



ORGANIZATIONAL STUDIES



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(2011-2012)**

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OS students at Detroit Partnership Day



*GSI Nathan Harris holding office hours
with ORGSTUDY 305 students*

OS IS GOING GREEN!

Organizational Studies will be transitioning to an electronic version of the OS Annual Newsletter. This will be the last OS Annual Newsletter that will be mailed to you. Future OS Annual Newsletters will be e-mailed to you and posted to our website. To ensure that Organizational Studies has the most up to date version of your e-mail, please send your e-mail address to org.studies@umich.edu. Please include your current address as our regional alumni networks are growing and we want you to be included!

Thank You,
Organizational Studies Program



*ORGSTUDY 305 students at
the Capuchin Soup Kitchen*

THE REGENTS OF THE UNIVERSITY

Julia Donovan Darlow, Ann Arbor; Laurence B. Deitch, Bingham Farms; Denise Ilitch, Bingham Farms; Olivia P. Maynard, Goodrich; Andrea Fischer Newman, Ann Arbor; Andrew C. Richner, Grosse Pointe Park; S. Martin Taylor, Grosse Pointe Farms; Katherine White, Ann Arbor; Mary Sue Coleman, ex officio

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LETTER FROM THE DIRECTOR

Jason Owen-Smith

Learning from the world on campus



Jason Owen-Smith

Dear Friends,

After two years of directing the Organizational Studies Program and the Barger Leadership Institute (BLI), I have realized that an unexpected joy of academic leadership is the opportunity to see the university in a new light. The access my role has given me to the workings of the College and the campus has deepened my appreciation for all that Michigan accomplishes. It has also honed my sense of the challenges that higher education and the liberal arts face.

These new insights have spilled over into my research, into the daily work of program development and administration, and into my teaching. The experience has also helped me to understand the intellectual, pedagogical, and practical benefits of viewing familiar organizations from new perspectives.

Two of the lessons I have learned are particularly compelling as I think about the future of the program and the Institute. First, the easy distinction between campus life and the “real world,” which I once accepted largely without thinking, is a myth. Second, rich, rigorous, and relevant learning about organizations and leadership should start with the world on campus.

There is no facet of our society that does not appear somewhere in campus life. Few, if any, other organizations are a single step from the worlds of government, entertainment, activism, religion, the military, finance, philanthropy, technology, business, sport, and medicine. The boundaries of our organization are porous. People, ideas, resources, and opportunities flow through campus at a sometimes frantic pace. The fundamental skills of leadership and organizing that are the core of OS and BLI educations allow students to take full advantage of those tides.

Nowhere is this more obvious than in the ferment of campus organizations and the impressive reach of our students’ careers and aspirations. In the last two years, we have helped students found non-profits, turn around campus organizations, intern with organizations in multiple sectors and nations, conduct research with professors, travel to study around the world, and pursue theses on campus and abroad. These and many more activities are central to what we do in OS and the BLI. They also give students the kind of learning opportunity the directorships have afforded me. Whether their work leads them to navigate the campus in a new way, to engage with novel communities, or simply to see the familiar anew after time away, some of the most effective and engaged learning starts at home.

With best regards,

Jason Owen-Smith
Director, Organizational Studies Program
Director, Barger Leadership Institute

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(School of Public Health)

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(School of Education)

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(Ross School of Business)

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(Ross School of Business, Sociology)

Jane Dutton
(Ross School of Business, Psychology)

Andrew Hoffman
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Ross School of Business)*

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(Psychology)

Mark Mizruchi
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Mayer Zald
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Political Science)*

Victoria Johnson
(Organizational Studies and Sociology)

Jason Owen-Smith
*(Director, Organizational Studies and
Associate Professor, Sociology and
Organizational Studies, Director, Barger
Leadership Institute)*

Sebastian Prange
(Organizational Studies and History)

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(2011-2012)**

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Jessica Kowalewski
(Student Services Coordinator)

Cathy Philbin
(Concentration Advisor)

Tiffany Purnell
*(Barger Leadership Institute
Coordinator)*

Denise Yekulis
(Program Assistant)

OS 10th Anniversary Alumni Panel

— **Melissa Eljamal**



Organizational Studies began its tenth birthday celebration in the fall on the eve of our annual Organizational Studies Leadership Committee meeting. On Thursday evening, September 22, OS faculty, staff, current students and alumni gathered in the East Hall 4th Floor Colloquium Room to listen to a panel of OS alumni describe how their Organizational Studies degree helped them in their career pursuits as well as how their knowledge has been applicable in their current jobs.

The OS Alumni Panel was moderated by OS Director and **Professor Jason Owen-Smith**. Panelists included **Mikell Hyman (OS '06)**, a doctoral student in Economic and Organizational Sociology at the University of Michigan, **Elly Samuels (OS '04)**, Administrative Manager in the UM Otorhinolaryngology Department, **Peter Stern ('05)**, investment professional at Audax Group private equity firm, and **Perry Teicher ('07)**, MBA/JD student at the UM.



The OS Alumni Panel from left to right: Perry Teicher ('07), Mikell Hyman ('06), Peter Stern ('05), and Elly Samuels ('04)

These individuals' post-graduation endeavors represented the breadth of professional direction that occurs with every class whom we say farewell to at graduation. From research at Harvard Business School to working in nonprofits in the arts and public health; from analysis of governmental health programs to examining investment opportunities - all these panelists informed a captive audience that the Organizational Studies degree was critical in their success as professionals.



OS Alumnae Mikell Hyman ('06) and Sarah Forster ('04)



OS Seniors Laura Flusty ('12) and Cassie Mills ('12)



Many members of the OS community came out to celebrate including current and prospective students, OS faculty, and OS alumni

Organizational Studies Welcomes New Members to the Community



Mark Mizruchi

Mark S. Mizruchi is Professor of Sociology and Business Administration, and incoming director of the Organizational Studies Program. He received his B.A. at Washington University (St. Louis) in 1975 and his Ph.D. at the State University of New York at Stony Brook in 1980. After several years as a statistical consultant at the Albert Einstein College of Medicine, he became Assistant Professor of Sociology at Columbia University in 1987. He was promoted to Associate Professor at Columbia in 1989 and moved to Michigan as Professor in 1991.

Mark's research has focused on the economic and political behavior of large American corporations, using the methods of social network analysis. He has also published articles on circadian rhythms of blood minerals in humans, substance abuse among psychiatric inpatients, and two scholarly papers on professional basketball teams, one of which was the subject of a story on the sports page of USA Today.

Mark's publications include three books and more than 100 articles and reviews. Among Mark's awards are 21 research grants, election to two honorary societies, a fellowship to the Center for Advanced Study in the Behavioral Sciences, and two teaching awards from the University of Michigan. In 1988 he became one of the first two sociologists to receive a Presidential Young Investigator Award from the National Science Foundation, and in 2011 he received a fellowship from the John Simon Guggenheim Memorial Foundation. He is currently completing a book on the changing nature of leadership within American business.

In addition to becoming the Director for the Organizational Studies Program, **Professor Mizruchi** will teach one of the program's core requirements, **ORGSTUDY 310** *Formal Organizations and Environments* for the upcoming Fall 2012 semester.

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Sara Soderstrom

Sara Soderstrom completed her PhD at the Kellogg School of Management, Northwestern University in 2010 and then completed a post-doc at the Erb Institute at the University of Michigan.

Sara studies how individuals within organizations mobilize others, develop coalitions, and access key decision makers when they are trying to implement sustainability initiatives. Further, she studies individual and organizational responses to the ambiguity and uncertainty that surrounds sustainability, such as making sense of emergent issues, prioritizing and agenda setting, and balancing multiple goals.

Prior to her graduate work at Kellogg, Sara worked as a consultant at McKinsey & Company serving retail and financial services organizations and led a business transformation team in post-merger activities at The Auto Club Group, a AAA umbrella organization. She holds MSE degrees in Chemical and Environmental Engineering and a BSE degree in Chemical Engineering from the University of Michigan.

At the University of Michigan, **Sara** will hold a joint appointment with the Program in the Environment and will be teaching one of our program's senior research requirement courses, **ORGSTUDY 410** *Advanced Research Methods* as well as special topics courses on business, leadership, and the natural environment.



ORGANIZATIONAL STUDIES

BARGER LEADERSHIP INSTITUTE

Developing Leadership through the Lessons of Experience

Barger Leadership Institute Capstone Experience: San Francisco/Bay Area

— Tiffany Purnell



In October 2011, the Barger Leadership Institute partnered with OS Leadership Committee member **Mike Dulworth** to sponsor a unique opportunity for a group of BLI Ambassadors. Six UM undergraduates and **BLI Director Jason Owen-Smith** traveled to San Francisco for two days of leadership and networking activities. The group joined local UM alumni for a dinner that featured professionals at various stages of their career in a diversity of fields. The students set off on a half-day shadowing experience at **McAfee Software**, which offered them a behind the scenes glimpse of leadership at work in several units of an established corporation. The entire group gathered for a special mentoring dinner with Mike Dulworth where they reflected on their shadowing experience and discussed Mike's latest book, *The Connect*

Effect. The next day a working session at the successful design and strategy consulting firm **SY Partners** introduced students to the methods and techniques that underpin SY's work with executives from multiple industries. Finally, the group had an in-depth discussion with a general partner at the venture capital firm **Kleiner, Perkins, Caufield, & Byers**, who offered them a range of insights into the practice of leadership in small entrepreneurial ventures and into emerging opportunities in today's green and clean tech sectors. This Capstone experience provided the participants with special access to the realities of leadership across key Silicon Valley industries, enabled them to reflect individually and collectively, and continue to bond as a part of the BLI community. Here are what some of the participants had to say about this experience:

"My favorite company that we visited was SYPartners...I was inspired by their creative approach to problem solving...I felt in flow doing this activity as it sparked my passions for creative thinking and freedom to take risks. From our time at SYP I realized how much I value working in an environment that is positively oriented around innovative work..."

— **Charlotte Keeler (Organizational Studies)**

"I now realize that prior to the [alumni] dinner I had unconsciously held a relatively narrow view – one in which only non-profits had the capacity or the desire to make the world a better place. Over a delicious meal we spoke about social enterprise and corporate social responsibility, terms I'd previously heard about but perhaps glossed over, and about the power of business to make conscious, sustainable change. I left inspired, encouraged and considerably more open-minded than I had previously been."

— **Jordan Harris (Organizational Studies)**

"This was a unique experience and a once in a lifetime opportunity to learn first hand about the most essential character traits and skills necessary to be a quality leader in the 21st century."

— **Chaim Frenkel (Public Policy)**

"I am truly grateful to have the opportunity to participate in the Barger Leadership Institute. Being a part of this organization has added a hands-on leadership component to my education at the University of Michigan that cannot be achieved in the classroom."

— **Jessica McClain (Organizational Studies)**



Barger Leadership Institute Year in Review

— Tiffany Purnell

BLI Fellows and Ambassador Programs

The 2011-2012 academic year saw numerous changes take place in the **Barger Leadership Institute Fellows Program**. In response to student feedback, we extended the Program from one term to a full year. This year kicked off with a half-day retreat. BLI Fellows then participated in seven faculty and staff facilitated workshops throughout the year that covered topics such as creativity, resilience, networking, and organizing to lead. Our Fellows cohort grew to include 53 students ranging from freshmen to seniors, with our highest percentages being freshmen and sophomores. Participants represented six schools and colleges and 17 concentrations across the university. The new format was a success and we look forward to improving and expanding the Fellows Program next year.



This year also saw the launch of a new initiative: the **Ambassadors Program**.

Nine returning BLI Fellows representing Organizational Studies, Public Policy, and

Business continued their involvement with the Institute in this new role. Acceptance into the Ambassadors Program was based solely on participation in and contribution to the first-year fellows program and the Institute. The Ambassadors participated in the Capstone Experience in the Bay area; supported first-year Fellow workshops and speakers; and organized and facilitated a Winter-Kick off for the first-year Fellows.

Next year, the Institute will continue the Ambassadors Program, integrating these engaged and active undergraduates in Institute initiatives such as retreat planning, workshop facilitation, and community building and visibility projects.

BLI-Supported Student Projects

The Barger Leadership Institute seeks to (1) stimulate learning about leadership through practice, (2) encourage and support student initiative, and (3) seed innovative projects that will contribute to the Institute, campus community, and/or society through student project funding. This competitive program provides OS students and BLI Fellows with funding and support to launch projects that address issues about which they are passionate. This year, the Institute is proud to support two student projects for the summer and upcoming academic year: *ComfortApp* and *The Pantanal Partnership*.

ComfortApp

ComfortApp aims to reduce stress and increase comfort for patients in the UM Comprehensive Cancer Center by providing them with iPads to use during their stay. Their goal is to raise enough funds to donate 10-15 devices this year, create a strong organizational infrastructure and network to continue operations beyond their first year, and to have a significant impact on patient satisfaction and well-being.

Pantanal

The *Pantanal Partnership* is committed to minimizing the challenges of rural living in the *Pantanal* region of Brazil through building and installing biosand water filtration systems in local schools. After completing smaller projects over the past two summers, the organization's success caught the attention of the Secretary of Education of the local *Pantanal* district who asked for an expansion of their efforts into other schools. This summer with Institute seed funding, the *Pantanal Partnership* will be able to increase the number of organization members who travel to Brazil while increasing the number of water filtration systems and schools who will receive the filtration systems.

BLI Award Summary

BLI awards and scholarships are supported by the **James H.M. Sprayregen Scholarship Fund**, the **Blattman-Borg Awards Fund** and other related Barger Leadership Institute funds.

Winter 2012 BLI Global Scholarship (\$25,500): 9 students studied abroad in Argentina, France, Israel, Italy, Spain, and Vietnam.

Summer 2012 BLI Global Scholarship (\$13,500): 5 students studied abroad in Costa Rica and South Korea.

The **Summer 2012 BLI Global Internship Award (\$7,065):** 4 students participated in internships abroad in Argentina, Ecuador, Peru, and Tanzania.

The OS Living Curriculum

— Jessica Kowalewski & Melissa Eljamal

One of the exciting aspects of the Organizational Studies Program is the interdisciplinary aspect of its curriculum. In addition to including courses from other disciplines such as psychology, economics, communications, and political science, the curriculum has a host of offerings in our professional schools such as business, public policy, and public health. This variety enables our students to customize their degree based on their interests and exposes them to the study of organizations in different domains.

As our program has grown, our own faculty have taught a variety of course topics as well. In the Fall 2011 semester, the LSA Curriculum committee approved the renaming of some of our special topics courses to their own stand-alone OS course numbers. **Associate Professor Stephen Garcia's** *Negotiations*, **Assistant Professor Michael Heaney's** *Networking*, and **Associate Professor Victoria Johnson's** *Nonprofit Organizations*, all previously popular special topics courses, are now a more visible part of our OS curriculum (now called **ORGSTUDY 405**, **ORGSTUDY 415**, and **ORGSTUDY 420** respectively). While serving primarily to fulfill the OS degree requirements, these seminars are welcoming an increasing number of non-OS students to the class, providing an even richer variety of student perspectives on the topics of study.

Organizational Studies also performs a comprehensive review of its curriculum every three years, assessing student enrollment in courses offered outside the program and evaluating new courses that have organizational content. By modifying the curriculum in this way, we increase the overall coherence of the program by adding courses that enhance student opportunities in key fields and topics, and eliminating courses that no longer serve the curriculum well. To this end, we added 16 new courses to the curriculum — spanning from **Anthropology's** *Kinship, Social Organization and Society*, to **Complex System's** *Agent-Based Modeling*, **Ross Business School's** *Entrepreneurial Management* and **Public Policy's** *Strategic Thinking*.

Finally, Organizational Studies is investing effort to develop lower-level courses that will enable non-OS concentrators to learn about the study of organizations and perhaps draw some students to consider applying for the program. Our most recent addition is a new 200 level course series as part of the **LSA Sophomore Initiative**. Because the sophomore year represents a transition from being new to college to beginning to plan for the future, LSA offers courses designed to showcase how the liberal arts really work. Among these are small seminars, classes that span multiple disciplinary perspectives, hands-on experiential learning courses, and many more innovative options. **Associate Professor Jason Owen-Smith's** **ORGSTUDY 201** *Leadership and Collaboration* is a project-based class that uses organizational sociology, psychology, economics, and political science to ask what good leadership is and how people can be effective leaders when they lack formal authority. Jason will teach this course for the first time in the Fall 2012 semester. This course will be followed in winter term by **ORGSTUDY 202** *Practicum in Leadership and Collaboration*, wherein student groups from **ORGSTUDY 201** will implement proposals they designed in the fall to solve problems that they wish to address on campus and in the community. Students will have the chance to meet with leaders who have learned about tackling problems, assessing resources and dealing with risk and failure.

The program is looking forward to see the curriculum grow with more OS lower level and advanced offerings, investigating new topics as new faculty join our community.

2011-2012 Organizational Studies Year in Review

2012 OS Admissions

The **OS Application** was moved to an online form for the **Winter 2012** application cycle. **209 students** applied to the program and **59 students** are slated to begin the program in **Fall 2012**. The average GPA of the incoming cohort is **3.68**.

Internship Funding

For **Summer 2012**, **4 OS students** will receive funding from the **Director's Strategic Fund** to help support their internship experiences in education and international health systems in **Boston, Buenos Aires, Washington D.C, and Quito**.

Tuition Assistance

The **OS Opportunity Scholarship**, funded by the **Benzie Family Scholarship, David Blumenfeld Scholarship, Jacobs Family Scholarship and Carson Family Funds** provided tuition assistance to **4 students** in the **Fall 2011** semester and **2 students** in the **Winter 2012** semester. The **OS Opportunity Scholarship** provides tuition assistance to OS students who have substantial financial need due to unforeseen hardship.

OS Career Prep Series

In an effort to assist our students with the challenging task of planning their career trajectory and preparing for their own internship and job search, Organizational Studies organized a series of career preparation sessions, some more general and others more focused on specific fields of work. Most of these sessions were led by OS alumni, individuals who understand the Organizational Studies degree “from the inside” and who are best equipped to help students understand how the degree meshes well with various professions. We encourage our OS alumni to contact us if they wish to become involved in career-related mentoring for our students.

FALL SEMESTER 2011

OS Career Prep Boot Camp

Amy Hoag

Assistant Director of Counseling and Advising Services

OS Special Interest Topic: Case Study Interview Prep

Chad Fry (UM alum)

Senior Manager, Deloitte Consulting

Neil Tambe (OS '09)

Human Capital Analyst, Deloitte Consulting

OS Special Interest Topic: Human Capital

Colleen Earl (UM '98)

Director of Employee Relations at Lockheed Martin

Patrick Smitowski (UM '96)

Senior Human Resource Manager in the College of LSA

OS Alumni Career Panel and Lunch

Mikell Hyman (OS '06)

PhD student, Sociology

Kelle Parsons (OS '09)

MPP/MA student, Public Policy & Higher Ed.

Ben Pearlman (OS '10)

Paralegal, Goren, Goren & Harris, P.C

Tyrone Schiff (OS '09)

Advertising Operations Developer, Google

Tara Thomas (OS '06)

ROI Ventures, LLC

Perry Teicher (OS '07)

JD/MBA Student, UM Law and Ross School of Business

OS Special Interest Topic: Marketing/Advertising

Lauren Benson (OS '08)

Account Planner, Google

Yung Chung (OS '06)

Founder of multiple e-commerce sites

OS Special Interest Topic: Social Justice and Nonprofit Work

Kate Balzer (OS '10)

Development Associate at Food Gatherers

OS Special Interest Topic: Finance and Banking

Matt Glazier (OS '09)

Trader, RBC Capital Markets

Liane Hajduch (OS '09)

Recruitment Coordinator, RBC Global Markets and Global Investment Banking

OS Internship Prep Bootcamp

Amy Hoag

Assistant Director of Counseling and Advising Services

WINTER SEMESTER 2012

OS Special Interest Topic: Law

Justin Benson (OS '08)

Law student, University of Michigan

Jeff Kominsky (OS '05)

Attorney, Conrad & Scherer

Ben Pearlman (OS '10)

Paralegal, Goren, Goren & Harris, P.C

Aaron Singer (OS '04)

Attorney, Latham and Watkins

OS Special Interest Topic: Public Service

Justin Benson (OS '08)

Law student, University of Michigan

Liz Houghton (OS '07)

Law student, University of Michigan

OS Special Interest Topic: Education

Kristy Garvey (OS '08)

Consultant, New York City Department of Education's Office of Early Childhood Education

OS Special Interest Topic: Public Health

Elly Samuels (OS '04)

Administrative Manager, UM Otorhinolaryngology Department at the University of Michigan Hospital

Brad Stulberg (OS '08)

Master's student, University of Michigan School of Public Health

OS Special Interest Topic: Consulting

Paige Morrison (OS '06)

Booz Allen Hamilton and Accenture

Julia Samo (OS '09)

Accenture

Danielle Becker (OS '09)

Huron Healthcare



OS Alumni Career Panel and Lunch (from left to right): Tara Thomas ('06), Mikell Hyman ('06), Tyrone Schiff ('09), Ben Pearlman ('10), Kelle Parsons ('09), and Perry Teicher ('07) (not pictured) served as moderators.

Organizational Studies Research



Class of 2012 OS Honors Students with OS Honors Faculty Advisor, OS Assistant Professor Michael Heaney

On April 18, 2012, Organizational Studies hosted the Honors Symposium. This year, four honors students formally presented their research to an audience whose members included fellow students, faculty and honors theses mentors.

OS seniors **Maor Cohen** ('12) and **Jonathan Hulting-Cohen** ('12) had this to say about their Honor's experience:

"Writing and defending my honors thesis was the most important experience in my seventeen-year long academic career, with the possible exception of learning cursive in the third grade." – **Maor Cohen**

"Struggling with and completing my honors thesis exposed me to theoretical works I might never have found and improved my writing. Through writing my thesis, I got a taste of the academic career track, a possibility which is now quite attractive." – **Jonathan Hulting-Cohen**



Claire Baker

Thesis Title: *"Bridging the Gaps: A Case Study on the Implementation of Educational Technologies in High School"*

Faculty Mentor: Associate Professor Barry Fishman, School of Education



Maor Cohen

Thesis Title: *"Fermenting Innovation: Talk is not Cheap and Valuing Leads to Value"*

Faculty Mentor: Professor Oscar Ybarra, Psychology



Jonathan Hulting-Cohen

Thesis Title: *"Diffusion, Adoption, and Adaptation: An Organizational History of El Sistema in the United States"*

Faculty Mentor: Associate Professor Mark Clague, School of Music



Maple Kirby

Thesis Title: *"A Legacy of Education Reform in Detroit: An Archival and Field-based Case Study of the Current State of the School District and Reforms in Detroit, Michigan"*

Faculty Mentor: Algo D. Henderson Collegiate Professor Edward St. John, School of Education



OS Honors Faculty Coordinator:

Assistant Professor Michael Heaney joined the Organizational Studies Program in 2009 after spending several years on the faculty of the University of Florida. Michael is a political scientist by training and has a courtesy appointment as an Assistant Professor of Political Science. In addition to teaching *Networking*, *Interest Group Politics*, and *Political Networks Lab Group*, he has been the OS Honors Coordinator since 2010.

On being the Honors Coordinator, Michael says, *"I really enjoy watching the students take the vague ideas that they have in their junior year and transform them into a final thesis by the end of their senior year."*

Organizational Studies Class of 2012



Daniel Abrams
Katherine Autin
Claire Baker+
Robert Levi Barry
Douglas Chod
Maor Cohen+
Sara Cohen
Stephen Cook
Jennifer Cooper
Sara Eidelman
Hillary Finet
Laura Flusty
Alexandria Grasel
Samuel Hamburger
Rachel Hankus
Jordan Harris
Maia Herring
Brian Hohn

Marc Hostovsky
Jonathan Hulting-Cohen+
Keren Isaacson
Mark Jay
Sarah Jeropke**
Richard Kallus**
Jessica King
Maple Kirby+
Mackenzie Lebeis
Anna Lein-Zielinski**
Samantha Levine
Katrina Lewis**
Randall Limberg**+
Julia Linsner*
Kathleen Marsh
Cassandra Mills
Anastasia Mitropoulos-
Rundus**

Teddie Olender
Marissa Putter
Hannah Robb
Christopher Russo
Lisa Schuster**
Samantha Schwartz**
Lauren Slutsky
Scott Steinberg
Sara Vander Zanden
Jack Vanoverloop
Nicole Vitale
Jill Zientarski

**December 2011 Graduate

*August 2012 Graduate

+OS Honors Graduate

OS GRADUATES TENTH CLASS OF STUDENTS

-Jessica Kowalewski

On April 27, 2012, families and friends gathered in the Modern Languages Building to applaud the achievements of the class of 2012. After a welcome by Director **Jason Owen-Smith**, keynote speaker **Ari Weinzweig, Founding Partner of Zingerman's Deli**, addressed the Class of 2012 with his speech "*Creating Good Work: Fixing the Energy Crisis in the American Workplace*" **Sara Vander Zanden** served as student speaker for the ceremony.

The Organizational Studies Program also recognized OS community members with special awards:

- **Jonathan Hulting-Cohen** was recognized as the *Lansing Leader-Scholar* recipient for demonstrating academic excellence in the classroom and leadership qualities in Organizational Studies and the broader UM community.
- **Jessica Kowalewski** won the *Suzanne Jones OS Spirit Award* for her work as the Student Services Coordinator for the program.

We congratulate our Organizational Studies graduates and wish them well for the future!



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GIFTS AND PLEDGES TO THE ORGANIZATIONAL STUDIES PROGRAM
May 1, 2011 to April 30, 2012

We deeply appreciate the gifts and pledges made this year by our donors. Gifts made this year have helped to secure the existence of the Program by sustaining the Director's Strategic Fund. Gifts to the Barger Leadership Institute provided many internship and study abroad opportunities; other gifts made the difference in helping students in need or honoring those who have demonstrated leadership. Donations from alumni and friends of the program provide funding for numerous talks and workshops, and help to fund graduation and other community-building events between students and alumni. The Program could not offer any of these exciting opportunities for students without the generosity and support of our donors. Thank you!

Lisa Arnsdorf	Timothy and Marilu Faber	Brendan and Pamela Nedzi
Lauren Benson	Mark Falanga	David Parent
J. Peter and Pamela Benzie	D. Stewart Green	Kendra Quinlan
Barry Blattman and Jane Borg	John Hamburger	Kelly Reinhardt
David Blumenfeld	Kate and Justin Heinze	Kristen Reinke
Broadridge Financial Solutions	David Herring	Rob Rosenfeld
Rachel Brody	Kathleen Hope	Ellen Seiss
Laurann Brown	J.P. Morgan Chase Foundation	James and Tracy Sprayregen
Jonathan and Stephanie Carson	Robin and David Jacobs	Neil Tambe
Joshua Cohen	Joseph and Cynthia Kaplan	Julie Teicher
Lindsey Dawson	Andrew and Ellyn Lansing	Robin Tryloff and John McNamara
Deloitte Foundation	Timothy Lindow	Gina Valo
Daniel and Graciela Denison	Mark and Lisa Lundy	Leslie Zaikis