William Hahn
 Mary and Norman Hahn
 Barbara and Charles Hale
 Richard W. Hall
 Sandra and Roy Hall
 Alan M. Hallene, Jr.
 Sandra and John Haller
 Mr. and Mrs. Jerome Y.
 Halperin
 Mr. and Mrs. Mark H.
 Halpert
 Mr. and Mrs. Robert E.
 Halsted
 Naomi and Toru Hamana
 Pat and Wayne Hamann
 Augustus W. Hamilton
 Janet and Michael Hamilton
 Laurie and Mark Hamilton

Marilyn J. and Dean C.
 Hammond
 Stephen J. Hampshire
 Barbara and Fred Hamric
 Joyce K. Hancock
 Sherley and Roger Hannay
 Bradley T. Hanpeter
 Bruce Gerald Hansen
 Gail L. Hanson
 Griffith E. Harlow
 William T. Harmon
 Martin R. Harper
 Mr. and Mrs. G. Robert
 Harrington
 Angela and Walter Harris
 Laurel S. and James H.
 Harris
 Dana L. Harrold
 Susan and Harley
 Harshman
 Angela Hart and Daniel
 Devoe
 Douglas E. Hart II
 Katherine and David
 Hartman
 Denise Alicia Harvey
 Catherine S. and Ronald E.
 Haskins
 Suzanne and Richard
 Hassell
 Sylvia and James Hatton
 Cynthia C. Haubold
 Deborah G. Haupt
 Joan E. Hauser
 John G. Havighurst
 Eric Clarke Haviland
 Anne L. and William F.
 Hawkins
 Edna and Gerrard Haworth
 Ann Marie and Mark Hayes
 Mara and Robert Hayes
 Jeffrey N. Haynes
 D. Keith Hayward
 Robert L. Hayward
 Mark Anthony Haywood
 Elizabeth B. and John R.
 Heafield
 John A. Heald
 Heather and Michael Healy
 Susan and J. Terry Heath
 James A. Heckler
 Harry B. Hedison
 Lois and Walter Hedrick
 David L. Hegeman
 William H. Heidbreder
 David G. Heimbuch
 Mr. and Mrs. Dennis E.
 Heindel
 Marsha and Harry Heinkel
 Kenneth J. Heintz
 Richard T. Hejduk
 John Anthony Hejka
 Linda and William
 Helenberg
 Robin R. Heller
 Dawn and James Hellmich
 Lori Helman and Maurice
 Pogoda
 Eric H. Helt
 Michele D. Hemeryck
 Audrey Sue Hender
 Amy and Stephen Henning
 Joel Henning and James
 Doty
 Gary C. Herbst
 Pablo J. Hernandez
 Jan and William Herrick



John E. Herring
 Margaret and Lothar
 Herrmann
 Mr. and Mrs. Frederick C.
 Hertel
 Gary S. Herzog
 Carolyn C. and C. David
 Hetrick
 Ellen S. and David L.
 Heyman
 Ann and Jeffrey Hibbard
 Brian L. Hicks
 John F. Higgins
 Madeline and Charles Hikes
 Carl S. Hilaski
 Laura J. and David L.
 Hilderley
 Barbara W. Hill
 James Hill and Mary
 McBride
 Mr. and Mrs. Rowland J.
 Hill
 Gerald A. Hilton
 Thomas J. Hindelang
 Carol C. Hirschfeld
 Bridget N. Hittner
 Lawrence C. Hobart
 Barbara L. Hodges
 Betty and Jeffrey Hodgman
 Brian W. Hoeksema
 Lawrence D. Hoenig
 James E. Hoffman
 John W. Hoffman
 George H. Hogg
 Kevin C. Hoke
 David C. Holcomb
 Amy C. and Jeffery R.
 Holden
 Carla E. Holder
 Lawrence P. Hollander
 Richard E. Hollander
 Mary and Arthur Holley
 Donald B. Holliday
 Mark Daniel Holman
 Christine E. Holmes
 Mr. and Mrs. James C.
 Holmes, Sr.
 Steve R. Holstad, Jr.
 Jean Holther and Scott
 Trowbridge
 Mark A. Holtzer
 Michael G. Holz
 Johannes L. Homan
 Jeffrey Bruce Hoover

Robert J. Hoover
 John Hopfner
 Mr. and Mrs. Peter R.
 Hoppe
 Mark M. Horita
 Mr. and Mrs. Raymond N.
 Horner
 Janet and David Horst
 Robert M. Horwitch
 Mr. and Mrs. Charles A.
 Houy
 Gregg W. Howard
 Susan Alison Howcroft
 David C. Howe
 Thomas M. Howell
 Kathleen and John Hrit
 Paul S. C. Hsu
 Jimmy T. Huang
 Cesar A. Hubbard
 David M. Hubbard
 Roswell Brian Hubbard
 David Lee Hughes
 Mr. and Mrs. Robert D.
 Hughes
 Mr. and Mrs. Stephen D.
 Hughes
 Alan Leigh Hunt
 Stephen K. Hunter
 Kimberly and David
 Huttenlocher
 Roland S. Hwang
 William R. Hyde
 Ann M. Ihde
 Donald D. Illig
 Eugene A. Imhoff, Jr.
 Leslie P. Ingold
 Edward S. Irons
 Margaret and Paul Irwin
 Barbara and David Isaacson
 Mr. and Mrs. Richard G.
 Ivan
 Mary H. Ivers
 Marcia and Gregory P.
 Jablonski
 Robert J. Jachim
 Carol J. Jackson
 John W. Jacobs
 Lynn Ann Jacobs
 M. Orry Jacobs
 Andrew F. Jacobson
 Jane and Osman Jacobson
 Mary Cross Jacowski
 Judith and Mark Jaffe
 William J. Jagrowski

Kenneth J. Jakubowski
 Leslie Lynn James
 Loren and Edward James
 Stuart Woodward James
 Diane K. Janke
 Edward R. Jankowski
 Mr. and Mrs. John A.
 Jansma
 Sandra and Robert Jaskolski
 Daniel J. Jason
 Robert Lock Jasperse
 Donald L. Jean
 Mr. and Mrs. Thomas A.
 Jeffers
 Kathryn Jehle and Paul
 Campbell
 Stephen L. Jenkins
 Duma Y. Jensen
 Mr. and Mrs. Keith D.
 Jensen
 Nels Murray Jensen
 Dorea and Robert John
 Carole V. Johnson
 Carolyne and Arnold
 Johnson
 James M. Johnson
 Julie and Christopher
 Johnson
 Karen J. Johnson
 Kristin B. Johnson
 Mr. and Mrs. Lawrence
 Johnson
 Margaret and Frederick
 Johnson
 Marilyn F. Johnson
 Royce W. Johnson
 Thomas R. Johnson
 Tina and Roger Johnson
 Vernon Leroy Johnson
 Michael J. Johnston
 Philip Muir Johnston
 Mr. and Mrs. Richard C.
 Johnston
 Thomas H. Jolls, Jr.
 Ann Miller Jones
 Daniel L. Jones, Jr.
 Jeffrey Alan Jones
 Mr. and Dr. Lee B. Jones
 Randy Jones
 Stephen B. Jones
 Sue G. and Randy M.
 Joseph
 Susan R. Joseph
 Nancy Josephs

HONOR ROLL OF DONORS

John F. Jostrand
Abel G. Juarez
Lawrence Juran and Betsy Goldfarb-Juran
James L. Juries
Mr. and Mrs. Ruel C. Kahler
Michael J. Kahn
Catherine and William Kaiser
Robert O. Kaiser
Patricia Kamanek-Byrne and Joseph Byrne
David A. Kamm
Robert A. Kanner
John Peter Kanters
Samuel D. Kaplan
Leslie B. and Paul Karas
Toru Kashima
Michael S. Kaslik
David M. Kaufmann
Lorene and Olav Kausrud
Susan and Kristopher Kauss
Satoshi Kawaguchi
Kerry M. Kaysserian
Christopher M. Keane
James E. Keenan
Mr. and Mrs. James H. Keller
Carolyn and Lee Kelly
Kenneth Brian Kelly
Kingsley Kelly
Marvin C. Kelly
Paula K. Kelly
Peter E. Kelly
Thomas W. Kelly
Deborah A. Kempa and Barry Alan
Matthew A. Kenkel
Mary and James Kennedy
Raymond Allen Kennedy
Elizabeth and Eric Kent
Virginia and Stephen Kent
Barbara and Arthur Keown
Alisann and Charles Kepler
Keith C. Kepler
James W. Kerber
Leon Bert Kercher
Paul T. Kerins
Richard F. Kern
Dawn and Steven Kerr
Derek J. Kerr
Gerald R. Kerr
William C. Keskey
Carolyn Sue Kessler
Mr. and Mrs. Michael P. Kessler
Mary and Charles Ketchum
Kalman J. Ketzlach
James Patrick Keyes
Diana L. Khachatourian
Sanjiv Khatri
Leonard David Kichler
Cheryl Ann Kidston
David K. Kilbury
Jan and John Killian
David and Michael Kim
Ronald Y. Kim
Mary and Dale Kimmel
Michael S. Kimmel
Donald R. Kinder and Janet Weiss
Daniel King
Thomas Edward King
Stephen A. Kinne
R. Jackson Kinne
Donald P. Kipp, Jr.
J. Robert Kipper

Alan T. Kirby
Robert E. Kircher III
Mr. and Mrs. Stewart W. Kirchner
John R. Kirk
William R. Kishler
Paul R. Kitch
Robert C. Klann
Annemarie and David Kleabir
Marsha and Charles Kleber
Harvey L. Kleiman
Andrew J. Kline
Beth Anne Klinkufus
Mary and Ronald Kloska
Lorraine and Robert Klumpp
Kathryn Ann Klunzinger
Elizabeth and Raymond Knappe
Mary and W. Nelson Knapp
Barry M. Kneen
James A. Knister
Mary and Charles Knoblock
James W. Knoblock
Allan E. Kobler
Maria F. Kochiras
Michael A. Kody
Michael D. Koenig
Anne and James Kohut
Jeffrey W. Kolb and Alison Muir
Richard B. Kopp
Robert P. Kornoelje
Michael E. Korybalski
Elaine and Joseph Kosik
Julia Kossack and Marc Itzkowitz
Mr. and Mrs. David H. Koto
Sheelagh and Douglas Kourtjian
Christine M. Kovach
Dorothea A. Kraft
Lee S. Kraft
Marc Allan Krasner
Lawrence B. Kraus
Leslie J. Kraus
Jeff A. Kreager
Keith Howard Krieb
Michael Dudley Krebs
Donald Peter Kredel
Donald W. Kregel
Mr. and Mrs. Stephen E. Krenkel
Kathryn L. Kries
Harley J. Kripke
Michael J. Kron
Jeri A. and Robert J. Krueger
Mr. and Mrs. Marian Jan Krzyzowski
William Kuebler and Jean Tousey
Wayne D. Kuhn
Marla and Mark Kuka
Megan and Mitchell Kulick
Keith Edward Kunkel
Kenneth J. Kunkel
Kristina and James Kunz
Peter D. Kurey
Atsuko and Yasuhiro Kurita
William P. Kurtz
Joseph S. Kutas
Milton H. Kuyers
Donald P. Kuzak
David C. Kwan

Kimberley and D. Kevin Kwok
Daphne Kwon
Joanna Rose Labendz
Cynthia G. and Louis Lachance
Gregory William Ladwig
Susan and Colen LaFave
Kathryn and Alan Lafley
Debra J. and Earl John Lafontaine
Frederick C. Lake
Rajeev Lakra
Ronald J. LaMange
Roderick W. Lamm
Joshua C. Lampl
Earl Landesman and Laurie McLean
Martha and George Landmann
Douglas C. Lane
Ann and David Lang
Gregory Steven Lang
Mary and Kenneth Larsen
Lisa A. and Michael R. Larsen
Mr. and Mrs. Harry T. Laughlin
Martha R. and Rory P. Laughna
Michael J. Lawless
Mr. and Mrs. Clarence B. Lawrence
Janet and John Lawrence
Robert W. Layman
William B. Lazarus
Allison Myrin Leake
Aaron L. Lebedow
Charles H. Leclaire
John B. Lee
Shirley and Gin Lee
Ruth and Ray Lefton
Leo A. Legatski
Jill A. Leib
Valdean C. Lembke
Elizabeth and James Lemire
Patti and David LaMoreaux
David W. Lendt
Christine Foussianes Lenz
Kimberly and Edward Leon
Kristin M. Leonard
Paul David Leonard
Robert W. Leonard
Jeannette and James Leong
Jeffrey Leopold and Susanne Shavelson
Jacquelyn Levin and Michael Rubin
Joseph Levy
Nancy Levy and Daniel Boyle
Susan L. Levy
Donald S. Lewis
Mark B. Lewis
Jason P. Lewiston
Doris and Norman Libman
Lloyd L. Licht
Jane and Kenneth Lieberthal
James Kenneth Liebleich
Robert B. Likins
Karen and Leonard Lillard
Richard P. Limburg
Sandra Beach Lin
George W. Lindenberg
G. Douglas Lindgren
Dean Curran Lindroth

David A. Lindsley
Helen and Robert Line
Cheryl and John Lipan
Donald W. Lipka
Susan and Jeffrey Lippert
Joel T. Lipscher
Burton G. Lipsky
Alan Gordon Lipson
Timothy F. List
Linda A. and David D. Litchfield
David K. Little
Janet King Littlefield
Ben Tze Liu
James R. Lizenby
Frank B. Lloyd
Laurie and Peter Loeffler
Emily and Phil Loen
Joni and Mark Lohr
Cynthia and David Loker
Kimberly and Timothy Long
Margaret G. and David E. Long
William D. Long
George A. Longeway
Mr. and Mrs. Leslie L. Loomans
William Aborn Lord
Deborah Jeanne Love
C. William Lovejoy
James H. Lowe
Katharine and Alfred Lowe
Richard C. Lowe
Donald Lee Lubben
Scott L. Lubliner
Donald Richard Luciani
Mr. and Mrs. James D. Ludwig
Penelope and Roy Lumsden
John W. Lungerhausen
Mr. and Mrs. Terry M. Lurtz
Roberta Luscomb and Carlos Teran
Oakley S. Lutes
Patricia Lutes and Delbert Collins
Robert M. Luttrell
Virginia and George Lutz
Mr. and Mrs. G. M. Lynch
Paul V. Lyons
Glenn William Lysinger
Mary K. MacDonald
Mr. and Mrs. Donald H. MacDougall
Jeanine and Douglas MacDougall
J. Terrence MacEwen
James D. MacGregor
Rodric A. Mackay
Mr. and Mrs. Donald R. MacLaren
Henry G. MacMorran
Susan Haddad MacPhail
Edward C. MacRae, Jr.
Teresa and Bruce MacRae
John B. Mager
Rene and Mark Magnuson
Benedict J. Maguire
Cheryl A. Maher
Michael J. Mahoney
Winom Mahoney and Charlotte Saucier
Kelley M. Maier
Robert C. Mair
John D. Makela
Baldev K. Malik
Liesa and Jay Malik

Shashi K. Malik
Pamela and Frank Mallen
Kathy J. Malloy
Christopher P. Mammoser
David Eugene Manigold
Marc Manly and Colby Chapman
Alexander W. Mann
Donn W. Mansfield
Lawrence Roy Marantette
Lynn L. Marcy
John W. Marien
Glenn Paul Marino
Ronald L. Markowski
Kenneth Marks
Thomas E. Marks
Kathleen Marryat
William H. Martens
Jacqueline and Jack Martin
Kenneth G. Martin
Mary and Robert Martin
Patricia and W. Ross Martin
Steven C. Martin
Thomas D. Martin
Violet and Charles Martin
Wendy L. Martin
Leon L. Martuch
Charlotte H. and Frank H. Mason
Howard L. Mason
Matthew H. Massie
Mr. and Mrs. Timothy J. Matanovich
Barbara Ruth Matas
George W. Mather
Sanjay Mathur
Edward Y. Matsumoto
Carol and Robert J. Matsura
Marian and William Mattheessen
Peter C. Matthes
Jan and William Maxbauer
Janice and David Maxson
Charlotte and Seymour Maxwell
H. Michael May
Michele May and David Walt
Marilyn and Roosevelt Maynard
John D. Mayne
Conrad Earl McAlpine
Daniel W. McAuliffe
Mary McBride and James Hill
Lula and Lawrence McCampbell
Michael B. McCann
Sally and Charles McCann
Kimberly L. McCarthy
John B. McCarty
Sarah and Charles McClure
Lorraine and Daniel McCollough
Elizabeth and James McCornock
Mr. and Mrs. Ralph McCormick
Mark and Teryl McCoy
Michael A. McCrary
Margaret and Ronald McCreight
Michael S. McCreight
Mr. and Mrs. Gordon McDanold
James McDonald and Sheila Doherty-McDonald

HONOR ROLL OF DONORS

- Timothy G. McDonnell
William S. McDowell, Jr.
Carolyn and Ronald
McElhaney
John C. McFall
Brian McGuire
Mr. and Mrs. Paul K.
McGuire
Terence J. McHugh, Jr.
Jennifer L. McIntosh
Brett J. McIntyre
John and Cheryl McIntyre
George E. McKenzie
Christopher L. McKillip
Barbara W. McKinney
Charles E. McKinney
Dana and Bruce McKinney
John McLaren
Laurie McLean and Earl
Landesman
Charles G. McLennan
Thomas S. McLoughlin
James Cameron McMartin
Cynthia and William
McPherson
Betty and Robert McPhelimy
Margaret Seo McQuiston
James McStocker
Tricia A. Measell
Eleanor and Paul Meech
Claire and James Meehan
Luke and Kathleen Meert
Steven P. Meeske
Charles R. Meetsma
Mr. and Mrs. Carl F.
Mehlhop
James K. Meinershagen
Catherine and Thomas
Meisterheim
John Knisely Mell, Jr.
J. Franklin Mellema
Gretchen and Cecil Mellin
John H. Melson
Shelley and Bradley
Mencher
Stephen Victor Mendelsohn
James C. Mendelson
Diana Mercer-Pryor and
Donald Pryor
Gordon Merna and Sarah
Freedman
Elizabeth and William
Mertens
Mary Jane Mertz
Linda and Richard Meschke
Elise and Gene Mesh
Constance and Michael
Messner
Mr. and Mrs. Jeffrey R.
Messner
Leonard D. Metters
Ali Metwalli
Rodney David Metzger
Mr. and Mrs. Richard B.
Meyer
Conrad G. Meyer III
Andrew J. Micallef
Clifton E. Michael
Suzanne and Steven
Michaelson
Dorris C. Michalske
Marian and Robert
Middleton
William H. Mielke
Ann and Florian Mikulski
Michael S. Milius
- Barbara B. and Harold H.
Miller
Bonnie K. Miller
Ernest A. Miller
Frederick C. Miller, Jr.
Gordon Miller
Sherril and James Miller
James I. Miller II
John P. Miller
Norman S. Miller
Phillip Miller and Joan
Bullock-Miller
Reed P. Miller
Mr. and Mrs. Sharon R.
Miller
Steven J. Miller
William P. Miller, Jr.
Karen and Aneil Mishra
Margaret and Robert
Mitchell
Dennis Joseph Mitrzyk
Jerome J. Mittman
Gretchen W. Mizerowski
Michael S. Mizusawa
John J. Molesphini
Richard C. Moline
James H. Monnier
Kimberly L. Monstvil
Harold W. Montgomery
Kathleen and J. Roger
Moody
Charles N. Moore
Richard Lee Moore
Richard W. Moore
Ruth and Richard Moore
Sheryl and Jesse Moore
Mr. and Mrs. David H.
Moored
Joseph and Beth Moran
Raymond W. Morgan
Virginia and Joseph Morgan
James P. Morphew
Mr. and Mrs. David M.
Morris
James C. Morris
Yvette A. Morrison
Gary Alan Mosk
Randall D. Moss
Sandra and Richard Moss
Richard B. Mosteller
Sandra and Harold
Motsinger
James Edward Mountjoy
Mr. and Mrs. Thomas C.
Mowry
Gayle and Bruce Moyer
Gail and Thomas Mroz
Mr. and Mrs. Jeffrey J.
Mucha
Matthew J. Mueller
Alison Muir and Jeffrey W.
Kolb
Joyce Muriel and Theodore
Weber
Thomas Jeffrey Muise
Wayne T. Muller
Sandra and Gary Mullet
John R. Mumford
William J. Munro
Kenneth A. Munsch
Adam J. Murphy
Alphonsus C. Murphy
Terri and Kenneth Murray
Rita R. Murrell
Carol and Larry Musser
Michael R. Muzzin
- Regina Myer and Jeffrey
Genshaft
Mr. and Mrs. Jack A. Myers
Lisa A. and Derrick P.
Myers
Martha and D. Fredric
Myers
Elizabeth A. and Robert F.
Myrick
Vernon J. Nagel
Jun and Rie Nakakoji
Gary J. Nakpairat
Laura and John Napiewocki
Mr. and Mrs. James J.
Narens
Susan B. and Bruce M.
Nash
Ruediger Naumann-Etienne
Todd B. Neff
Mr. and Mrs. Kenneth M.
Nelson
Thomas James Nelson
Richard V. Nepstad
Alfred E. Netter
F. Richard Neumann
Keith C. Neumann
Ruth and Wencel Neumann
Eric S. Newman
Darnell and Eric Newsum
Lydia Anne Nichols
Lee A. Nickerson
Ann Root Nicolosi
Edward H. Niemyjski
Noel A. Nieto
Connie M. Nixon
George B. Nixon
Chris Noble
George J. Nolan
Laura and Jeffrey Norman
Michael Norton
William H. Norton
Joanne E. Novak
Stephen Nowak
Phoebe and Marvin Nyren
Joseph Lawrence Oates
Valerie J. Oben
Mr. and Mrs. Paul E.
Oberman
John B. O'Brien
Jill O'Brien
Patrick R. O'Brien
Michael S. P. O'Connor
Tatsuro Odawara
Michael J. O'Day
Robert K. Oddy
John E. Odell
Dennis Paul O'Gara
Marie and Jeffrey Ohara
Lori and Steve O'Hara
Maeve S. O'Higgins
Mr. and Mrs. Robert J.
Ohlheiser
H. Russell Ohlheiser, Jr.
Takashi Ohmura
John E. O'Hara
Daniel E. O'Leary
George W. Oliphant
Helen H. Ollison
Dean W. Olsen
Hans W. Olsen
Joyce and Donald Olson
Holly G. Lim O'Mara
John Orr
Alva B. Oslin III
Mr. and Mrs. Richard G.
Osmun
- Lynda Oswald and Brad
Tomtishen
Yoko Oto
Thomas H. Ottenjohn
Catherine J. Ouellette
Carol T. Ozaki
John J. Pacholski
David G. Padgitt
Paul Roland Paeglis
John M. Palffy
Anne and Richard Palma
Edmund L. Palmer
Robert Palmer and Joyce
Clemons-Palmer
Anthony S. Panson
John Alexander Papalas
Cynthia and Randall Pappal
Frances and Charles
Parcells
Barbara and William Parfet
James Arnold Parker
Mary and Roscoe Parker
Edward M. Parks
David B. Parzynski
Gail and John Pasch
Landon P. Pate III
C. Lee Patnode
Patrick Michael Patton
Bruce Harold Patz
Richard L. Paulk
Mr. and Mrs. William F.
Pawlick
Harold G. Paxton, Jr.
James D. Payton
Elaine C. Pearson
Richard N. Pearson
Wallace Gene Pearson
Gertrude and Howard
Peckham
Thomas F. Pecott
Margaret Pedersen and
Robert Millette
Elaine T. and Alvin H.
Pelavin
Joseph A. Pellitteri, Jr.
Patricia A. and Donald A.
Pelton
Amy and Norman Pendell
Janet and Stephen Penley
Roy A. Pentilla
William F. Penz
Leola and Kenneth Perkins
David M. Perlmutter
Denise and Craig Pernick
Stephen R. Perrault
Robert W. Perreault
Michael J. Perullo
Jeanette and Michael Peters
George I. Peterson
Mr. and Mrs. Randall J.
Peterson
Gina and Jeffrey Petherick
Louis Petro and Roxanne
Freedman-Petro
Joseph L. Petrosky
David W. Pett
John D. Pfeil
Nancy and Frederick Phail
Mr. and Mrs. Carroll Phillips
David L. Phipps
Mark J. Pieloch
Alison Baute Pierce
Darrell W. Pierce
Mr. and Mrs. Keith D.
Pietila
Terrence P. Piket
- Larry Jonathan Pink
Dennis W. Pipkorn
Mr. and Mrs. D. David
Pippel
Joseph N. Pittenger
Robert W. Plaskett
Juanita R. and Charles R.
Plumb
Calvin C. Plummer
Gary Allen Pniewski
Michael D. Poe
Maurice Pogoda and Lori
Helman
Jack H. Pohl
Mr. and Mrs. Richard A.
Polich
David E. Politziner
Geraldyn and Howard Polk
Linda M. Pollack
Robert A. Pollice
Mary and John Pollock
Debra B. Pomerantz
Malcolm M. Ponder
Deborah J. Pool
Allan T. Popelka
Timothy C. Popp
Gerald B. Porrett
Constance E. Porter
Nathaniel G. Porter
Richard M. Porter
Thomas S. Porter
Vera and Richard Portman
Lawrence Portnow
Kenneth R. Possenriede
Sherry S. and Richard T.
Potchynok
Susan Potter-Steckclair
Shirley and Ted Poulton
James S. Powell
Charles W. Powrie
James J. Pozy
Michael S. Pradko
Robert W. Pratt, Jr.
Nancy J. Preis
Gregory P. Preston
Kelley and Steven Price
Margaret G. and Russell E.
Price
Terry L. Price
William Pridmore and
Melissa Frey
Christopher Priebe
Jacqueline Ann Primeau
Kurt J. Pritz
Bruce Milton Proper
Preston F. Prudente

MBA Class of 1968 Reunion Gift Campaign Committee

Fred Adams
Bob Anthony
Jack Bourget
Roger Lumpp
John Smucker
Tom Stafford

HONOR ROLL OF DONORS

Charles J. Prue
Jay M. Ptashke
Leslie J. Pulver
Peggy and Bill Putich
Susan R. and Jack S.
Putnam
Robin A. Pyzik-Shuler and
John H. Shuler
Thomas J. Quinlan
Don Bradley Quinn
Jeanpierre Rachmaninoff
Ann M. Ralfs
Edwin Ramos
Elizabeth and Jorge Ramos
Thomas M. Ramsey
Joseph L. Rand
Ronald L. Rapaport
Sandra and Douglas Rapp
Andrea and Douglas
Rasmussen
Marjory and Richard
Rasmussen
J. Russell Ray, Jr.
Katharine Sue Raymond
Myron N. Re
C. Peter Rea
Jennifer S. Reck
Judith K. Record
John W. Rector
Jane and H. Edward Reeber
Jeffrey P. Reece
LaVonne and Gareth Reed
Robert A. Reeves
Robert B. Reilly
William Laurence Reineman
Owen Curtis Reinert
J. Jeffery Reinke
Ruth and James Reiser
Edmund W. Reisig, Jr.
Andrea Reisman and Mark
Gould
Patricia and Perry Remaklus
Donna R. and Daniel
Renbarger
Mr. and Mrs. Dean A.
Rennell
Rali and Kurt E. Retzler
Karen L. Reum
Doris Reutinger
Elaine and William Richards
William S. Richards, Jr.
Gail Levin Richmond
Kathleen and Kenneth
Richmond
James W. Rickert
Kathleen and David Riddell
Eric Randolph Ridenour
John J. Ridge, Jr.
Mr. and Mrs. Richard C.
Ridgway
Mr. and Mrs. Gerald E.
Ridley
M. Jerome Rieger
Peter N. Rigby
Beth A. Riley
John F. Ringlein
Lee Rink
Catherine Riseng and Earl
Goddin
John Wallace Risk
Karsten A. and Carol B. Rist
Mr. and Mrs. George S.
Ritchie
Pamela A. Rittersbach
Mr. and Mrs. William L.
Roach

G. Wallace Robb
Hurley C. Roberson
David Roberts and Kelly
Wentworth
Mary Haroian Roberts
Timothy E. Roberts
Lori and Steven Robins
Angela F. Robinson
Harriett M. Robinson
William T. Robinson
David A. Robison
John and Marcia Robson
John C. Rocchio
Calvin C. Rock
Gilbert B. Rodger
Eugene P. Rodgers
Michael S. Rodocker
M. Christina Rodriguez
Donald L. Roe
Bruce F. Rogers
Perry J. Rogers
Terrie H. Rogers
Ann and Matthew Rohr
S. Joyce and David
Rohrback
James A. Rolfes
Janice Ann Roller
Mr. and Mrs. Robert A.
Romanoff
Vernon C. Romzick
Paul R. Roney
M. Robert Roofner
Diana and Kerry Rose
Stephen A. Rose
Daniel L. Rosekrans
Frank A. Rosenbaum
Anne M. Rosenberg
Larry M. Rosolowski
Marcelyn and Robert Roth
Philip W. Rowberg, Jr.
Eric P. Roy
William R. Roy
Suzanne and James Royce
Gretchen and Richard
Royce
Catherine M. Rozanski
Amy L. Rubin
Mr. and Mrs. Martin L.
Rubin
Michael Rubin and
Jacquelyn Levin
Javier Rubio and Maria
Arzola
Gail and Gary Ruby
Walter S. Rugland
Julie and Daniel Rush
Sonya C. Rush
Kevin Edmund Rushton
Barbara E. and Thomas D.
Russell
Deborah Leah Russell
Joan and Paul Russell
Laurie E. Ruth
Melissa M. and Donald
Rutishauser
Rutishauser
Mr. and Mrs. Robert G.
Rutishauser
Christopher John Rutkowski
Carole and Frank Ryan
Michael J. Ryan
Patricia A. Ryan
Terrence M. Ryan
Timothy F. Ryan
William P. Rydell
Marty Safirstein
Linda and Donald Sage



Eva Saha
Donald T. Sakai
Sharalyn S. and Ronald S.
Saks
Charles A. Saldarini
David M. Saltiel
David P. Salvette
Andre P. Salz
Michael Salzenstein
Thomas D. Salzer
Kathleen Sample and
William Brinkerhoff
John J. Sanders
Jeffrey Sands and Elizabeth
Smith-Sands
Anmar Karim Sarafa
Zachary E. Savas
H. Clay Saylor III
Mary Louise Scanlon
Carol and William Schacht
Monica and John Schacht
Robert K. Schaffer
Eugene Schafrank
Dorothy and Harry Schagrin
Paul G. Schaible, Jr.
Wendy and Thomas
Schaich
Allen B. Schall
Michael J. Schamberg
Fred W. Schaum
Charles F. Schellenberg
Thomas A. Schetter
Janet M. Schingel
George Schippers
George F. Schlecht, Jr.
Paul R. Schlesinger
Richard Frederick Schmale
Paula Marlene Schmidt
Herman M. Schneider
Nancy and Roland
Schneider
Mr. and Mrs. Thomas P.
Scholler
Alan F. Schramm
Sara and Paul Schrauben
John S. Schreck III
Paul L. Schreuer
Patricia and Charles
Schrimper
Sarah and David Schroeder
Wallace B. Schroth
Mr. and Mrs. Steven P.
Schubiner

Mr. and Mrs. Donald P.
Schuessler
Jamie Schultz and Keith
Beveridge
Mr. and Mrs. Jeffrey M.
Schuman
Mr. and Mrs. Robert C.
Schumann
Annette and Robert
Schunter
Robert L. Schwab
Michael A. Schwager
Jeffrey M. Schwartz
Kathryn L. and Mark A.
Schwartz
William J. Schwartz
William R. Schwartz
Ronald A. Schwarz
Peter J. Schwarzbach
Mark D. Schweber
Mr. and Mrs. Robert L.
Schwyn
Ralph Scofield and Terry
Campbell
Alice M. Scott
Jocelyn Scott
Cheryl S. and Steven
Daniels
Jane Scriptunas
Dwight S. Seagren
Bobby G. Seal
Ellen L. Seats
Carol Secrest and Andy
Chaikovsky
Ellen and John Sedlander
Cathy and Mark Seifer
Alice and Stephen Seiner
Harvey E. Sell
Shari and Graham Sellers
Paul S. Selvin
Caroline Serfass
Jim Serwer
Keith D. Severance
Baiba and Martin Seward
Loren D. Sexauer, Jr.
Jane E. and James S.
Sexsmith
Hasan Nejat Seyhun
Jane Ellen Shaffer
Leila S. Shames
Eva E. and Raymond
Shapiro
Robert L. Shapiro

Susan and Jeffrey Shapiro
Warren D. Sharp
Mr. and Mrs. Reginald E.
Shave
Suzanne and Steven Shaver
Gordon G. Shaw
Michael Shaw
Miriam and David Sheddin
William F. Sheets
Thomas Bradley Sheldon
Mary and Dave
Shellenbarger
Robert J. Shenkin
Sharron F. and James E.
Sheridan
R. Eric Shilakis
Meredith and Peter Shima
Frank F. Shipp
Paul M. Shippey

MBA Class of 1983 Reunion Gift Campaign Committee

John Conlin
Co-Chair

Bart McDade
Co-Chair

Steve Shenfeld
Co-Chair

Shamir
Bhattacharya
Jonathan Brateman
Rob Crim
Marty Essenburg
Joe Fitzsimmons
Les Nelson
Joe Simon
Tom Terpstra
Lisa Weinstein
Jeff Youle

H O N O R R O L L O F D O N O R S

Carey and Michael Shooltz
Jason P. Shore
Roger D. Shubert
John H. Shuler and Robin A. Pyzik-Shuler
Carol Shulman and Michael Clark
Kenneth E. Shumate
Douglas A. Sibert
Mary and John Siciliano
Daniel Sideman
Jerry Sideman
Michael W. Sidon
Karl J. Siebert
Dorothy and B. Miller Siegel
Michael Siegel and Mindy Sperling
Richard J. Siewers
Denise and Craig Sigworth
Elizabeth Silver and William Crawforth
James Alexander Simmons
James D. Simms
Mr. and Mrs. Ted J. Simon
Simon Simonian
Carol Alice Singer
Barbara and Richard Skaggs
Karen Skinner-Twomey and Scott Twomey
Thomas H. Skouros
Thomas V. Skwirsk
Norman M. Skytta
Harvey L. Slade
Robert Slager
Harriet and Harold Slawsky
Susan and Howard Slayen
Marilyn and Ted Sleder
Jane Nulty Sloan
Frank Slover
Christopher L. Slupek
Mr. and Mrs. V. Mark Slywinsky
Daniel G. Smedley
Angela and Branden Smith
Ann and Douglas Smith
Barbara and William Smith
Cody L. Smith, Jr.
David J. Smith
David Robert Smith
Elizabeth and Timothy Smith
Jane and James Smith
Janet Olszewski Smith
Jeffrey D. Smith
Julie and Gordon Smith
Katherine and Maxwell Smith
Kathleen and Kevin Smith
Laura and Walter Smith
Linda and Carleton Smith
Louise K. Smith
Philip M. Smith
Rodney O. Smith
Robert T. Smith
Shirley and Robert Smith
Thomas Vincent Smith
Elizabeth Smith-Sands and Jeffrey Sands
Gordon V. Smith and Helen C. Smith Foundation
Leonard D. Smorch
Penelope J. Smout
Jennifer and Edward Snelgrove
Gardner H. Snow

Mr. and Mrs. Norbert R. Snyder
Robert M. Snyder
Mr. and Mrs. Alan H. Solomon
Amy B. Solomon
Cheryl R. Solomon
Eric R. Solomon
Eva and Edward Solomon
John Virgil Solomon
Ann and Earl Sommer
Michael H. Sonnabend
Eva Soohoo
Teresa Marie Sorrentino
Adolfo Ruben Soto
Aline Soules
Glen R. Southerton
Edward J. Sova
Todd L. Sova
C. Gregory Spangler
Vincent R. Sparrow
Mr. and Mrs. Harvey Spaunburg, Jr.
Mr. and Mrs. John E. Christensen
Robert and Jane Spence
Robert M. Spence
Leslie M. Spencer
Martha Spencer-Valen and Thomas Valen
Lisa and Daniel Sperling
Steven Howard Spewak
Larry J. Spilkin
Sharon and Andrew Spilkin
Paul Barrie Spooner
Nancy R. Springgate
Susan K. Springgate
Susan E. and M. Lynn Spruill
Susan V. Sprunk
John D. Staehle
William Clay Stamey
Linda and James Stanley
Richard L. Sted
Grace and Harold Steele
Mignon and F. William Steere
Brian G. Stein
Samuel A. Steinhouse
Joan M. Steltmann
Baiba Steppe and Raymond Tiltins
Terri Sue Boxer Stern
Gordon M. Stetz, Jr.
Bobb M. Stevens
Mr. and Mrs. James D. Stevens III
John M. Stevens III
Mr. and Mrs. Fred A. Stevenson
Gathings Stewart
Janice and Ian Stewart
Michael A. Stieglitz
Craig M. Stinson
Susan and Phillip Stinson
Ida Mae Stitt
William D. Stockard
Elaine and William Stoddard
David H. Stoeck
Jack C. Stone
William A. Stong
Craig Lloyd Stormer
Shelley I. Stowell
Pavel Josef Straka
Thomas David Strang

Suzanne and Phillip Straniero
Karleen C. Strayer
Nadja and Alan Streiter
Charles F. Strickland
Paul K. Strickland
James M. Strong, Jr.
Terry Struthers
Kenneth G. Stuart
Linda S. Stueber
David C. Stumbaugh
Kristen A. Stumpo
Phyllis A. Sturman
Joyce and Edward Sturuss
Mr. and Mrs. Young S. Suh
Mr. and Mrs. James R. Suits
Mr. and Mrs. Edward J. Sully
Russell F. Surmanek
Valerie Y. Suslow
V. John Svagr
Mr. and Mrs. Larry J. Svoboda
Charles E. Swanson
Michelle Swastek
Patrick J. Sweeney
Ann G. and Charles E. Sweet
Ryan N. Swincicki
Jean and Murray Swindell
D. Jeffrey Swinson
Margaret and Manuel Sylvester
Joseph P. Szafranski
Maria and Richard Szalkiewicz
Kristina D. Szoke
Stephen Raymond Szwarc
Jeanie and Harry Tabor
Elizabeth Lees Taggart
Michelle and James Taigman
Raymond R. Talaska
Lee and F. Brian Talbot
James L. Talen
Anne Marie Talluto
Robert E. Tapert
Kenneth C. Tappe
Carol M. Taras
Susan J. and Gerald W. Tarpley
Robert L. Tau
Christopher Taylor
Karen and Perry Taylor

Veneeta R. Taylor
Karl E. Tech
Mary S. and Richard E. Teets
Richard C. Telgen
Joseph A. Tenenbaum
Nancy A. Teppo
Carlos Teran and Roberta Luscomb
Dr. and Mrs. Vern Terpstra
Michael G. Terry
William H. Theidel
Ann and Donald Theis
John L. Thelen
Alan P. Thibault
Andrea and Robert Thibodeau
Ann E. Thomas
Anne and S. E. Thomas
Bryan K. Thomas
Frank E. Thomas
Jacob K. Thomas
John Thieme Thomas
Mr. and Mrs. Ronald E. Thomas
Mr. and Mrs. James K. Thompson
Robert Vernon Thompson
Frank A. Thorn
Alexander Douglas Thorne
Mary and Robert Thornton
Raymond Tiltins and Baiba Steppe
Kenneth A. Timbers
Charles L. Tinkham
John Douglas Tobin
Nancy and Thomas Tolar
Robert Frank Tomlinson
Lowell E. Tompkins
Brad Tomtishen and Lynda Oswald
Fredrick Howard Toppel
Efrain A. Toro
Jane and Robert Totte
Jean Touscany and William Kuebler
Shirley E. Toussaint
Harvey S. Traison
Janice and Steven Traison
Judith and Donald Treadwell
Norman R. Trepeck
John P. Treska
Paula A. Trimberger

Robert F. Trimble
Diane and Charles Tritschler
Thomas V. Trivison
Laura A. Trosino
Scott Trowbridge and Jean Holther
James K. Trowhill
Doris H. Tseng
Marilyn and Stefan Tucker
W. David Tull
Robert E. Tuoriniemi
Gerald E. Tupper
Murside Turan
G. C. Turnauer
Roy and Theresa Turnbull
Andrea L. A. and John M. Turner
Leon H. Turner
Frank J. & Harriett Turner Trust
Scott Twomey and Karen Skinner-Twomey
Michael Anthony Tyll
Andrew Tymoszewicz
K. Faulkner Tyson and H. Blair Tyson
Amanda and Jonathan Uffelman
Kathryn Elizabeth Ullrich
Elizabeth and Stephen Upton
Anne and Hideki Ushiro
Thomas Valen and Martha Spencer-Valen
Michael K. Van
Mr. and Mrs. William R. VanArk
Martin A. Vancoevering
Jay M. Vandaalen
Susan and Charles VanDeGrift
Ronald A. Vandenberg
Stephen H. VanderVoort
John Visger VanIngen
Randall S. VanReken
A. VanSeventer
Willard D. VanTuyle
Jack Withrow and Susan Varner
Shane F. Vartti
Craig A. Vaughan
Jerry E. Vaughan
Sal Veas



H O N O R R O L L O F D O N O R S

Carol and James Vedder
Marion and Donald Veenstra
Edgar Rene Vela
Michael J. Vendetti
Ronald R. Ver Planck
Laura and Craig Vidal
Annette and John Vincent
Leigh and Jeffrey Vittert
Michael A. Vlastic
June and Joseph Vogtle
Gary M. Voight
Mr. and Mrs. Raymond C. Vojir
John F. Volk
Michael J. Vollman
Michele and Richard Vonk
Melinda and Charles VonReis
David Vranicar and Elizabeth Paul
Robert G. Waddell
Charles S. Waggoner II
Louis P. Wagman
Stephen R. Wagman
Lawrence W. Wagner
Robert D. Wagner
Richard E. Waks
Karen and Keith Waldrop
Joanne and Brian Walker
Mr. and Mrs. Thomas J. Walko
Thomas G. Wallace
Brian Walshe
Charles V. Walt
David Walt and Michele May
Amanda and Ryan Walter
Maureen V. Walter
Ronald Waltz and Catherine Andrews-Waltz
Larry Alan Walz
Mr. and Mrs. Hugh M. Wanty
Donald E. Ward
John P. Ward
Linda and William Warfield
James D. Warren, Jr.
Janet and Woodward Warrick
Michael Warsh and Sheri Banks Warsh
Prof. and Mrs. Martin Warshaw
Rochelle and Hy Warshawsky
John W. Watling III
Andrew C. Watson
D. James Watson, Jr.
Christopher C. Watt
Michael H. Watts
Warren Dean Watts
David L. Watza
Lawrence J. Weber, Sr.
Michael Edwin Weber
Susan and Douglas Weber
Theodore Weber and Joyce Muriel
Mr. and Mrs. Theodore I. Weber
Charles L. Weddell
Timothy E. Weddle
Joseph K. Wee and Leonora Fung
Thomas P. Weeks
Harry Weingartner

Russell D. Weinstein
Lori and Steven Weisberg
Shelli and Michael Weisberg
Janet Weiss and Donald R. Kinder
Paul A. Weller
Harry E. Wells III
Lisa Y. Wells
Teresa and Michael Welsh
Kelly Wentworth and David Roberts
Marc H. Wernick
Kyle B. Wescoat
Kathleen M. Wesner
Leonard L. Westdale, Sr.
Edgar A. Westenbroek
Lori Ann Westling
Richard L. Wetherhold
Mr. and Mrs. Michael J. Whalen
James Davidson Wheat, Jr.
Stephanie and Michael Wheeler
Richard D. White
Kent C. Whitehead
Alan J. Whitfield
Mr. and Mrs. Russell L. Whitfield
Thomas J. Whiting
Monique D. Whitman
Arthur O. Wiberg
Janet K. Wickett
Gloria and Robert Wiczorek
Eric E. Wiechart
John H. Wiest
Winfield E. Wight, Jr.
Richard Wilcox and Priscilla Donovan
James W. Wild
Russell M. Wilder
Lawrence M. Wiley
Rowena M. Wilhelm
Judith and Frank Wilhelm
Nathan P. Wilke
Frank Wilkens III
Monica and David Willard
Gordon H. Willett
Douglas W. Williams, Jr.
Mr. and Mrs. J. Larry Williams
Kevin L. Williams
Patricia Williams
Robert R. Williams
Gary R. Wilson
Katherine and David Wilson
Richard M. Wilson
Robert S. Wilson, Jr.
Douglas H. Wilton
William J. Wing
Robert C. Winger
Scott T. Winhusen
Charles D. Winslow
Toby and Warren Wintrub
Ellen J. Wiskind
Roland F. Wisner
Jack Withrow and Susan Varner
Stephen S. Wittmann
Robert W. Wolf
Sandra and James Wolter
H. Curtis Wood III
Mr. and Mrs. William J. Wood
Patrick H. Woods

Anne and William Woodson
Philip M. Woodworth
Robert J. Workman, Jr.
Christine and John Worthington
Anne V. and Donald E. Wright
Diane and David Wright
Lillian and Mark Wright
Wayne C. Wright
Mark D. Wyckoff
Eric E. Wydra
Michael L. Wynn
William H. Yag
Paul and Alta Yager
Shiro Yahara
Kathleen Yaremchuk and Glen Zatz
Cynthia and William Yasinski
Junko and Kazuhiko Yasuda
Nancy Sue Yawitz
Kenneth L. Yeasting
Gerald K. Yeung
James Glen Young
Robert W. Youngberg
Rebecca S. Yount
Mark C. Yuhn
Lawrence D. Zabel
Ellen and Alan Zalkowitz
Glen Zatz and Kathleen Yaremchuk
Jack K. Zavitz
Mr. and Mrs. Thomas L. Zearley
Jennifer J. Zeisloft
Michael B. Zenn
Gwendolyn Zeno
Jean and Colin Zick
Paula and William Ziegler
Elizabeth and Daniel Zielke
Sidney Zilber
Theodore W. Zimbo
Robert J. Zimmer
Leon J. Zimmerman
Janet and Thomas Zinn
Michael L. Zion
Lawrence H. Zuckerman
Robert C. Zuehlke
Nancy and John Zuidema
Norma Friedman Zukerman
Gaspar Zuniga and Ninette Matos
Delle and Thomas Zur Schmiede
Richard C. Zweering

GIFT RANGE \$1 - \$99

Morton H. Abramowitz
Randall Clare Ackerman
Janet J. Adams
Richard D. Adams
Michael Adell
Gloria and Joseph Adelsbach
Steven E. Afshar
Steven F. Agran
Shari and Mike Albert
Pamela and Arthur Albin

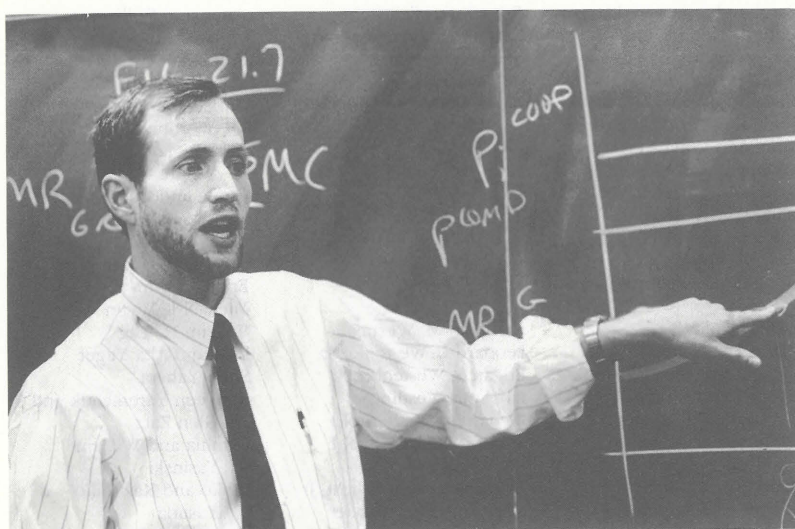
Christine E. Alexander
Mr. and Mrs. William E. Allan
Michael J. Allen
Nancy and Jeffrey Allshouse
Julie F. Alpers
Dawn M. Alston
Susan Ellen Altese
Mary and Barry Ambrose
Mr. and Mrs. S. T. Herzl Amdur, Jr.
Daniel Aminoff
Matthew J. Ancil
Dean Anderson
Ernest D. Anderson
Jeffrey W. Anderson
Kenneth J. Anderson
Lizabeth and Gerard Anderson
Marvin Anderson and Ingrid Dargin
Melissa T. Anderson
Richard M. Anderson
Tara L. Anderson
Wendell Irvin Anderson, Jr.
Kristine and Paul Andonian
Angela Christine Andresen
Charles A. Androsky
Robert N. Angell
Melvin F. Annis
Gregory A. Anselm
Lillian B. Antunez
Mr. and Mrs. Peter A. Appeddu
Darin R. Aprati
Jennifer L. Aprill
Frederick F. Arand
David M. Ardis
Timothy L. Armbrustmacher
David C. Arnaboldi
Calvin D. Arnett
Marni and Kenneth Arnett
Stanley M. Aronow
Anil Arora
Mr. and Mrs. C. Wesley Arrington
Andrew J. Arvidson
Sandra and Louis Ashner
William H. Aspden, Jr.
Walter J. Augustine
Richard J. Austgen
Susan and Mark Autio
John Michael Avery
Patricia and Salvador Avila
Bruce Walter Avis
Gregory W. Backstrom
Albert L. Bacon
Constance and Carlton Badger
Patricia A. and Robert E. Baer
Daniel V. Bafunno
John Reid Bailey
Bruce J. Baird
William W. Baird
Douglas P. Baker
Jeffrey Baker and Dian Vittori
Christopher G. Bala
Lisa A. Balistreri
Cedric Ball
David J. Ball
Susan and Michael Bamford
Benjamin H. Bank
Douglas J. Bank
Gretchen L. Banninga-Perkins

Kenneth M. Bara
John T. Barbour
Matthew W. Barbuscak
John L. Barkai
Vincent L. Barker
Donald J. Barnett
Sherri A. Barr
Frederick G. Barrett
Janet and Thomas Barrett
John C. Barry
Michael J. Barry
Dixie and Glenn Barth
Margaret and Edward Bartkus
Lucian S. Bartnick
David S. Bary
Paul Lee Bash
Debra J. Bass
Elaine and Peter Battin
Bruce I. Bauer
John H. Bauer
Kristine and Bryan Bauer
Mr. and Mrs. Russell C. Baum
John C. Baumgartner
Mr. and Mrs. William H. Baumgartner
Charles Bayless
Michael R. Beam
Leslie C. Bean
Henry M. Bear
Lois and Daniel Beatty
Cathy Jo Beauchamp
Kelly S. Beck
Kristan Beck
Robert P. Beckelheimer
Sandra L. Beckley
Robert H. Becksfort
Paul M. Beckwith
Robert Gayl Beguin
Paul R. Belanger
Brian W. Bell
Kathleen and Gregory Bell
Kenneth C. Bell
Mindy P. Beller
Leonard M. Bellia
Karlene and Allen Belyea
J. Dennis Bender
Stanley B. Benford
Jack W. Bennett
Mary Louise and Lowell Bennett
Maxwell S. Benoliel
Lynn A. Berg
Ellen G. Berger
Lisa A. Berger
John D. Berghorst
John Bergmann and Leslie Webb
Linda and Todd Bergmann
Matthew Francis Bergmann
Milton R. Beringer
John D. Berkaw
Lee H. Berke
Thomas S. Berkey
David E. Berks
Lori R. and Clifford E. Berman
David Bern
Hadas J. Bernard
Kenneth M. Bernard
Kevin R. Bernard
Janet Bernardino and Dwight Shusda
Karen L. Berndt
Dr. and Mrs. Kenneth L. Bernhardt

HONOR ROLL OF DONORS

Jean A. H. Bernhart
William S. Berno
Stanley B. Bernstein
Charles F. Berry, Jr.
Angela Beste
Cynthia and Thomas Betts
Mr. and Mrs. John F. Beyer
Rakesh Bharti
Soledad and Rajesh
Bhatnagar
Dorothy and Luzine
Bickham
Dorothy L. and Melburn W.
Biddulph
David H. Biggs
Jennifer L. Billingsley
Marvin L. Billow
Elmer C. Binford II
Harry Bing-You
John A. Birchler
Mr. and Mrs. Lowell O. Bird
Barbara and William Birkett
Paul Brandon Birkhead
Stanley E. Bissey
Elizabeth and William Bjork
Homer A. Black
Susan M. and Rodney Black
John Selmon Blakely
Robin N. Blanc
Linda L. Blodgett
Judith and Duane
Bloomquist
Rebecca A. Blossy
Denise Bluhm-Heise and
Daniel Heise
James M. Bobel
Ernest F. Bock
Bruce K. Bockstanz
Donald J. Boden
Lynne T. Boehringer
Diane M. and Gregory A.
Bohan
Barbara Bolling
Karen Bollinger
Louise and George Bollman
Milt Bollman
Judith Bolon and William
Murray
Mary and Karl Bolstad
Janet and Gerald Boltz
James L. Bond
James B. Bonner
Peretz I. Borman
Richard A. Boroway
John J. Bortak
Viola and Wanzer Bosworth
Robert Earl Botimer
Mark N. Boundy
Mr. and Mrs. Kenneth L.
Bourjaily
Edward Philip Bovich
William B. Bowers
Garry J. Bowman
Ollette and Edward Boyd
Mr. and Mrs. Arthur H.
Boylan
Joseph Boyle and Allyson
Farquhar-Boyle
Marilyn and John Boyne
Virginia and Lewis Bozek
Jennifer Landin Bracci
Mr. and Mrs. C. Craig
Bradley
Steven K. Bradley
Mr. and Mrs. Ed Brady, Jr.
Fred W. Braga

Kathleen and Brian Brandt
Melvin W. Brandt
Mary Yoko Brannen
Steven R. Brant
Jacqueline N. Brasher
Ernest Brater and Betsy
Breese-Brater
William Mark Bremer
Edward S. Bres III
Anne Schreiner Bresnahan
Rodrigo Bresser Pereira
Lisa M. Brining
Mr. and Mrs. Dennis M.
Brink
David L. Brinkman
Richard T. Brockhaus
Mr. and Mrs. Robert C.
Brockway
Jeffrey L. Brodsky
Michael J. Brody
Daniel P. Brogren
Bonnie J. Brown
Mr. and Mrs. Craig R.
Brown
David and Diane Brown
Derek L. Brown
Douglas Brown and Laura
Schlafly Brown
Lisa and Blair Brown
Randall L. Brown
Richard E. Brown
Robert M. Brown
Robert L. Brown
Scott Nelson Brown
Joseph G. Bruce
William and Karen
Bruinsma
Steven Carl Bruni
Daniel T. Brunner
Richard J. Brunner
James C. Bruno
Margaret H. Bruno
Cynthia R. and Robert C.
Bruns
Deborah F. Bryan
Marjorie B. Bryen
Michael R. Bryson
William T. Buchanan
Thomas G. Buck
Thomas James Buckley
Marilyn J. Budd-Morley
Anmityam Budner
Julia and Frederick Buesser
Toby-Lee and Harold P.
Bulan
Gordon W. Bunn
William F. Burbach
Robert J. Burger
Joan and Roy Burgess
Michael J. Burke
M. Jane Burnett
Byron D. Burns
Hugh Francis Burns
Joseph M. Burns
Amy S. Burt
David L. Busch
Mary and William Busch
Mr. and Mrs. Melvin H.
Buser
Eric A. Bush
Robert E. Bush
Charles H. Buswell
Deanna M. Butler
Debora and Scott Butler
Jayne and Paul Butler
Lucille and John Butler



Gary S. Butters
Susan and Roland Bydlon
Julie and Jon Bylsma
Nancy and Jay Bylsma
John P. Byrne
Vincent J. Caiola
Gina and Fielding Caise
Jorge R. Calderon-Rossell
William R. Caldwell
Peter D. Calkins
John W. Callahan
Ronald E. Callahan, Jr.
Susan and Gordon Callam
John T. Callaway
Stclair J. Cameron
Morris H. Caminer
Jack Caminker
Tara Lynn Camisa
Matthew M. Campau
Denise A. Campbell
Marilynn and Herbert
Campbell
Cynthia and John Campo
Irving L. Cannon
Steven R. Cape
Michele and Jonathan
Caplan
Paula Caproni
Barbara and Gerald Cargo
Patrick M. Cargo
Mark S. Carley
F. Taylor Carlin
Felix Carlson
Kim Alan Carlson
Linda and Douglas Carlson
John P. Carrier
Andrew Carroll and Valerie
Bayne-Carroll
Clayton W. Carson
Laverne and Stanley Carter
Patrick S. Carver
Mary and Thomas
Casadevall
Nancy L. Casadevall
Marcelo J. H. Casas
Brian H. Case
Jeffrey A. Castello
Richard Joseph Ceci
Robert E. Cell
Edward A. Cepulis
Sung and Taesun Cha

Michael J. Chadwick
Suresh Chandrasekaran
Eva Chang
Abbe S. Chant
David E. Chapin
Michelle M. Chapman
Somruedee Chareonkul
Pareesh Maduravasal Chari
William Kevin Chase
Sayan Chatterjee
Mr. and Mrs. Dwight M.
Cheever
Mark M. Chernoby
Dale J. Chesney
Richard P. Chester
Sudathip Chiarawongse
Jennifer S. and Jeffrey J.
Chiesa
Linda E. Chin
Katy Mussar Chinn
Harold S. Chizewer
Jennifer and Michael
Chizuk
Diana and Timothy
Choppin
Brian G. Chow
Dorothea and Kevin Christ
Timothy A. Christensen
N. John Christman
Michele C. and Richard
Christner
Chris G. Christopher
Lisa and Richard Chubb
Rebecca L. Chun
Bowman K. Chung
Ronald Cieri
Anita L. Cifor
Francis A. Ciminelli
Michael Cleodore Cipicchio
John E. Cisek
Stephen L. Cito
Joan and John Claeys
Amy L. Clark
Christopher Clark
Margaret and Dan Claxton
Robert P. Clayton
William H. Clegern
Edward Martin Clegg
Todd E. Clements
Paul W. Clink
Kyle E. Clor

Dana M. Cluckey
Gary Richard Coblitz
Leslie and Bradley Cochran
David J. Coffman
Jeffrey W. Cohen
Mr. and Mrs. John L. Coker
Leslie G. Cole
Lynne A. Cole
Tina M. and John P. Cole
Carolyn and Jeffrey
Coleman
Robert J. Coleman
Robert A. Collard
Michael A. Collins
Luis Columna
Jonathan G. Comito
Kathy J. Commee
Mr. and Dr. Gregory S.
Conboy
Mary and Joseph Conen
Mr. and Mrs. David T.
Connor
Mark R. Connors
Ronald Arthur Cook
Lisa L. Cooley
Ann and Robert Coon
Matthew A. Cooney
Robert Cooper and Helen
Douglas Cooper
Marsha and Robert Cooper
Jon Copaken
David J. Copeland
Margaret R. Corbett
Kenneth C. Cornelius, Jr.
Jefford R. Cornwell
C. David Correll
Tonino Corsetti
David J. Cotcher
Robert D. Coven
Francis W. Coward
Amy E. Cox
Taylor Cox, Jr.
Timothy P. Cox
Eileen and John Coyne
Thomas Leslie Cragg
David L. Craig
Thomas D. Cramer
Shirley and Jack Crane
Virginia and Russell Crans
Roger P. Craton
Arthur O. Cravets

H O N O R R O L L O F D O N O R S

Elaine and Jack Creech
Margaret and Paul Greger
Steve C. Creutz
Peter Crociata
Sally and Larry Cronin
Anthony T. Crooke
Ralf A. Crookston, Jr.
Patrick Michael Crockin
Diane Cyphers Crowe
John J. Crowley
Thomas M. Crowley
Regina and Alfredo Cruz
Donald H. Cullison
Carole and William Culman
Carolyn and John Culotta
Carter C. Culver
Julian O. Cumberland
Peggy Cummins and Craig Polinski
John W. Cunningham
James L. Curtis
Scott A. Curtis
Cheryl A. Cusmano
Paul T. Czajka
Christopher M. D'Adamo
Edward P. Dagnes, Jr.
Brian H. Dale
Tracey A. Dale
Joe E. Dalton
William A. Damson
Erich J. D'Andrea
Sandra Ann Danko
Robert K. Darden II
Leon F. Darga
Michael P. Darger
Ingrid Dargin and Marvin Anderson
Joseph Dascola
James R. Datsko
Ernest H. Davenport
Thomas P. David
Evelyn W. and Franklin E. Davidson
Helen J. Davies
Diane Davis-Yarbrough and Danny Yarbrough
Eileen and Michael Davis
Paquita Yolanda Davis
Suzanne and Bruce Davis
Cheryl D. Day
Angela Sarafa Dean
Charles C. Deane
Edward W. DeBoom
Donald J. Debri
Jack I. Decaprio
Thomas W. Decker
Mary and Paul DeFilippo
Sean J. Degen
Marguerite and John DeHaan
Mr. and Mrs. Orrin F. DeLand
Michael J. Delaney
Marc F. Delzer
David P. DeMaagd
Keith E. DeMeritt
Harry N. Demetrios
James C. Depina
William F. Derman, Jr.
Martha and David Derr
Kent Desena
Chirag R. Deshpande
Anthony J. Desimone
William S. Detwiler
Marvin G. DeVries
Christine and Leo de Wit

Debra A. and Harold Diamond
Fred M. Diamond
Lance T. Diamond
Joseph V. DiCarlo
Gregory V. DiCenso
William J. Dickerson
Rebecca and Patrick Dickson
Julie Lynn Dickstein
Kevin M. Didion
George V. Diedrick
Jack F. DiFranco
Patricia A. Dill
Margaret M. and Mark B. Dillon
Mr. and Mrs. W. S. Dillon
Lisa Ann Dillow
Martin A. DiLoreto
Paul C. Dilworth
Dr. and Mrs. Ananias C. Diokno
Diana and David DiRita
Mr. and Mrs. Richard L. Dissen
Carolyn and Nelson Dittmar
Mark C. Dixon
Sandra J. Dixon
Deron A. Dobbs
Scott H. Dodge
John W. Doerer
Karen Joyce Doerschug
Anni Doi-Vroom and Brian Vroom
Karen M. Doldeberg
Irwin and Diane Dolgoff
Marangal I. Domingo, Jr.
Douglas Donald, Jr.
Linda and Tom Donaldson
Mr. and Mrs. Michael J. Donaldson
Stephanie and Edward Donaldson
E. Philip Doolittle
Karen and Gregory Doren
Raymond P. Dornbusch
Dessie Dossetto
Mary and Eric Doster
Darlene L. Dotson
Guy J. Doty
Lawrence L. Doute
Mr. and Mrs. William E. Dove
Frank Downing
Howard G. Downing, Jr.
Nedra and Howard Downing
Frank T. Drabek
Charles F. Drake
Theda and Lawrence Drake
Joel Dreskin
Jennifer B. Drinan
Max Drobner
Valerie L. Drossman
Julia L. Dubose-Rimer
Leslie P. Duellman
Diane and Peter Dugan
Roger P. Duggan
Barbara and John Dulas
Eugene F. Dunham, Jr.
Mr. and Mrs. William C. Dunkelberg
Dan Miller Dunkle
Angela and Daniel Dunlap
Mr. and Mrs. George T. Dunn

Herbert G. Dunphy, Jr.
James Robert Duprey
William C. Durant, Jr.
James R. Easton
Roberta C. and Roger C. Easton
Lori Petrosky Ebaugh
Steven J. Eberbach
Scott S. Eckker
Garry M. Eckard
Todd E. Eckert
Mr. and Mrs. Morris A. Edelman
Charles C. Eden
Kenneth W. Edge
Mr. and Mrs. C. Hobart Edgren
Eric J. Edidin
Samuel Hoyt Edson
David N. Edwards
Jane and Stephen Edwards
Lillian and Jimmy Edwards
Raymond W. Edwards
Katherine and J. Robert Effinger
Jasper W. Efrid, Jr.
Roger Ehrenberg
Beth and David Ehrlich
Thomas R. Eickemeyer
Valarie D. Eiland
William T. Eilola
Olga B. Eiras
Robert C. Eisemann
Ruth and Peter Eisemann
Ronald C. Eisenhart
David F. Eisenlord
Dean S. Eiteman
Clarence C. Elebash
Katherine and Robert Elias
Robert S. Elieff
LeRoy M. Ellgass
Lessie and Edmond Elliott
Robert Michael Elliott
Mr. and Mrs. James C. Ellis
Lisa and Larry Ellis
Michael S. Ellis
Tina and Martin Ellis
Mark H. Elowsky
Fred S. Elrod, Jr.
Mimi and David Elwell
Merton D. Emery, Jr.
Michael Jon Emery
James W. Emison
Robert W. Emke Jr.
Robert A. Englander
Frances and Edward Engle
Sara Engle and Hans VonBernthal
Bruce F. Englehart
Marsha and Patrick Ennis
William D. Erni, Jr.
L. Fallasha Erwin
Gerald P. Esmer
Thomas C. Esper
Carol and Eugene Estes
Jim Euphrat and Kemi Williams
Turry and Edwin Eustice
Bruce D. Evans
William B. Everson
Amy L. and Stephen G. Evseoff
Laura L. Ewald
Dale R. Ewart
Mr. and Mrs. Peter D. Faber
Mark E. Faerber

Ralph D. Fagge, Jr.
Urban J. Farnsworth
Allyson Farquhar-Boyle and Joseph Boyle
Mary Beth and David Farrell
Susan N. Farrell
Harry L. Featherstone
Gretchen and Timothy Feemster
Judd R. Feldman
Susan and Michael Feldman
Donald Feldstein
Paul G. Feloney
Lyle Felsenthal
Clayton C. Fenton, Jr.
Christine Ferguson and Frederick Glomb
Raymond J. Ferguson, Jr.
Lori and David Ferris
James S. Fick
Heather L. Fields
Barbara and Arthur Fierce
Barbara and Steven Fierce
Sharon A. Figore
Fred M. Filoon
Andrew R. Fine
Matthew D. Finn
Patrick C. Fischer
James B. Fish, Jr.
Phillip H. Fisher
Harry Fishman
Melvin S. Fishman
Patrick Michael Fishman
Mr. and Mrs. Stephen N. Fishman
Richard T. Fitchen
Jeanne M. Fitzgerald
Walter D. Fitzgerald
David W. Flammer III
A. David Flanagan and Perry Peck Flanagan
John F. Flanagan
James E. Flaum
Luke J. Fleckenstein
Susan M. Fletcher-Gutowski
James R. Flink
Michael L. Flory
William F. Flynn, Jr.
Michelle Fodale
Michele and Michael Follbaum
Bowen D. Fong
David E. Foraker, Jr.
Mary M. Foran
Robert P. Fordyce
Ilene and Michael Forman
P. Heather and Hugh Forman
George J. Forrest III
James C. Forrest
Bonnie and Joseph Forrester
Jennifer L. Forsyth
Mark L. Fossee
Duane Edward Foster
Mr. and Mrs. Jack M. Foster
Charles F. Fox, Jr.
Mary Kay Fox
Judy and Ronald Foxman
Kimbra A. Fracalossi
Anne and Chester France
Philip M. France
Gene R. Francis
Donald G. Franck
Frank J. Franconi

Barbara A. Franek
Mr. and Mrs. Joseph A. Frank
Meredith L. Freeland
Robert Freeland
Judd Freeman
Sheryl L. Freind
Elizabeth and Charles French
Margaret and Frank French
Jeff H. Frerichs
Rick Frey
Kenneth Richard Frick
David S. Friedlander
Rae and Richard Friedman
Rona and Donald Friedman
Victoria L. Friedman
Patrick C. Friel
Peter James Frischmann
Ava and William Frisinger
Carolyn S. Frith
Jeffrey S. Frizzell
David Allan Fryk
Robin M. Fugick
Francelle and Kevin Fulton
Mr. and Mrs. Edwin T. Funk
Mr. and Mrs. Frank E. Furst
John S. Furst
Thomas Michael Fussner
Marilyn and Norman Gabel
Peter E. Gable
Carol and Richard Gabriel
Donald Gaertner
Michelle B. Gaffen
Richard Galant and Linda Stem
David J. Galbenski
Duane E. Gale
Eric J. Gall
Carolyn L. Gallmeyer
Dorothy and John Galloway
Rafael E. Garcia
Jane and Lee Gardner
Marjorie and John Gardner
Robert Henry Gardner
Thomas H. Gardner
Raymond T. Garea
Kirsten E. Garen
Tracy Schumacher Garr
Timothy E. Garbrant
Maurice F. Gartner, Jr.
Gretchen L. Gasser
Jerome W. Gates
Robert T. Gates
Mr. and Mrs. Joel L. Gauthier
Morton H. Gavens
Gary A. Gavioli
Edward Gaw
Susan and Peter Gawel
Paul E. Geck
Jane T. Gedicks
Susanne and Jerry Gedvick
Stewart S. Geelhood
Scott Gerald Gehlbach
Norrine and Arthur Geib
Marylou and Peter Geis
Mark W. Gendron
David S. George
Diane Angielczyk Gerard
Kathleen and Thomas Gerber
Mr. and Mrs. James D. Gerwin
James and Dorothy Gibson
Theodore T. Gibson, Sr.

HONOR ROLL OF DONORS

Elizabeth and Donald Giles
Harry Gilman
Kimberly T. Gilmore
Beth Gindin
Wendy and Cass Gittins
Francis Lee Giuliani
Anne and Peter Glaser
Ronald H. Glatz
David H. Glen
Frederick Glomb and
Christine Ferguson
Marjorie and Donald
Glossop
Milton A. Goetz
Keith H. Gohlke
Alan Gold
Ann Lisa Goldberg
Mr. and Mrs. Stuart S.
Goldberg
Claudia and Robert
Goldenthal
Michael A. Goldring
Lynne Ellen Goldstein
James T. Golematis
Philip H. Gollance
Joseph Golov
Elaine Hoey Gomez
Melvin W. Goodell
Barbara H. and Mitchell H.
Goodkin
John B. Goodsell
David L. Goodwin
Jerome W. Gordon
Kelly A. Gordon
James Gore IV
Barbara and Harry Gorman
Peter Paul Gorsche
Louise and Arthur Gossack
Sandra K. and Ronald H.
Gosse
Daniel L. Gotthilf
Douglas P. Gould
Barry Gourley Trust
Mr. and Mrs. James A.
Grabow
Mr. and Mrs. James S.
Grace
James E. Graf
Aaron Isadore Graff
Matthew Graff and Leslie
Lawther
Miriam Beth Graff
Stan W. Graff
Kenneth H. Granat
Carol and David Grand
G. Douglas Grant
Thomas W. Granzow
John Milo Grau
David E. Grauer
Philip Michael Graver
Loretta and Robert Gray
Gertrude and Douglas
Green
Louis A. Green
Robert Allen Green
William S. Green
Noreen Chiu Greenhalgh
Bruce Craig Greening
Richard C. Greenough
Robert J. Greenough
Robert L. Greenwald
Margaret and Ronald Gregg
Eric M. Greifenberger
Bertrand J. Greve
Francis J. Grey
James J. Gribble

Alvin M. Griffin
Deborah and Roger Griffis
Kenneth C. Griffio
Elizabeth O'Boyle Grimm
Mr. and Mrs. Thomas E.
Grimshaw
Thomas M. Grip
Christine and Robert Gross
Richard S. Gross
Royce A. Gross
Sabrina and Douglas Gross
Seth A. Grossman
Michael D. Growe
John S. Guenther
Kenneth J. Guerrini
Mark G. Guido
Elaine and Richard Guinca
Donna Guith
Grace L. Gunnip
Roy Wayne Gunther
Mr. and Mrs. John C.
Gurche
Dr. and Mrs. George A.
Gustafson
Mr. and Mrs. David R.
Gwinnell
Morley Gwirtzman
Mr. and Mrs. Peter W. Haab
Bonnie and Donald
Haapala
William E. Haberman
Nancy Ann Hackenberger
Mr. and Mrs. Thomas
Hackett
Susan and Keith Haddrill
Catherine and Mark Hafeli
Mr. and Mrs. James C.
Hagen
G. Scott Haislet
Garrett A. Hall
George N. Hall
Mitchell G. Hall
Randall K. Hall
Todd Michael Hall
Larry G. Halperin
David M. Hamed and Laura
Bednarz Hamed
Robert A. Hameister
Terence E. Hamilton
Mr. and Mrs. James E.
Hammond
Mary and Robert Hammond
Mr. and Mrs. Randy L.
Hammond
Paul Andrew Hammonds
Unae and Seunghoon Han
Michael S. Hanan
Paul A. Handelman
Christine M. Handt
Gordon Loren Hansen
Gregory Phillip Hansen
Gregory C. Harbaugh
George Palmer Harbison II
Brian K. Harcourt
David J. Hardy
Dean P. Harlow
Daniel W. Harmon
Susan Carol Harnach
Linda and Ronald Harnisch
Carol and Monte R. Harold
Pamela Kay and David
Haron
Alden Harris
Laurie and Joshua Harris
Lisa and George Harris
Nicole D. Harris

John B. Harrison
Robert K. Harrison
Thomas P. Harrison
Maria and Jeffrey Harshe
Bonnie Dee Hart
Edward W. Hartman
Jon Douglas Hartman
Mr. and Mrs. Lawrence B.
Hartman
Kathryn M. Hartrick
Julie P. Harvey
Troy J. Harville
Todd V. Hasson
Rodney C. Hathaway
Louis W. Haughey
Janice and Jeffrey Hausman
Steven J. Hausman
George E. Hay
Frank C. Hayer III
Melissa and Francis Hayes
Steven M. Hayes
Carla Hayn
Rodney E. Haynes
Robert G. Hayssen III
Karen M. and Samuel
Hazleton
Mr. and Mrs. Daniel O.
Head III
Joseph A. Hebert
Maria and Loren
Heckelman
Mary and Robert Heckrotte
Christine and Joseph
Heffernan
David A. Heilbrunn
Roger W. Heins
Ronald D. Heiser
Katy and Craig Held
Brian A. Heller
Norma and Donald Heller
Vicki Gail Heller
Darlene R. Helzerman
Anthony B. Henderson
Philip H. Henderson
Esther B. Hendrick
Judy and James
Hendrickson
Joan E. Henkel
Joyce Hensley and Nelson
Leavitt
Joel A. Herman
Linda Herman
Clarence A. Herriman
David W. Herrington
Michelle Herwald
Mary and Keith Heslip
Byron Olav Hestevold
Gregory A. Heyboer
Helen and Edward Higbee
Harry Q. Higbie
Hugh R. Higgins
Kevin G. Higgins
David A. Hilbrink
Daniel H. Hildebrand
Harry Edward Hill III
James S. Hill
Linda A. Hillier
Katrin Hillner
David Andrew Hills
Donald J. Hineman
Bobby D. Hines, Jr.
Diane and Jeffrey Hines
Myra K. Hines
Munish Hingorani
David D. Hinman
Janet and Werner Hintzen

Gloria G. S. and Jason A.
Hinz
Von J. Hippensteel
Kirsten L. Hirsch
Mr. and Mrs. Joseph L.
Hirschfield
Joel S. Hirsh
Simon C. K. Ho
James G. Hobbs
Susan and Ronald Hodess
S. Michael Hodorek
Anne and Paul Hoef
Eugene G. Hoefle
Peter Hoekstra
Beth Hoetger and Michael
Tisack
Susan and Jeffrey Hoffman
Vicky B. Hoffman
Christine and William
Hogan
Thomas F. Hogan
Mr. and Mrs. James S. Hogg
Daniel W. Holbert
Henry T. Holland
Kimberly and Joseph
Holland
Robert C. Holmes
Pamela and Terry Holmes
Frederick J. Holtz, Jr.
Robert G. Holtz
Wilton A. Hom
Dennis W. Hoomstra
Mr. and Mrs. Frederick
Hopkins, Jr.
Charles R. Hoppe
Daniel R. Home
David C. Hornstein
James F. Horton
John Douglas Horton
Kenneth A. Horton
Mark R. Horvath
Elmer M. Houghten
Randal F. Housner
Charles J. Hovanesian
George E. Howard III
Karen and Marlin Howard
Laura K. Hower
Thomas M. Hresko
David Edward Hritz
Walter Hubbard and Cathy
Wrotny
Mr. and Mrs. John P.
Huckins
Diane and Ken Hudanish
Mr. and Mrs. Wesley J.
Huibregtse
John G. Hungerford
Andrea Sha and Greg Hunt
John A. Hunt
Kenneth W. Hunt
Michele and Robert Hunter
Mr. and Mrs. Jeffrey P.
Hurlbert
Christopher E. Hurlebaus
Aubrey Albert Hurse
Kathleen and Leonard Hurst
James G. Husband
Judith and Martin
Hutchinson
Cristy and Arthur Hyde
Margaret and Edward Hyde
Myra and Dennis Hykes
Janet and James Hynes
Jean and John Hynes
Cari and Ron Immerman
Patricia and David
Immonen

J. George Ingber
David R. Inman
Mr. and Mrs. Thomas C.
Irwin
Kimberly and Alexander
Isaac
Robert D. Isom, Jr.
Doris and Reginald Ivett
Alice and E. L. Ivy
Russell T. Jack
Amelia and Bruce Jackson
Jerry L. Jackson
Mary W. and Kenneth L.
Jackson
Mary Janice Jacobi
Nancy K. Jacobs
Mary and Paul Jacobs
Joyce Allyson Jacobsson
Janet M. Jagusch
Merrily L. James
Elizabeth and William
Jamieson
Paul Janiak and Linda
Loving-Janiak
Richard T. Jannarone
Michael Bruce Jansen
Laurie and Philip Jansen
Patricia and David Jaqua
Mr. and Mrs. Ralph G. Jarl
Bradley J. Jaros
Jeffrey Jarrett
Charles E. Jarvi
Janet and Lawrence Jegen
Maria Jelecki
Charles W. Jennings
Michael P. Jepsen
Jerry J. Jerome, Jr.
William E. Jetter
Miguel L. Vargas Jimenez
Elaine A. Johns
Angela M. Johnson
Blaine L. Johnson
Charles L. Johnson III
Craig E. Johnson
Cynthia L. Johnson
Daniel P. Johnson
George L. Johnson
Jeri and Kyle Johnson
Keith A. Johnson
Keith Duane Johnson
Mitchell K. Johnson
Robert E. Johnson
Robert Johnson
Patricia and Robert Johnson
Terry and Thomas Johnson
Todd A. Johnson
William A. Johnson
Richard H. Johnston
Richard R. Johnston, Jr.
Caroline Robinson Jones
Gaylor W. Jones
Glynda and C. Thomas
Jones
Larry Jerome Jones
Michael John Jones
Olga and Samuel Jones
Ronald H. Jones
Stephanie R. Jones
Susan and Travis Jones
Mr. and Mrs. Thomas Jones
Kevin H. Jordan
Mr. and Mrs. Olaf R. Jordan
William A. Jordan
Michelle and Craig Joseph
Steven M. Joshowitz
Nancy A. Joslin

HONOR ROLL OF DONORS

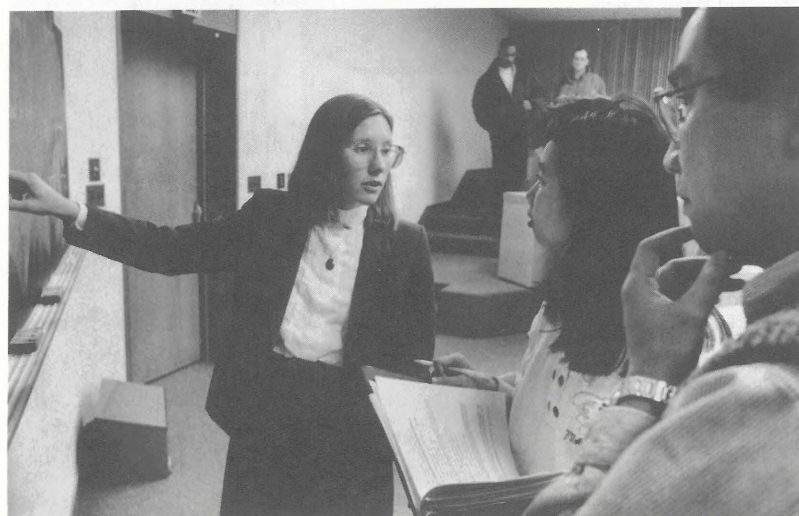
Karen and Kevin Jung
Sue H. and John P. Junge
Deborah and Kevin Jungquist
Mr. and Mrs. Michael P. Jurgensen
Sarah and Michael Jury
C. Mitchell Justice
Howard K. Kaak
Barbara and James Kahan
Adam J. Kait
Larry L. Kalbfleisch
Allan Stuart Kalt
Beverly and William Kaman
Mary J. Kammerzell
Clarence Kamstra
Devanshu V. Kansara
Nancy and Richard Kao
Gary E. Kapanowski
Donald G. Karcher
Bernhard Karl
Joseph Richard Karner
Drew G. Karonis
Steven S. Karpen
Julie A. Karwoski
Steven D. Kasiske
Henry Kassner
Mr. and Mrs. James F. Kasting
Daniel M. Katlein
Susan and David Katz
Matthew Kaufman
Mr. and Mrs. Robert W. Kaufman
Anthony M. Kaylin
Albert John Keegan, Jr.
Daniel C. Keifer
Christopher Dale Keillor
Noreen Keleshian and Roger Moore
Paul Berwald Keller
Mr. and Mrs. Richard L. Keller, Jr.
James C. Kelley
Joseph F. Kelley
William P. Kelley
James M. Kellogg
Janet and Philip Kelly
Susan and John Kelsey
A. G. Kennedy
Leslie L. and Charles W. Kennedy

Gary Alling Kepler
Johanna and Charles Keresztes
Karen M. Kernosek
Paul E. Kerns
Larry James Kerr
Alan T. Kessler
Lynn and Neil Kessler
Gregory Blaine Keys
Akram Khan and Margery Ware
Ruth and Gary Kidd
Patricia Ann Kiebach
Laura Kiers and Michael Sovel
R. J. Killigrew and B. J. Kimmen
Karl S. Kilpela
Dongcheol Kim
Thomas W. Kimen, Jr.
Linda and Isadore King
Mary and Kenneth King
Sue and Mark Kinsler
Robert L. Kiple
John F. Kipps
Linda and Howard Kirschbaum
David B. Kirshenbaum
Maxine S. Kisilinsky
Michele Krolicki Kitch
Mr. and Mrs. Trent P. Kitley
Robert P. Kittredge
Leo E. Kivela
Helen and Roland Kjelland
Susan B. and Peter F. Klaas
Louis B. Klam
Alan L. Klein
Catherine and Alan Klein
Elizabeth and Rodney Klein
Jodine A. Klein
Mark F. Klein
Rita and Sam Klein
Susan A. Klein
E. Alrick Klemett
Marian and Charles Klemstine
Carolyn Andrea Kley
Kristine M. Klimczak
Linda M. Kline
Carol and Frederick Klingbeil
Douglas W. Klocko

Elmer K. Klumpp
James Klunzinger
Maria and Frederick Klutey
Christopher Knaggs
James M. Knappenberger
Ronald J. Knaus
Tracey Y. Knox
Kenneth A. Knudson
Eric W. Kobosh
B. Leslie Koch
Colleen and James Koessler
Martha and Clark Kogen
Eric S. Kollman
Kathryn T. Konno
Larry F. Konrath
William R. Koretz
Debra and Stephen Korpi
Wallace A. Korzon
Glen K. Kosaka
Robert J. Kosobucki
Michael J. Kostolansky
Nancy and Sid Kowal
Mary Beth and Timothy Kowaleski
Stephen W. Kowalk
Mr. and Mrs. Mark L. Kowalsky
Thomas W. Kowenhoven
Harlan S. Kowitt
Rosemarie and John Kramer
David Kraut
Kim F. Kravitz
Norman Korn Kravitz
Karen D. Krawec
Margaret and Dan Kreider
Mr. and Mrs. Stephen E. Krenkel
Brian A. Kreucher
Judith and Donald Krieger
Avula R. Krishna
Karol Helen Krohn
Donald M. Kronig
Janet Kropa
Barbara and Jerome Krupilski
David W. Kubiak
Michael E. Kudlac
Merle F. Kuhlman
Judy and Karl Kuiper
John L. Kuipers
Sandeep S. Kulkarni
Pamela E. Kunick

Judith and James Kunkel
Dolores and Raymond Kurtz
Alan M. Kurzman
Kenneth Charles Kuszynski
Maria and David Kuziemko
Sena M. Kwawu
William D. LaBaw
Edward S. Ladd
Richard J. Ladner
Mr. and Mrs. Richard H. Laird, Jr.
Mr. and Mrs. David Lambert
Janet and William Lambert
Suzanne M. and R. Gilbert Lambert
Arthur F. Lamey, Jr.
Patti and David LaMoreaux
Mr. and Mrs. Dirk B. Landis
Mr. and Mrs. John P. Lange
Charles F. Langley
Carol Lankfer and James Lenic
Karl E. Lapeer
Heidi and Mitchell Lapides
Daniel J. Larabell
Eric I. Lark
Mr. and Mrs. Ronald W. Larson
Lizabeth and James Larson-Shidler
Jack LaRue
Susan and James Laslavic
Craig Bryan Lather
Judy E. Latta
Thomas C. Laurell
Jenny and Michael Lavey
Stephanie L. Lawler
Kara E. Lawrence
Thomas B. Lawrence
Harold Lawson
Shirley A. Lawson
Leslie Lawther and Matthew Graff
Thomas A. Layher
J. Rodney Layton
Victor Leabu and Martha Quackenbush
Cornelius J. Leary
Laura Elizabeth Leary
Nelson Leavitt and Joyce Hensley
Gene Leckie
Anna and David Lee
David Barry Lee
Gilbert Lee, Jr.
Ji-Hyung Lee
Judith Lee and Robert Schwarzenbach
Mr. and Mrs. Wayne Leengran
Katherine and Mark Lefanowicz
Leonard S. Leibowitz
James Henry Leigh
Alexander Leighton
Kellen G. Leister
Mr. and Mrs. Francis Lemery, Jr.
Elizabeth A. Lenders
Michael M. Lennington
Mr. and Mrs. David M. Lenz
Frank L. Lenzotti, Jr.
Mary and William Leonard
Martin L. Lepelstat
Margaret M. and Erman E. Lepley

Kristine and Timothy LeRoux
Julianne M. LeSage
James P. Lesinski
Robert I. Lester
Lyla and Austin Lett
Linda and Douglas Leupen
David H. Levin
Mary and Steven Levine
Ronald M. Levinson
Janice and Phillip Levy
Norman Levy
Kurt S. Lewandowski
Robert Michael Lewandowski
Anita G. and Alvin Lewis
Benedetta and Robert Lewis
Charles S. Lewis
David D. Lewis
Mark E. Lewis
John A. Libbe
Diane and Michael Liberman
Robert Licht
Darin J. Lieber
Jeffrey B. Lieberman
Stephen R. Lieberman
Donald E. Liebers
Terry M. Linden
Melissa and R. Wayne Linderman
Stanford A. Lindquist III
Alexander Farnum Lippitt, Jr.
Mr. and Mrs. Michael B. Lisull
Tim Litinas
Shelley D. and Marc J. Littman
Thomas C. Liu
Wade S. Lnenicka
Marilyn C. Lockard
Alan R. Lockwood
Phyllis and Gordon Loewengart
Thomas P. Loftis
Adolph K. Lohwasser
Janice E. and Leon J. Loichle
William T. Loker
Daniel J. Lombard
Mark T. Long
Michael H. Long
John M. Lorenzen, Jr.
Sally Elizabeth Lorimer
William J. Lorne
Stewart N. Loud, Jr.
Leonard H. Louik
David G. Louwers
James A. Lovejoy
Susan and Francis Lovejoy
David Lee Lovelace
Linda Loving-Janiak and Paul Janiak
Douglas G. Low
Dr. and Mrs. James Thomas Low
Ann and Theodore Lowe
David M. Lowe
Katharine and Alfred Lowe
Robert Lowe
Niki and Wesley Lower
John Joseph Lucas
Roger S. Lucas
Mary and Thomas Lucchesi
Robin L. Lucie



HONOR ROLL OF DONORS

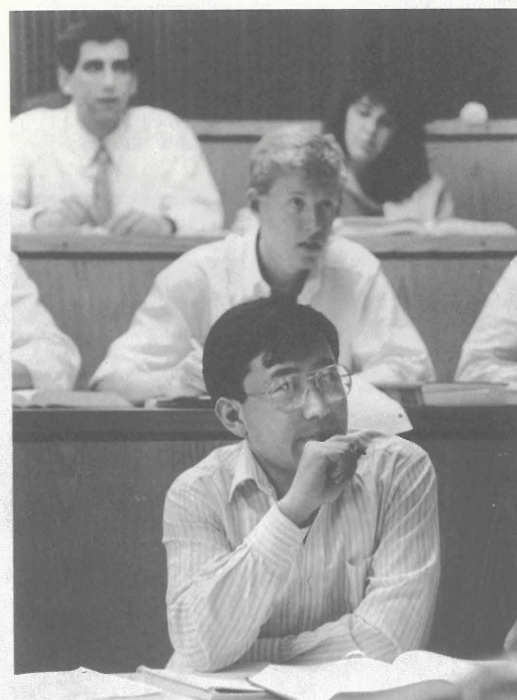
Carl A. Lucke
Gary A. Ludema
John D. Ludlow
Patricia and Robert Ludwig
Jon Lunderberg
Caroline Luongo and
Thomas Morgan
Shari Lutz and Robert
Cooper
Marshall H. Lykins
Holly A. Lynch
Mary E. Lynch
Dean M. Lyons
Patrice B. Lyons
S. Alan Maag
Matilda and Frederick
Maassen
David W. MacDonald
Gary A. MacDonald
Arthur W. Mack
Rosanne and Paul Mack
Robert A. MacKay
Marion and Gordon
MacKenzie
Peter J. Mackersie
David Allen Mackey
Maureen Mackey and
Raymond Yee
Duncan W. MacLean
Linda L. Macomber
Dr. and Mrs. Laurence A.
Madeo
Amreen Madhani
Stephanie R. and Jon L.
Madill
Peter J. Mafera
Marita and Joseph Maffesoli
Michael G. Magee
Simone Maggioni
Cynthia F. Mah
Donna and J. Parke
Malcolm
Kathleen M. Malec-
Braunlich
John William Mallory, Jr.
Roy Malmberg
John S. Malnor
Jean and Orlando Mancini
Christine Manfredonia
Sally Manglicmot
Kathleen and Timothy
Manney
Laure J. Manning
Carol S. Mantey
Cheri and Joe Manzinger
Anthony V. Maranto, Jr.
Barbara and Allen Marcus
Emily Marcus
Lawrence Brian Marcus
Robert Marcus
Robert T. Marcus
John T. Marcusse
Yoav Margolin
Thomas R. Margosian
Francis J. Markey
Lawrence D. Markman
Steven B. Marks
Katena A. Markus
Rachel B. Marotta
Louis F. Marr
John T. Marsh
Judy A. Marshall
Cindy L. Marsland
Barbara D. and George G.
Martin
Elizabeth and Mark Martin

Mr. and Mrs. Hoke P.
Martin
Hugh Martin
Jaisy and Terence Martin
Mr. and Mrs. James R.
Martin
James R. Martin
Jessica A. Martin
K. Rachel and Gregory
Martin
Matthew G. Martin
Timothy J. Martin
Paul M. Martino
Cynthia J. C. Masland
Harriet and William Mason
Harrington K. Mason
Janather and David Mason
Katie and Roy Mason
Chris Masselink
Andrew V. Masterman
Kelly Kay Masters
Thomas Dean Mathern
Sylvia M. Matijasevich
Steven B. Matlin
Burton N. Matross
Sherrie and Keith
Matsumoto
Rick R. Matsumoto
Beth and Jeffrey Mattfolk
Mr. and Mrs. Chandler W.
Matthews
Benjamin D. Mattison
John W. Matton
Mr. and Mrs. Michael E.
Matus
David M. Matuszewski
Martha A. Maugh
John E. Maxa
Caryn Maxim and
Christopher Antoniaci
Mr. and Mrs. Edward L.
May
Mary J. May
Richard D. Mayer
Joseph L. Mayfield, Jr.
Jeanne and Kenneth Mayne
Alan G. Mayr
Douglas J. McAlpine
Donald McBride and Julie
Vanderpool-McBride
Kathryn and Barry McCabe
William J. McCaffrey
Claude A. McCann
Katherine and John
McCarty
Earl B. McClanahan
Melissa G. McClary
Michael J. McClelland
Lisa and Mark McClure
Laurie McCollum and Carl
Warschausky
William Cameron
McConnell III
Ruth M. McCormick
Vida McCray-Gardner and
John Gardner
Joyce and John McCre
Robert L. McCulloch
Elsie and Oliver McDermott
Mary K. and Roger W.
McDonald
Kathleen and Charles
McDowell
Robert R. McElwain
Daniel J. McEnroe
S. Catherine and Patrick
McEvoy

Mr. and Mrs. William D.
McGregor
Leonard F. McGugin, Jr.
Jo Lynn and B. G.
McGuinness
Mr. and Mrs. Richard A.
McGuire
James T. McHugh
William C. McIntosh
Cheri L. McIntyre
Mr. and Mrs. Frederick N.
McKee
Dan K. McKenzie
Joseph McKeitz
Michael G. McKewin
Ann L. McKinley
Melvin J. McKinley, Jr.
Robynn R. and Chris M.
McKinney
Robert McKnight
Judith A. McLean
Stuart A. McLean
Mr. and Mrs. Malcolm B.
McLellan
Robert and Joan McLellan
Mr. and Mrs. John R.
McNamee, Jr.
Catherine and Francis
McNichol
Maureen and Michael
McPeck
Mr. and Mrs. Kenneth C.
McPhail, Jr.
Barbara A. and Bruce D.
McRitchie
Phyllis and Ronald
McSwain
Robert D. McTaggart
Lynn Meade Mason
Janet and Kirby Meagher
Lee A. Meddin
Melinda H. Medley
Joseph A. Medlin
Laura and Robert Medway
Dorothy and Edward Megill
Bradley R. Meier
Constance and Neil Meisel
Janice and Michael Meisel
Jon Barry Melnick
Amy and James Melvin
Robert L. Melvin
Hannah and Glenn Mencer
Carole and Juan Mendez
Kristy and James Meretta
Glennys D. Merritt
Cynthia Lynn Merz
Lucinda and Peter D.
Metcalfe
Roy Claude Metelski
Doris C. and Richard A.
Metzler
Christopher M. Meyer
Susan and Philip Meyer
Pamela and Jeffery Micallef
R. Wyatt Mick, Jr.
Nancy and Christopher
Micklather
Donald Linn Milbourn
Gerald G. Milkie
Allison M. Millard
Eugene Elden Miller
James E. Miller
Jane Miller and Brian
Williams
Janet L. Miller
Lori and Alan Miller

Michael I. Miller
Mr. and Mrs. Michael J.
Miller
Richard A. Miller
Robert R. Miller
Thomas W. Million
Howard Bernard Mills
Christopher B. Min
Marjorie and C. Raeford
Minix
Robert B. Minster
Sonal Mithani
Susan and Daniel Mitrano
Linda and Raymond Mitzel
Michael O. Mizanin, Sr.
Craig Michael Moeller
Emily and Richard
Moellering
Paul E. Mokdessi
Kathleen and Donald
Molewyk
Robert A. Monroe
Jose A. Montemayor
Jacque and John Montrose
Dale E. Moon, Jr.
Kimberly S. Moore
Shirley Rhea Moore
William E. Moran
Margaret M. Mordarski
Patricia and Gregory
Moreland
Bruce E. Morey
John D. Morgan
Kenneth R. Morgan
William M. Morgenroth, Sr.
Gary E. Moross
Mr. and Mrs. Barry L. Morris
Benjamin A. Morris
David J. Morris
Stephen Morris
Wesley J. Morris
James A. Morrison
Thomas A. Morrow
Alan W. Morton

Dorothy and Frank Mosier
Ann and Jeffery Moss
Karen and John Motz
Robert Allen Moug
Nick Jacob Muhlbach
Kenneth Mulder and
Dianne Taeckens
Peter Mullany
Philip M. Mulvihill
Gary Munce and Marilyn
Warner
Susan Grimes Munsell
Dennis M. Murphy
Edward J. Murphy
Grant J. Murray
William Murray and Judith
Bolon
Hallie G. Myers
Gary J. Mynar
Stephanie and Frank
Myszkowski
Sheri and Brian Nadig
Mr. and Mrs. Bernard
Nagengast
Sanjeev P. Nagrath
Kathy and Larry Nagy
Samuel M. Nakagawa
Yasuji Nakajima
Kathleen S. and Graydon B.
Nance
Bruce C. Nash II
Alice Anne Navin
Barry David Needham
Alison M. Neff
Alicia V. Nelson
Barbara and Robert Nelson
Carolyn and Randall Nelson
Marianne L. Nelson
Susan and James Nelson
Thomas W. Nelson
Marjorie and Kenneth
Nemerovski
Mr. and Mrs. Glennon
Nenninger Jr.



HONOR ROLL OF DONORS

John L. Nequist
Mr. and Mrs. Gordon A. Nethercut
Patricia and Daniel Neumeyer
Nancy Neville and Anthony Vogel
Alfred Nevins
Mr. and Mrs. Richard S. Newman
Lewis C. Newmyer
Jill K. Newsted
Karen and Victor Ney
Robert Ng
Thanh T. Nguyen
John M. Nichols
Asger M. Nielsen
Kirsten Nieradtka
Phillip B. Niffenegger
Mahendrarajah Nimalendran
Patrick J. Nitkiewicz
Pamela A. and Donald A. Nolan
Linda and Philip Nome
Ronald V. Norene
Douglas Lee Norland
Elizabeth and James Norton
William C. Norwalk
Frederic E. Nott
Glenn J. Novarro
Mark R. Noyd
John H. Nunn
Charles A. Nuzum
Judith M. Oberg
James D. O'Brien
Robert T. Ochtel
Jane and Donald Ocker
Kevin M. O'Connell
Celeste V. Oda
Benjamin N. Odom
James C. O'Donnell
William E. Oette
Marcia and Roger Oetting
Laura P. Ogden
Ruth and Edward O'Hara
Mr. and Mrs. Robert J. Ohlheiser

Sean Michael O'Leary
Nancy and Charles Oliphant
Anton L. Olson, Jr.
Thomas T. O'Meara
Charles R. O'Neill
Arlene and Eric Oppenheim
Joseph John Orczyk
Alfredo M. Ortiz
Janet L. Osborn
Denise M. Osentoski
Anne and N. Kevin Ostby
Mr. and Mrs. Herschel L. Ostrov
Gregory James Ostrowski
Rosanne and Daniel O'Sullivan
Gail and Robert Oswald
Jeffrey B. Otero
Gerald A. O'Toole
Patrick James O'Toole
Michelle L. Ouellette
Agnes and Frank Ozerdem
Donald L. Packard
Mary Jane and John Padgett
Caron Palder
Robert J. Paley
Laura M. Palmer
Anna and Henry Pang
Maria Theresa C. Panganiban
Michael N. Panhorst
Patricia and James Paquette
Catherine H. J. Park
Al Bayle Parker
Albert B. Parker
George E. Parker
James F. Parker
Lawrie and Jeffrey Parker
Carter H. Parry
Earl G. Parshall
Donald H. Parsons, Jr.
Ralph C. Parsons
Sally F. Parsons
Craig M. Pascoe
Brian E. Pastroff
Mr. and Mrs. Howard L. Pastroff

Lieschen and Sanford Pastroff
Sharon and Paresh Patel
Mr. and Mrs. Robert Paterson Jr.
Austin F. Patneau
Keith Alden Patterson
Eugene B. Paul
Jonathan Paul
Ernest J. Pavlock
Edith and Bruce Paxton
Debra and Thomas Peck
Robert H. Peiffer
Mr. and Mrs. David F. Pellegroni
David E. Pelter
Reginald K. Pelzer
Carrie Pence
Sara and Kraig Pendleton
Jeffrey B. Penn
Charlotte P. Penner
Eugene J. Peplinski
Stefanie M. Perakis
Shelley and Gregg Percich
Juan A. Perez
Jules M. Perlberg
Andrew D. Perlman
Tom M. Perring
Carla and David Perry
Douglas G. Perry
Marianne and Jerome P. Pesick
Arthur S. Pesner
Stanley Peterfreund
Daniel J. Petrocella
Suzanne H. and Gordon A. Pfeiffer
Barbara and Robert Phillips
Christopher Ames Phillips
Mr. and Mrs. Wendell B. Phillips
Harvey R. Pickford
Mary E. Pickford
Mr. and Mrs. Keith D. Pietila
Donald L. Pietz
Michael A. Piglia

Michelle and Christopher Pike
Joan and Stephen Pilon
Renee J. Pinard
Karen and Richard Pinkham
Betty and J. Pinkos
Bradley J. Pinne
Frank N. Pirsch
Helen and Albert Pittroff
Katherine A. Pittsley
Henry M. Platt
Sandra and Andre Plette
Nancy and Gary Plotkin
Elizabeth D. Plotnick
Susan S. and Steven L. Plotnick
Nancy S. Pochis
Judith and David Pohlod
Harvey W. Poirier
Mr. and Mrs. David Polacsek
Theodore E. Poledor
Craig Polinski and Peggy Cummins
John F. Pollard
Suzanne and David Polvi
John M. Pombier
Beth G. Pomerantz
Mr. and Mrs. Donald A. Pomeroy
Ellen and T. Lee Pomeroy
Mark D. Poniatowski
Belyne L. Poore
Keith Alan Postell
Mr. and Mrs. Mark Smith Potter
Jamie and Steven Potter
David J. Powell
Rachel and Scott Powell
Anne and John Power
Donald L. Powers
Georgina and Joseph Powers
William C. Powney
Marine and Olivier Prache
M. Scott Praven
Nicholas J. Preketes
Robert N. Prentiss, Jr.
Nina Henry Price
Lynnae and Michael Prokopow
Liesl and Dirk Pruis
Donald E. Pruis
Marianne G. Prybyla
Arthur Barnard Pryde
Harold F. Puff
Richard J. Puhek
Delbert C. Purdy and Betty Vance Purdy
Dianne T. Putti
Martha Quackenbush and Victor Leabu
Donna and Jerome Quell
Gregory L. Quimby
Jennifer and Daniel Quint
Karen M. Rabin
L. David Rabinowitz
Paul F. Rackoff
Stephen A. Rados
Brian N. Rae
Terry W. Ragazzini
D. Michael Rains
Dr. and Mrs. Roger K. Rains
Geula Raivich
Suresh Ramakrishnan
Rajiv Ranjan and Sangeeta Prasad

Mr. and Mrs. Hal C. Ransom III
Richard Paul Rasmussen
Judith and David Raub
Laura J. Rautio
June and Lynn Rayle
Linda and Roger Rayle
Mr. and Mrs. David V. Raymond
Marjorie L. and Mark J. Ready
Malla and Renuka Reddy
Thomas C. Reed
Lee Reichman III
Michelle D. Reichmann
Kevin P. Reid
Scott G. Reisfield
Philip A. Rem
Mr. and Mrs. Donald S. Remsen
Robert M. Rennie
Gertrude and R. M. Repicky
Robert J. Retsema
Mary and Charles Rettich
Marie and Robert Rhodes
David J. Riberi
Phyllis and William Rice
Stewart L. Rice
David M. Rich
Robert Cannon Rich
Jerry W. Richards
Laura A. Richardson
Martha and Stephen Richardson
Winston H. Richie, Jr.
Cecil H. Richter
David Jennings Richter
Jane and Paul Rider
Robert M. Ries
Dale R. Rietberg
Daniel W. Riley
Pamela and James Riley
Margaret and Daniel Riley
William D. Riley
Timothy John Rinaldi
Christopher B. Rising
Nancy and Charles Ritter
Ronald W. Rizza
Christopher C. Roberts
James B. Roberts
William M. Robertson
Bruce N. Robinson
Jane and John Robinson
Judith and Mark Robinson
Sheri L. Robinson
Mr. and Mrs. James J. Robson
James C. Roche
Dorothy and Stacy Rodman
Jeffrey T. Roe
Patricia and Harry Roe
Calvin and Rachel Roenicke
Mr. and Mrs. Donald B. Rogers
Linda and Elliot Rogers
Michael P. Rolnick
Laurie Eleanor Romanak
Mr. and Mrs. Stephen R. Ron
David J. Roodberg
Katherine and Phillip Roos
Jeffrey Carroll Rose
Pamela and Richard Roselle
Mr. and Mrs. Gary B. Rosen
Lisa and Richard Rosenbaum

1993/94 Partners in Leadership Volunteers

Chicago

Thomas B. Case
BBA '54, MBA '58
David Evans
BBA '75

Dan Hennessy, Chair
MBA '81

Roger E. Lumpp II
MBA '68

John Schippel
BBA '56, LLB '59,
MBA '59

Mark Seigle
BBA '80

Andrew Thinnies III
MBA '91

Gary T. Walther
BSE '60,
MBA '63

Frank T. Westover
BBA '61,
MBA '62

Detroit

Michael Brenner
MBA '68

John R. Edman
BBA '50, MBA '51

Stephen Epstein
BBA '64

Stanley Frankel
BA '63, MBA '64

Howard S. Heyman
BBA '78

A. H. Magnus, Jr.
BBA '53, MBA '54

Robert Torkelson
MBA '67

Donald Tucker, Chair
BBA '68, JD '71

Gerald M. Wolberg
BS '57, MBA '58

HONOR ROLL OF DONORS

Noel Ruth Rosenbaum
Louis J. Rosenthal
Pamela and Kelly Ross
M. K. Roth
Michelle Diane Roth
Rochelle Roth and Bruce Schwartz
Wayne Ernest Roth
Arthur H. Rottenbiller
Craig R. Roush
James M. Rovelstad
Paul A. Rowley
Richard C. Roy
Mr. and Mrs. Charles W. Royer
Michael J. Royster
Barbara and Don Rozema
Alan A. Rubenfeld
Mark D. Rubenfire
James R. Rubenson
Leon A. Ruby
Edward J. Rudnicki
Ruben Rudy
John R. Rue
Philip W. Ruedi
Carol and William Rumminger
David W. Rumph
Sarah A. Rusher
Thomas L. Rushfeldt
Michael Gale Russell
Jill and Robert Rutherford
Felicia and Timothy Ryan
James E. Ryan
Kathleen M. and Richard A. Ryba
Edward J. Rymarczuk
Suzanne B. Saad
Eleanor and Evan Sachs
Karen and Todd Sachse
Robert H. Sack
Eric Saenger and Valerie Vullo-Saenger
Frank M. Safran
Mr. and Mrs. Frank M. Safran
Roxie and Torcome Sahakian
Mr. and Mrs. Michael A. Sakkinen
Roland F. Salmonson
William Andrew Salter
Eric J. Saltzman
Nancy and Ronald Salvner
Robert W. Sanders
Sean H. Sanders
Louis Sandler
Ravi Sarathy
Susanta Sarkar
Katherine M. Sattelmeier
Shirley and Alfred Sauer
Elton E. Saulsberry
Eli J. Saulson
Janine M. Savoie
Leonard J. Savoie
Cynthia A. Sayers
Christine and John Schade
Edward P. Schade
Suzanne D. Schaefer
Joseph H. Schafer
Gretchen and William Schafer
Stuart T. Schantz
Helen and Ronald Schauman
Matthew Schechter

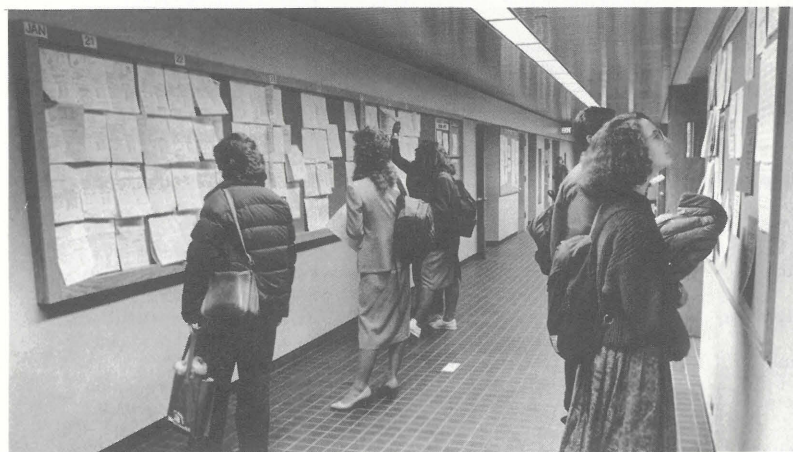
Diana K. Scheer
Robert W. Schellenberg, Sr.
Robert Warren Scherrek
Joel M. Scheuher
Marcy Beth Schey
Diane and Gary Schiefer
Don A. Schiemann
Jill D. Schildkraut
Cindy A. Shipani
Laura Schlafly Brown and Douglas Brown
Charles Schlesinger
Mr. and Mrs. Gregory Schluge
Molly and Daniel Schmidt
R. L. Schmidt and B. S. Steiner
Charles G. Schneider
Daniel B. Schneider
Kathleen and Robert Schneider
Mr. and Mrs. Richard W. Schneider
Penny and Philip Schnorbach
Leroy E. Schober
William Schoenemann
Evelyn K. Schram
Mollie and Mark Schramm
Scott B. Schroeder
James W. Schubauer
Nancy and David Schueck
Marlene A. Schulhauser
Allison M. Schultz
Karl H. Schumacher
Howard G. Schuman
Jackson L. Schutte
Robert A. Schutzius
Nancy Davi Schwartz
Raymond Roh Schwartz
Roberta and Lloyd Schwartz
John A. Scochin
Patrick A. K. Scott
Daniel E. Sealey III
Stephanie M. Seaman
James Hobson Season
Jeffrey Adams Secrest
William A. Seeburger
Elizabeth Seewaldt
Amy and Jonathan Seidman
Ronald L. Seigneur
Ellen and Leland Seiss
Lee Michael Seitz
Mr. and Mrs. John H. Self
Lawrence D. Senour
Leon Duane Serowoky
Mary A. Shade
N. M. Shah
Sangita Jay Shah
Tulip Shah
Wilfred A. Shale
Barbara and Richard Shankwiler
Myra N. Shapiro
Saralyn and Allan B. Shapiro
John M. Shaughnessy
William E. Shaw
Beatrice and Sol Shaye
Vivian Y. Shen
Brian Hayward Sherer
Robert N. Shewmaker
Michael W. Shields
James R. Shifrin
Martheen and Kenneth Shireling

Toshiyuki Shoji
Douglas G. Shufelt
Edward R. Shulaker
Dwight Shusda and Janet Bernardino
Mary and Robert Shuster
Ronald Mark Shuster
Mr. and Mrs. Vance L. Shutes
Joseph Anthony Siciliano
John S. Siddall
Melissa S. Siderman
Carl E. Siebers
Robert J. Siedare
Deborah A. Siegle
John Siembieda
Marsha and Richard Sievert
Anne E. Sigillito
Sheryl and Ronald Silberstein
Howard A. Silver
Kenneth S. Silver
Jody and Richard Silverman
Francine Silverstein
Anne and John Simmons
Patricia M. Simmons
Michael G. Simon
David A. Sinai
John G. Sinnott
Leslie J. Sinsheimer
William F. Sisson II
Betty T. and Ronald A. Sistrunk
Robert Edward Sitkauskas
Peter Allan Sittnick
Roger N. Sjolund
David J. Skaff
Michael C. Skaff
Edward Carl Skelly
Barbara and William Skimin
John J. Skrbina
Susan and Larry Slabotsky
Lloyd Dwin Slaght
Nancy Grau Slater
John A. Sloan
Laird de L. Sloan
Anne and Lawrence Smith
Christine and Robert Smith
Conrad E. Smith
Mr. and Mrs. David Lee Smith
David P. Smith
Mr. and Mrs. David P. Smith, Jr.
Evelyn and Ross Smith
Frank M. Smith
Gail Rita Smith
Gregory Earl Smith
Henry L. Smith
Kathleen Moran Smith
Leidy B. Smith
Margaret and Paul Smith
Pauline and Stuart Smith
Valerie and Douglas Smith
Emily E. Smith-Sulfaro
Raymond E. Smolenski
Geoffrey Stephen Soares
Horacio E. Sobol
Linda J. and William I. Sohl
Paul R. Solberg
Michael H. Sollott
Daniel I. Solomon
David B. Solomon
Barbara and John Sommer
Sally and Robert Sommer
Edward C. Sonk

Jack Alden Sorensen
John A. Sotiroff
Gretchen K. Soutear
Janice Sovak
Michael Sovel and Laura Kiers
Heidi and Bruce Sowatsky
David Spaight
Mr. and Mrs. Arthur C. Spalding
John M. Spath
Peter J. Speer
Donna and Rex Spencer
Robert W. Spencer
Debra and David Spetnagel
Mr. and Mrs. Spiegel
Jane and John Spielberger
Prudence and David Spink
Matthew J. Spitzig
Robert Y. Spitzley
Stephen B. Spolar
Jane A. Spray
Scott R. Sproul
David Mark Squires
Jeannette and Alexander Srbich
Isaac B. Sredni
Charles R. Staebler
Susan L. Staffan
John W. Stafford, Jr.
Steven C. Stanley
Martin J. Stark
Donald D. Starr
Gregory D. Starr
James L. Steele
Richard A. Stefani
Patricia M. Stefanyk
Stephanie Stein
B. S. Steiner and R. L. Schmidt
Elyse B. Steiner
Andrew C. Steinerman
Raleigh F. Steinhauer
Joan and Sean Stelzer
Linda Stem and Richard Galant
Marise and Michael Stephens
Samuel K. Stephens, Jr.
Jerome Stern
Valerie and Lawrence Stern
David L. Steuer
Dorothy and Thomas Stevens
Philip Karl Stevens, Jr.
Mary and Richard Stevens
James B. Stewart
James F. Stewart
Rodney M. Stewart
Steven S. Stewart
Mr. and Mrs. Bruce M. Stiglitz
Malinda B. Stiles
Thomas Stockton and Emily Twanmo
Carolyn R. and A. Eugene Stoffel
Robert L. Stone
Scott M. Stone
Marie and Rollyn Storey
Thomas H. Story
Albert E. Stratz
Rosalie and William Stricker
Mr. and Mrs. H. Scott Strickland
Heather and William Strickland

Jack Duane Stroebe
Mark R. Strominger
Beth and David Strong
Eidith and Hendrik Struik
Patricia and William Stuart
Robert L. Stuecheli
Craig A. Stulz
Edward H. Stump
William Smith Sturgis
Timothy Suchyta
Jane K. Sullivan
Nora and Bradley Sullivan
Paul R. Sullivan
Walden A. Sundell
Daniel Yan Ho Sung
Jeffrey A. Supina
Mary K. Sussex
Shannon L. Sutch
Henry G. Swain
Douglas R. Swanson
Randall R. Swanson
Daniel A. Swantko
Patti L. Swart
Ronald A. Swartout
Douglas H. Sweeder
Robert Michael Swiller
Debbie and Clyde Swoger
Ray Sylvester
Mr. and Mrs. Kalman C. Szoke
Mary L. and Richard P. Szymanski
Allen G. Taber
Dianne Taeckens and Kenneth Mulder
Susan Lang Tague
Masahiko Takai
Georgette and Joseph Takla
James A. Tallman
Brendan V. Talty
Kamtorn Tantisirivat
Trent N. Tappe
Susan J. and Gerald W. Tarpley
Anne Marie Tatum
Barbara and David Tatman
Lisa G. Tauber
Richard J. Tauber
David R. Tavolier
Gerald G. Taylor, Jr.
James R. Taylor
Scott Anthony Taylor
Debra and Thomas Tepas
Bohdanna M. Terech
Andor D. Terner
Steven L. Terry
Jon Tesar
Michael G. Thieberg
Mary and Robert Thiessen
David R. Thoits
John W. Tholen
Margaret Ann and John B. Thomas
Martha and Alex Thomas
Susan L. and Christopher Thomas
Deidra Lynette Thompkins
Beverly Ann and Bradley Thompson
Mr. and Mrs. Blair H. Thompson
Maria and Levi Thompson
Ruth and David Thompson
Jennifer and Bruce Thomson
John W. Thurlow, Jr.
John S. Tieszen

HONOR ROLL OF DONORS



Mr. and Mrs. Kenneth Timko
Douglas Grant Timms
Paul Tingley and Stephanie Hanks-Tingley
Robert E. Tipping
Michael Tisack and Beth Hoetger
Brian C. Titus
Amy Lee Tobenkin
Kelly L. Tobin
Mary C. Toffanetti
Takahiro Tokunaga
Marianne and Joseph Tomasik
James Tompkins
Donald Gibson Topping
Fernando L. Toro
Jennifer L. Trabin
Dennis A. Tracey
Bruno Giovanni Trambusti
Dieu Thuong Trannguyen
Mary and Robert Trask
Kathryn and Robert Trautman
Dennis H. Trautvetter
Robert S. Travis
Darin and Andrew Tripp
Laura and Richard Trowbridge
Winfield A. Trumbull
Mary B. Tschirhart
Veleda Y. Tso
Sandra Tucker
Sandra Diamond Tucker
Sydney Stallard Tucker
Richard K. Tunstall
A. Alan Turfe
Joel E. Turner
Scott S. Turner
Suzanne and Robert Turner
Emily Twanmo and Thomas Stockton
James S. Tyler
Franklin B. Udvare
Theresa M. and James E. Ulrich
Fredda L. and Paul C. Unangst
David J. Urban
Theodore A. Urban
John P. Urlich
Paul Andrew Valacak
Leigh-Anne and David Valdes

Ralph J. Valiquette
Mary B. Vallance
Crystal J. and Paul M. VanBeek
Richard B. Vance II
William A. Vandegraaf
Marjorie and Charles Vandenberg
Clara and John Van Den Bosch
David A. Vander Kooy
Julie Vanderpool-McBride and Donald McBride
Paul W. Vandervoort
Doris and C. Wayne Vanderwill
James Vanderwoud
Donald D. VanDer Zwaag
Mr. and Mrs. Len J. VanDeWege
Marjorie and Edward VanDyke
John M. VanGelder III
Christopher J. VanHoeck
Kenneth D. Vankleeck
John E. Vanopik
Peter E. Vant Slot
Mr. and Mrs. Gerard M. VanVliet
Virginia O. Vass
Brian L. Vautaw
George E. Veach
Howard B. Veltman
Elinore and Russell Vendemelio
James A. Veraldi
David Alan Verhoef
Rani Verma
Daniel E. Verner
Frank G. Vernet
Antonio M. Vernon
Kathryn M. Vesnaugh
Mr. and Mrs. Remo J. Vigano
Valinda L. Vincent
Mr. and Mrs. James E. Vincke
Brian J. Vinkemulder
Timothy J. Vintzel
William E. Vis
Rose and Gaetano Vitale
Nancy J. Vitale
Dian Vittori and Jeffrey Baker
Harold J. Voelkel

Anthony Vogel and Nancy Neville
Beverly and James Vogt
Frederick H. Vogt
David A. Voight
Tania N. Volis
Hans VonBernthal and Sara Engle
Keith G. Vosburgh
M. Susan and George Vrechek
Brian Vroom and Annri Doi-Vroom
Herbert P. Wagner, Jr.
Diane and Peter Wagner
Colin P.K. Wahl
James Wahlen and Deborah Mills-Wahlen
Rick Waidler
John W. Waite
John F. Waldner
Alyssa and Joseph Wallen
Angela and Terry D. Wallenbrock
Bradford W. Wallin
Elizabeth A. Walsh
Lynda B. Walter
Jeanne and Kenneth Walters
Ronald Waltz and Catherine Andrews-Waltz
Jon C. Ward
Margery Ware and Akram Khan
Arthur D. Warga
Martha and Thomas Waring
Marilyn Warner and Gary Munce
Robert C. Warner
Robin Warner
Carl Warschausky and Laurie McCollum
Felicia and Albert Warshawsky
Gregory A. Warson
Marcy and Bradley Wasserman
Steven R. Wasserman
Ronald L. Waterloo
Margaret L. Waterman
Helen and Harry Waters
Charles R. Watson
Thomas M. Watson
James R. Watzke, Sr.
Myron David Waxberg

Marie Wayman
John Millard Webb
Janet and Thomas Webb
Leslie Webb and John Bergmann
Yvonne Marie Webb
Bruce R. Weber
Harry D. Weber
Sandra and George Weemhoff
James M. Weidenbaum
Marilyn and Charles Weimar
Mark D. Weinberg
Allan J. Weiner
James T. Weiner
Stanley P. Weiner
Robert Paul Weingart
David R. Weinstein
Mr. and Mrs. Thomas J. Walko
James P. Weir
John H. Welch
Sandra M. and Frederick A. Welch
Mr. and Mrs. Cyrus R. Wellman
Richard B. Wells
Mardi and Robert Welo
Gale Swan Welter
Elizabeth J. Wendt
Richard Q. Wendt
Mary and Ronald Wernette
Maxine and Kenneth Westby
Mary-Margaret Westdale
Mr. and Mrs. Jay W. Westendorf
Frances W. Westfall
J. Howard Westing
Robert G. Westphal
Susan J. Westwood
Betty and Kurt Wetzel
Mark Whatley
Duane Wheeler
Deborah M. White
James C. White
Joyce Marie White
Lynn E. and John T. White
Charles H. Whitman
Eric A. Whitman
Amy J. Wieneke
Johanna M. Wiese
David A. Wiesman
Rahquel Wiggins
Deborah A. Wight
John G. Wightkin
Sharon D. Wilcox
Kathleen A. Wilcox-Pelzer
James D. Wilde, II
Klaus Peter Wilden
Susan and Michael Wiley
Byron L. Williams
Frederick Williams
Kemi Williams and Jim Euphrat
Martha and Allen G. Williams
Roger L. Williams, Jr.
Wendy J. Williams
Mark C. Williamson
Charles F. Willingham
Frederick R. Willmer
Delmar G. Wilsey
Diane and Michael Wilson
Andrew B. Winer

Martha A. Winkler
Paul V. Winkworth
Cynthia and John Winland
Andrew M. Winograd
Robin F. and Peter Winokur
Nancy and Mark Winski
Betty and Frederick Winter
Walter E. Winter
Elinor and Ralph Winters
Jason J. Winters
Michael R. Wise
Diane and Verlan Wissink
William Cary Withers
William Robert Witler, Jr.
Gary J. Wlosinski
Kenneth Ira Wolk
James L. Wolohan
Debra and Jeffrey Wolpov
Paul E. Wonacott
Kimberly M. Wood
Mary and David Wood
James G. Woodruff
Shelley R. Woods
Stephanie Bland Woodson
Caryn Lee Woodson Hipp
Fred Allen Woolsey
Robert M. Work
Ronald C. Wortelboer
Mr. and Mrs. Douglas R. Wozniak
Archibald V. Wright
Diane M. and Charles S. Wright
Linda Berns Wright
Susan and Bruce Wright
Pamela and Jeffrey Wrona
Cathy Wrotny and Walter Hubbard
Christopher P. Wylie
George E. Wyman
Mr. and Mrs. William N. Yaeger
Barbara K. Yago
Kim and Peter Yanchyshyn
Grace Catherine Yang
Deborah and Gregory C. Yasutake
Ann and Donald Yates
Ann and Willis Yeamans
Raymond Yee and Maureen Mackey
Albert C. Yen
Joan and Edward Yopek
Ann C. Young
George E. Young
Glen Arthur Young
Jeffrey L. Young
John O. Young
Mary and Harry Young
Nelson J. Young
Warren W. Young
Mary Phegley Yuan
Linda and Melville Yuen
Thomas P. Yuhas
Judith and Steven Zacher
Douglas Leonard Zahour
Nancy and John Zajac
Melissa Trytten Zakhary
Kathleen M. Zaracki
Frank A. Zarimba
Edward R. Zeilstra
Beth and Robert Zelony
Ellen K. Zienert
Julie and Peter Zucker
Gary J. Zuiderveen
Lisa Zwirn and Mark Granoff

HONOR ROLL OF DONORS

Corporate Donors

A-C Supply Company
Abbott Laboratories Fund
Advanced Information Services, Inc.
Aetna Foundation, Inc.
Aetna Life & Casualty
Ahlstrom
Air Products & Chemicals, Inc.
The Air Products Foundation
Alabama Power Company
Alex Brown & Sons Inc.
Alexander & Alexander of Michigan
Allied Automotive
AlliedSignal Foundation
The Allstate Foundation
Allstate Insurance Company
Amcast Industrial Foundation
American Cyanamid Company
American Express Foundation
American Home Products Corp.
American National Bank & Trust Company
American Society for Quality Control
American United Life Ins. Co.
Amerisure Companies
Ameritech Foundation
AMOCO Foundation, Inc.
Andersen Consulting
Arthur Andersen & Company
Arthur Andersen & Company Foundation
Anheuser-Busch Companies, Inc.
Anjoy Research, Incorporated
Apple Computer
Apache Corporation
Apple Computer
Arbor Scientific
ARCO
ARCO Chemical Company
ARCO Foundation, Inc.
Arkwright Foundation, Inc.
Armstrong Foundation
Associates First Capital Corporation
AT&T
AT&T Foundation
AT&T Information Systems
Automobile Club of Michigan
Avery Dennison
Avon Products Foundation, Inc.
Baltimore Gas & Electric Co.
Banc One Wisconsin Foundation, Inc.
Bank of Hawaii
Bank One, Columbus
BankAmerica Foundation
Barnett Banks, Inc.
BASF Corporation
The Baxter Foundation
Baxter International, Inc.
Beech Aircraft Foundation
Bell Atlantic
Bell Communications Research, Inc.
Beneficial Management Corp
Beta Gamma Sigma, Inc.
Betz Laboratories, Inc.
The B. F. Goodrich Company
Biasa Imports
Biogen, Inc.
Black & Decker, Inc.
The Boeing Company
BP America, Inc.
Bradford Company

Bristol-Myers Squibb Fdn., Inc.
The Brunswick Foundation, Inc.
BT Foundation
Burroughs Wellcome
Cadbury Schweppes U.S.A., Inc.
Campbell Soup Company
Capital Cities/ABC, Inc.
Carlson Foundation
Arthur H. Carter Scholarship Fund
CBI Foundation
Central Indiana Consultants
Champion International Corp.
Charles Schwab Corporation Foundation
Chartwell Financial Management, Inc.
The Chase Manhattan Bank
Chemical Bank
Chesapeake Corporation Foundation
Chevron U.S.A., Incorporated
Chrysler Corporation Fund
Chubb & Son, Incorporated
Ciba-Geigy Corporation
Cigna Foundation
Citibank, N.A.
Citicorp-Citibank
Citizens Bank Matching Gifts Program
Citizens Insurance Company of America
The Clorox Company
Coca-Cola, U.S.A.
Colgate-Palmolive Company
Comerica, Incorporated
Comerica Mortgage Corporation
Community First Bank
Computer Sciences Corp.
Connecticut Mutual Life
CONSOL Inc.
Consolidated Edison Company of New York
Consolidated Papers Foundation, Inc.
Consumers Power Company
General Offices

Continental Illinois National Bank & Trust
R. A. Cooch Company
Coopers & Lybrand Foundation
Cordes Consulting Group, Inc.
Corning Incorporated Fdn.
Cowen Foundation
CPC International, Inc.
Craft Welding Sales Co.
Cray Research, Inc.
Crum and Forster Foundation
CSC Index, Inc.
CSX Corp.
Cummins Engine Company, Inc.
Cummins Engine Foundation
Cuna Mutual Insurance Group
Dana Corporation
Dane Bosworth
Datatel, Inc.
Dean Witter Reynolds, Inc.
Deloitte & Touche Foundation
Deluxe Corporation Foundation
Robert De Nooyer Chevrolet, Inc.
Detroit Association of U of M Women
The Detroit Edison Foundation
Dexter Management & Realty Corp.
Digital Equipment Corporation
Dominion Resources, Inc.
Domino Sugar Corporation
Donaldson Company, Inc.
R. R. Donnelley & Sons Company
Donnelly Corporation
Dow Chemical USA
Dow Corning Corporation
Marion Merrell Dow, Inc.
Dow Jones & Company, Inc.
DowBrands L.P.
DowElanco
Dresser Foundation, Inc.
The Dun & Bradstreet Corporation Foundation
E. I. DuPont de Nemours & Company
Duracell, Inc.
Dyson Foundation
Eastman Kodak Company

Eaton Charitable Fund
Ecolab Foundation
Economy Data Foundation
Edwards & Associates, Ltd.
Edwards Brothers, Incorporated
J. W. Edwards Publisher, Inc.
Electronic Data Systems Corp.
EMC Insurance Companies
The Equitable Foundation
Ernst & Young
Eskridge Inc.
Executive Infosource Inc.
Exxon Company, U.S.A.
Exxon Corporation
Exxon Education Foundation
Federal National Mortgage Association
Federal-Mogul Corporation
John E. Fetzer Institute, Inc.
Fidelity Investments
Fireman's Fund Insurance Company Foundation
First Bank System Foundation
First Boston Foundation Trust
First Interstate Bancorp
First Midwest Bancorp, Inc.
First National Bank of Chicago Foundation
First of America Bank
First Union Foundation
FMC Foundation
Ford Motor Company
Ford Motor Company Fund
FPL Group Foundation
Fruth, Inc.
Gannett Foundation
Garriga Trading Co., Inc.
Gary Mullet Associates, Inc.
GATX Corporation
GE Financial Services
GE Lighting Europe Limited
GenCorp Foundation, Inc.
General Dynamics
General Electric Foundation
General Mills Foundation
General Motors Foundation, Inc.
General Signal Corporation
General Systems Consulting Group
Georgia-Pacific Corporation Atlanta Division
The Gerber Companies Fdn.
GHS Corporation
Goldman, Sachs & Company
Goldman Sachs Fund
The Goodyear Tire & Rubber Co.
Gordon Ford Foundation, Inc.
Grace Foundation, Inc.
Grant Thornton Foundation
GTE Foundation
Guardian Industries
Guardsman Products, Inc.
H.J.K., Inc.
Hallmark Corporate Foundation
HarperCollins Publishers, Inc.
Harris Foundation
Hasbro Industries, Inc.
Haworth, Inc.
Helene Curtis, Inc.
Heller Financial, Inc.
Herr Foods, Inc.
Hershey Foods Corporation
Heublein Foundation, Inc.
Hewitt Associates
Hewlett-Packard Company
Hillman Area Lioness Club
Hoechst Celanese Fdn., Inc.
Home Depot



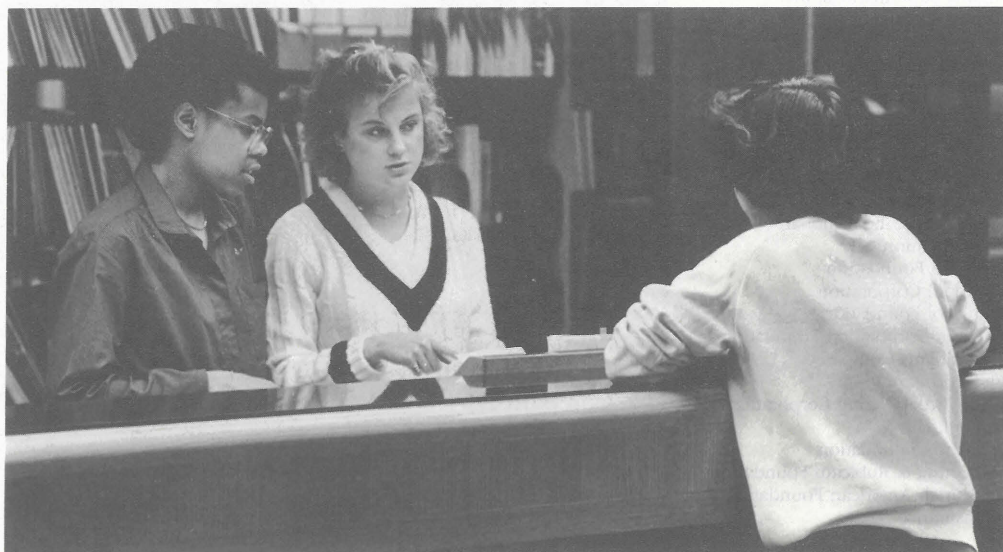
H O N O R R O L L O F D O N O R S

Honeywell Foundation
Howard Packaging Sales, Inc.
Hughes Aircraft Company
I.M. Systems, Inc.
IBJ Leasing (USA), Inc.
IDS Financial Corporation
Illinois Tool Works Foundation
Imc Fertilizer, Inc.
IMCERA Group, Inc.
Ingersoll-Rand Company
Intel Corporation
Intel Foundation
International Business Machines Corp.
International Paper Co. Fdn.
Iowa-Illinois Gas & Electric Company
ITT Corporation
Jennison Associates Capital Corp.
JMP Financial, Inc.
Johnson & Johnson Family of Companies
Johnson & Johnson Products, Inc.
Johnson Controls Foundation
Johnston Lewis Assoc., Inc. Insurance
The Josten's Foundation, Inc.
JSJ Foundation
Kellogg Company
Keycorp
Kirkland and Ellis Foundation
K Mart Corporation International
KPMG Peat Marwick Foundation
L. M. Berry and Company
LaSalle National Bank
LaSalle Partners
Lawson Valentine Foundation
Leo Burnett Company, Inc.
Leo Burnett FoundationLever Brothers Co. Foundation
Leybold Vacuum Products Inc.
Libbey-Owens-Ford Company
Eli Lilly & Company Foundation
Eli Lilly and Company
Lincoln National Life Insurance Company
Livonia Building Materials
Loomis Sayles & Company, Inc.
Los Angeles Times
The Lukens Foundation
M and R Distributors, Inc.
The Mallinckrodt Fund, Inc.
Marathon Oil Foundation, Inc.
Marsh & McLennan Companies, Inc.
Martin Marietta Corp. Fdn.
May Department Stores Co. Fdn.
The Maytag Company Foundation, Incorporated
Mazda Distributors Great Lakes
McCormick & Company, Inc.
McDonnell Douglas Foundation
McGraw Foundation
The McGraw-Hill Foundation, Incorporated
McGraw-Hill, Incorporated
MCI Communications Corporation
McMaster-Carr Supply Company
Mead Corporation Foundation
Meadowbrook, Inc.
Mellon Bank, N.A.
Mercantile Bancorporation, Inc.
The Merck Company Foundation
Merrill Lynch & Co., Fdn., Inc.
Metropolitan Life Foundation
Michcon Foundation
Michigan Millers Mutual Insurance

Company
Michigan Mutual Insurance Co.
Microsoft Corporation
Minnesota Mining and Manufacturing Fdn.
The Mitre Corporation
Mitsubishi Bank Ltd.
Mitsui Mutual Life Insurance Co.
Mms, Inc. Micro Management Systems
Mobil Foundation, Inc.
Mobil Oil Corporation
Mony Financial Services Foundation
Morgan Guaranty Trust Co of NY
Morgan Stanley & Co., Inc.
Morgan Stanley Foundation
Morton International Inc.
Morton-Norwich Products, Inc.
Motorola, Inc.
Motorola Foundation
NAC Reinsurance Corporation
National Center for Manufacturing Sciences
National Medical Enterprises, Inc.
National Steel Corporation
NationsBank Corporation
Nationwide Foundation
NBD Bank, N.A.
The N.C.R. Foundation
New Dimensions Investment Co.
Newport Sales, Ltd.
The New York Times Company Foundation
The New Yorker Magazine, Inc.
Nittany Enterprises, Inc.
North Coast Consultants
Northern Illinois Gas
Northern Telecom, Inc.
Northern Trust Company
Northwestern Mutual Life Ins. Co.
Northwestern National Life Insurance Co.
Norwest Foundation
NTGargiulo, LP
The Nutra Sweet Company
John Nuveen & Company, Inc.
Occidental Petroleum Charitable Foundation
Ohio National Foundation
Opinion Research Corporation

Owens Strategy Group, Inc.
Owens-Corning Fiberglas Corp.
Owens-Illinois Charities Fdn.
Pacific Telesis Foundation
Paramount Communications Fdn.
Parker-Hannifin Foundation
PDM Educational Services
People's Bank
Pepsico Foundation, Inc.
Peterson Consulting Charitable Foundation
Pfizer, Incorporated
Pharma Chemie, Inc.
Phelps Dodge Foundation
Philip Morris Companies, Inc.
Phillips Petroleum Foundation, Incorporated
Pittsburgh National Foundation
The Pittston Company
Plante & Moran Certified Public Accountants
PNC Bank Kentucky, Inc.
Polaroid Foundation, Inc.
PPG Industries Foundation
PPOM
The PQ Corporation
Price Waterhouse
Price Waterhouse Foundation
Printronic Inc.
The Procter & Gamble Company
The Procter & Gamble Fund
Project Design Systems, Inc.
Provident Mutual
The Prudential Foundation
Public Service Electric & Gas Co.
The Quaker Oats Foundation
R.S.G. Company
Rainbow Lab Princeton Studios
Ralston Purina Company
Republic National Bank of New York
Revlon, Inc.
Rexham Corporation Foundation
Risk and Insurance Management Society
James River Corporation
RJR Nabisco Foundation
Rock, McKnight and Long
Rockwell International
Rohm Systems, A Siemens Company

Royal Bank of Canada
Royal Maccabees Life Insurance Co.
The Rubbermaid Foundation
Ryder System Charitable Foundation, Inc.
Safeco Insurance Companies
Saint Claire Corporate Management, Inc.
Sallie Mae Student Loan Marketing Assoc.
The Salomon Foundation, Inc.
Sam Lewis Co.
San Diego Gas & Electric
Sandelman & Associates
Sanyo Securities Co., Ltd.
Sara Lee Foundation
SC Johnson & Son, Inc.
Schering-Plough Foundation, Inc.
Scorpio
J.E. Seagram Corporation
Seal Associates, Inc.
Sealed Air Corporation
Shawmut Charitable Foundation
Shearson Lehman Brothers, Inc.
Shell Oil Company Foundation
SIFCO Foundation
Signet Bank
Society Bank, Michigan
Society Management Company
Solutions for Education Admin., Inc.
The Sonat Foundation, Inc.
Sony Corporation of America Foundation
Sony Pictures Entertainment Inc.
Southern California Edison
Southern New England Telephone
Southwestern Bell Foundation
Sprint Foundation
SPX Foundation
State Farm Companies Foundation
State Street Bank & Trust Co.
Steelcase, Incorporated
Steelcase Foundation
Steere Enterprises, Inc.
Sterling Drug, Inc.
Stone & Webster, Incorporated
Summit Manhattan Co.
Sun Microsystems, Inc.
Sysco Corporation
TCF Foundation



H O N O R R O L L O F D O N O R S

Tenneco Management Company
 Texaco Philanthropic Fdn.,
 Incorporated
 Texas Instruments, Inc.
 Thiokol Corporation
 J. Walter Thompson Co. Fund,
 Incorporated
 Thompson Sales, Inc.
 Time Inc.
 Time Warner, Inc.
 Time Warner Cable
 The Times Mirror Company
 Toledo Edison Company, Inc.
 Towers, Perrin, Forster &
 Crosby, Inc.
 Toyota Motor Sales, U.S.A., Inc
 Training Results Group
 Transamerica Foundation
 Transco, Inc.
 The Travelers Corporation
 The Trico Foundation
 Trinova Foundation
 TRW, Inc.
 TRW Foundation
 TSG Ventures, Inc.
 Twin Oaks Inspections, Inc.
 UJB Financial
 Unilever United States, Inc.
 Unilever United States Foundation,
 Inc.
 Union Camp Charitable Trust
 Union Pacific Foundation
 Union Pump Company
 Union Tank Car Company
 United Airlines Foundation
 United States Fidelity and Guaranty
 Company
 United States Leasing International,
 Inc.
 United States Steel Foundation, Inc.
 United States Trust Company of
 New York
 United Technologies Corp.
 University Microfilms International
 UNUM Charitable Foundation
 The Upjohn Company
 The Upjohn Company Foundation
 US West Foundation
 USX Foundation, Inc.
 Ver Hage of Holland, Inc.
 Chrysler - Plymouth
 Virginia Supermarkets, Inc.
 Vlastic & Company
 Vulcan Materials Company
 W.M.R. Enterprises, Inc.
 The Walt Disney Company
 Warner-Lambert Company
 Wayfarer Ketch Corporation
 Wells Fargo & Company
 Westchester Coalition, Inc.
 Western Publishing Co. Fdn.
 Westinghouse Educational
 Foundation
 Westvaco Foundation
 Whirlpool Corporation
 Whirlpool Foundation
 Whitman Corporation Foundation
 The Williams Companies
 Winthrop Partners
 WKBN Broadcasting Corporation
 Foundation
 The Xerox Foundation
 The Young & Rubicam Foundation
 The Zurich-American Foundation
 Insurance

The Corporate Associates Program

The Corporate Associates Program is a dynamic alliance between the Michigan Business School and select companies. These companies, many of whom recruit Michigan graduates, support the Business School with ongoing annual gifts.

The generosity of our Associates is a vital component in the School's overall strategy of growth and development. Their contributions provide discretionary funds for scholarships, fellowships, and new teaching and research initiatives. Gifts from Corporate Associates may also include undesignated funds which enable the School to enrich its academic programs in ways that respond to the demands of contemporary business.

"Those who participate in the Corporate Associates Program can be viewed as investors who recognize Michigan's influence on the practice of business. Through their gifts, they strengthen the School's student body and intellectual resources and support the School's commitment to the future," says B. Joseph White, Dean of the Michigan Business School.

Abbott Laboratories	Deloitte & Touche	Merck & Co. Inc.
Air Products and Chemicals	Detroit Edison Foundation	Morgan Stanley
AlliedSignal, Inc.	Dow Chemical USA	Motorola Foundation
American Cyanamid	E. I. DuPont de Nemours	NAC Re
Company	Electronic Data Systems	NBD Bank, N.A.
American Express	Corp.	Nestle USA, Inc.
Ameritech	Ernst & Young	Northern Telecom
Amoco Corporation	Exxon	The Northern Trust
Andersen Consulting	Ford Motor Company	Company
Apple Computer	General Electric Company	Owens Corning
ARCO	General Mills, Inc.	Peterson Consulting
ARCO Chemical Co.	General Motors	Philip Morris U.S.A.
Arthur Andersen & Co.	Corporation	PPG Industries
ASEA Brown Boveri	General Signal	PPOM
AT&T	Corporation	Price Waterhouse
BP America	Goldman Sachs	Procter & Gamble
Burroughs Wellcome Co.	GTE Corporation	SC Johnson Wax
The Chase Manhattan Bank	Honeywell Inc.	Society Bank, Michigan
Chemical Bank	IBM Corp.	SPX Corporation
Chevron Corporation	Intel Corp.	Time Inc.
Chrysler Corporation	Johnson Controls, Inc.	TRW Inc.
Citibank	Johnson & Johnson	TSG Ventures, Inc.
The Clorox Company	Consumer Products,	Unilever United States,
Comerica Incorporated	Inc.	Inc.
Comerica Mortgage	KPMG Peat Marwick	Union Pacific
Corporation	Kraft General Foods, Inc.	Union Pump
Computer Sciences	Leo Burnett Company	United Air Lines
Corporation	Eli Lilly & Co.	The Upjohn Company
Consumers Power	Loomis Sayles &	USX Corporation
Company	Company, Inc.	Whirlpool Corporation
Coopers & Lybrand	3M Corporation	Xerox Corporation
Cummins Engine	May Department Stores	
Dana Corporation	McGraw Foundation	

1994 STUDENT PLEDGE

Sunder Aaron
Robert Abbott
Alejandro Aguilar
Cheolhyo Ahn
Sang Ahn
Olukorede Alabi
Carolyn Alexander
Mervyn Alphonso
Paul Anderson
Andrew Altersohn
Eddie Aray
Douglas Aronstein
Charles Asubonten
Orlando Avant
William Bachrodt
Richard Bagosy
Suzanne Baker
Nicole Banks
Joseph Barletta
Michelle Barney
Robert Barrus
John Barth
William Baumele
Scott Becker
Carl Belczynski, Jr.
Onda Berger
Christopher Bergeron
Kristin Berry
David Best
Mallika Bhatnagar
Jonathan Bilzin
Stephen Black
Christopher Blake
Stephen Block
Stephen Boeschstein
Helena Botsas
Alyssa Boudin
William Bower
Martin Brej
Teresa Bright
Scott Brill
Kennon Broadhurst
Eric Brodersen
Deborah Broviac
Heather Brown
Jeffrey Brown
Mark Brown
Stacey Brown
Jonathan Browy
Karen Buczek
Alana Buhler
Douglas Buk
Hector Bultynck
Latikawan Bunnag
Donald Byrd
Anne Calice
Christine Campana
Jose Carrillo
Russell Carson
Jeffrey Carter
Cristina Casanova
Anne Cavanaugh
Wanthida
Chandruangphen
Gregory Charleston
Meng-Kai Chen
Marc Chennault
Yi-Chiung Chin

Colleen Chisholm
Chi Chow
Paul Churchill
Frank Cirillo
Cara Cocroft
Deborah Cohen
Jeffrey Cole
Cathy Coleman
April Collins
William Colston
Michael Connors
Kevin Creighton
Carla Crnkovich
Maria Cruz
Jacqueline Cudahy
Gerard Cunningham
Christopher Curtis
Charles Cush
Sami Daher
Corrie D'Amico
Ramon de la Rivaherrera
Gwendolyn DeLoach
Irene Dimitry
Lee Dolan
Tomas Dolan
Dixon Doll, Jr.
Thomas Domalski
Alex Domenicucci
James Dorman
Steven Dossetto
Kathleen Dougherty
Brian Doyle
Daniel Doyle
Russell Dryden
Storm Duncan
Wishart Edwards
Craig Ehle
Allison Elder
Thomas Elliott
Anne Emmert
Sarah Endline
John Engels
Christina English
Travis English
Javier Epstein
Matthew Eriksen
Cecilia Fallon
Delance Farrell
Michael Fays
Michael Fee
James Feeley
Eric Fishman
Guillermo Flores
Stuart Friou
Joseph Frohna
David Gaines
Alex Garcia
Kevin Gaugush
Ronald Genotti
Kathleen Gerard
Jose Giammarino
Drew Gibson
Tracey Glenn
Shrihari Gokhale
David Gonzalez
Kimberly Gowie
Leonard Greer
Eric Greifenberger

Regine Guerrier
Michael Guinta
Joseph Guith
Tad Guleserian
Rajan Gupta
Randal Gustafson
James Hall
William Hall
Toru Hamana
Adam Hameed
James Hanley
James Hare
Vincent Harris
David Harrison
Eric Harrison
Lauren Hauck
Dennis Heathfield
David Henderson
David Henstrom
Leslie Hermanson
Craig Hernandez
Randall Hernandez
Aimee Heyler
Matthew Heywood
Laurie Hillstrom
Barry Hofer
Scott Holden
Helisa Horton
Joanna Horvath
Hsiao-Lin Huang
Ta-Lun Huang
Sean Hudson
Juliet Humphries
Deborah Hughes
John Hull
Patrick Hynes
Charles Inglefield
Andrew Isgrig
Tsukasa Ito
J. David IZard
Alisa Jackson
Tamara Jackson
Eric Jacobs
J. Michael Johnson
Joseph Johnston
Jonathan Kadin
Yuzi Kageri
Kenji Kamiyama
Steven Kaneko
Peter Kang
Amy Kapper
Steven Karasick
Edward Karls
Melissa Katz
Scott Kauffman
Kimberly Keaton
Christine Keel
Andrew Kent
Anjum Khan
Ravindra Khosla
Jeongmin Kim
Dong-Il Kim
Brandy King
David Kirby
Douglas Kluczev
Eleni Kotsogiannis
Lynn Kotwicki
Michael Kowalski

Eileen Krill
Jon Kruse
Kristyn Krzyzaniak
Coleen Kuehn
Ming-Tai Kuo
Russell Kuroda
Nadine Kuveke
Alvin Kwak
Mark Kwiatkowski
Sajjad Ladiwalla
Teresa LaJoye
Tiffanie Lang
Michael Lasinski
Michael Latulippe
Cheryl Law
Daniel Lawton
Stephen Lee
Sungjai Lee
Julie Lefere
Jonathan Leiman
Paul Leonard
Heather LePage
Ernest Letlow
Thomas Lettenberger
Andrea Level
Jennifer Levy
Sidney Levy
Eric Lewis
Matthew Lieberman
Richard Liebhaber
Bun Lim
Han Lin
Stacy Lipschitz
Jennifer Lis
Laura Littlefield
Amir Livne
Andres Lopez
Keith Lublin
Kevin Madison
Stacey Magidson
James Maitland
Richard Maiz
Amitav Majumdar
Carrie Makarewicz
Joel Makowsky
Hugo Malavet
Shula Malkin
Sheila Maloney
Steven Marlowe
John Marshall
Aaron Martlock
Takeshi Marui
Christian Mathieu
Ukwana McCray
Mark McCready
Colleen McDonough
Lisa McElrath
Thomas McElroy
Robin McFerrin
Mary Meadows
Robert Meister
Brian Meriweather
Martha Mesa
Hugo Mesone
Sharif Metwalli
John Meyer
Christopher Michalik
Catherine Michel

Cheryl Middleton
Yasuyuki Migita
Stephanie Miller
Adil Mistry
Kevin Mitchell
Julie Mitrzyk
Eiichi Mizui
Hugh Morgan
Evelyn Morris
Robert Morris
Carol Mortis
David Morton
Paolo Motta
Cache Mundy
Sungmin Nam
Ty Nam
Lalit Narayan
Michael Nelson
Ellen Neus
Karen Ngana
Bradford Nicholas
Austin Noll, III
James Norton
Andrea Okin
Brien O'Meara
Christine Opalski
Matthew Osterman
Stephen Owens
Dawn Pack
Christopher Paffi
Kirk Paluska
Geuno Park
Kevin Patterson
Siew Wee Peh
Franklyn Perkins
John Peschier
Chad Petterson
Edwin Pickens
Peter Pickus
Lewis Popoff
David Pothier
Mario Price
Ann Ralfs
David Ramirez
Jennifer Rettig
Garrick Rice
Estel Ried
Jose Rios
Amy Rodney
Stacie Roenicke
Andrew Rosenstein
Pamela Rosenthal
Steven Roy
Karen Ruedinger
Gregory Ryan
Jennifer Sagner
Hasan Sahin
Edward Salay
Antonio Salinas
Anupama Sampath
Jennifer SanCartier
Erik Sanchez
Tara Sauls
Alexandre Savelli
Patricia Schaeffer
Rhonda Schaffer
James Schattinger
Vincent Schmidt
Vanessa Schulte

1994 STUDENT PLEDGE

Peter Scott
Robert Seader
Bradley Seiden
Charles Senteio
Benny Setiawan
Tyffany Shadd
Anupam Shah
Bradford Shaw
Christa Shaw
Mark Shows
Margaret Shuey
Tatyana Shulman
Charles Simonian
Christine Simonte
John Sims
Ishwari Singh
Mervin Singson

C. J. Keller Smith
Stacia Smith
Alexander Sousa
David Spingarn
Sean Spitsbergen
William Spound
Dale Staal
John Stalte
Wayne Stapleton
Laura Stepp
Barry Stern
Scott Stiegler
Barbara Storm
Paul Stucki
Scott Stuckmann
Mary Sturkey
Timothy Sullivan

Aileen Supena
Sean Sweat
Jeffrey Tack
Gregg Tenser
Adam Thackery
Kristi Thiese
Jacalyn Thompson
Alexis Tilley
Ryan Tkindt
Jill Tomko
Matthew Toms
Brian Trudeau
Steven Trussell
Kimberly Turner
Milind Vakhariya
Steven Valiquette
Alejandro Vallecillo

Gail Van Cleave
Jacquelyn Vander Brug
Kathrine Van Deventer
Siddharth Velakacharla
Paul Velasco
Ronald Viera
Mara Villanueva
Keith Voigt
Stefan Von Zastrow
Dara Ward
Connie Warren
Barbara Webb
David Whalen
Jason Whiting
Jonathan Whitted
Christopher Williams
Warren Williams

Robert Winiarski
Nicole Winters
Colin Whittmer
Augustinus Wong
Bryan Wong
Hong Kiong Wong
Ryan Woods
Yuan Hui Wu
LouAnn Wukitsch
Michael Wukitsch
Kaiser Yang
Nancy Yu
Christopher Zachary
Lorne Bruce Zalesin
Vera Zlidenny
David Zoretic
Mark Zywot

1994 MBA/Macc Student Pledge Campaign Committee

Pappy Brej
Co-Chair

Gail Van Cleave
Co-Chair

Sunder Aaron
Carlos Abrams
Suzanne Baker
Stephen Black
Don Byrd
Jose Carrillo
Meng-Kai Chen

Marc Chennault
Paul Churchill
Cara Cocroft
Charles Cush
Tom Dolan
Molly Elliott
Jim Feeley
Joe Frohna
Kevin Gaugush
David Gonzalez
Vincent Harris
David Henstrom

Randall Hernandez
Helisa Horton
Deborah Hughes
Steve Lee
Shula Malkin
Mary Meadows
Mario Price
Karen Ruedinger
Keller Smith
Stacie Smith

1994 BBA Student Pledge Campaign Committee

Jonathan Kadin
Co-Chair

Christa Shaw
Co-Chair

Mallika Bhatnagar
Sarah Endline

Joe Guith
David Jaffee
Peter Kon Kang
Eleni Kotsogiannis
Tiffanie Lang
Adam Thackery

Correction: The photos below were incorrectly captioned in the last issue of Campaign Report. We apologize for the error and reprint the photos here with the correct captions.



A scholarship in memory of two alumni, Mary Van Hamm Strong, BBA '73, MBA '82, and George Strong III, BA '73, MBA '75, was awarded for the first time this year to Monica Daugherty, a first-year student in the BBA program. Pictured here with Monica, (center), recipient of the Mary Van Hamm and George Strong III Scholarship, are (from left) George Strong, Jr., Virginia Strong, Lara Strong, Virginia Morgan, Joseph Morgan, and Charlie Strong.

◀ Scholarship donors Frank and Barbara Westover (center), with scholarship recipients Leonard Greer (second from left), and Richard Bagosy (second from right), and their guests. The Westovers support two scholarships, the Doris B. and Frank O. Westover Scholarship and the Elizabeth V. and Charles W. Gauss II Scholarship. The Gauss Scholarship was awarded for the first time this year.



The Regents of the University

Deane Baker, Ann Arbor
Paul W. Brown, Mackinac Island
Laurence B. Deitch, Bloomfield Hills
Shirley M. McFee, Battle Creek
Rebecca McGowan, Ann Arbor
Philip H. Power, Ann Arbor
Nellie M. Varner, Detroit
James L. Waters, Muskegon
James J. Duderstadt, *ex-officio*

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action, including Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. The University of Michigan is committed to a policy of nondiscrimination and equal opportunity for all persons regardless of race, sex, color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, disability, or Vietnam-era veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the University's Director of Affirmative Action and Title IX/Section 504 Coordinator, 4005 Wolverine Tower, Ann Arbor, Michigan 48109-1281, (313) 763-0235, TDD (313) 747-1388. UM Information Operator: (313) 764-1817.