



WISCONSIN SCHOOL OF BUSINESS

2021 REPORT TO INVESTORS

SPECIAL ISSUE

Celebrating the Impact of the

ALL WAYS FORWARD CAMPAIGN





LETTER FROM THE DEAN

I feel incredibly fortunate to be leading a business school with a community that cares deeply about supporting its reputation. When I started as dean, the Wisconsin School of Business had just exceeded its \$200 million fundraising goal as part of the All Ways Forward campaign. It was my privilege to lead you on a victory lap, and you responded tremendously.

Even though we only just concluded the campaign at the end of 2021, we can already see your gifts at work. Demand for our programs is at an all-time high. In the last five years, we have launched nine new degrees. Our faculty has grown by 15 percent, ushering in outstanding expertise in emerging disciplines. We are removing barriers to access, and we helped our students navigate the pressures of the pandemic. We are working hard to be a more welcoming place for all learners, and we are delighted to see the increasingly diverse backgrounds of our student population.

We put together this commemorative version of our *Report to Investors* to give you a look at the progress you have enabled through the campaign and learn more about the people you are supporting. I look forward to more opportunities to share stories of your impact in the years to come.

It is truly a rewarding experience for me to partner with our donors, finding ways big and small to build and innovate programs, prepare students, and support our faculty and staff. I hope the experience is just as rewarding for you. Thank you for partnering with us.

On, Wisconsin!

A handwritten signature in black ink that reads "V. Sambamurthy". The signature is fluid and cursive, with a stylized "V" and a long, sweeping underline.

Vallabh "Samba" Sambamurthy
Albert O. Nicholas Dean
Wisconsin School of Business

2021

REPORT TO INVESTORS

| EDITORIAL |

MANAGING EDITOR

Betsy Lundgren (BA '03, MA '05)

WRITERS

Jane Burns

Leiah Fundell

| DESIGN & PHOTOGRAPHY |

ART DIRECTOR AND DESIGNER

Shaysa Sidebottom

PHOTOGRAPHER

Paul L. Newby II

| ADVISORS |

EDITORIAL

Kaylene Christnovich

Binnu Palta Hill (BA '97)

Rachel Lionberg

BRAND

Katie Schauer

© 2022 Board of Regents of the
University of Wisconsin System

Report to Investors is published annually.
All rights reserved.

PUBLISHER

Wisconsin School of Business

Grainger Hall

975 University Avenue

Madison, WI 53706

business.wisc.edu/report-to-investors

University of Wisconsin–Madison is an equal
opportunity and affirmative action educator
and employer.



WISCONSIN
SCHOOL OF BUSINESS

UNIVERSITY OF WISCONSIN–MADISON

SPECIAL ISSUE

Celebrating the Impact of the

ALL WAYS FORWARD CAMPAIGN

In This Issue

- | | | | |
|----|---|----|---|
| 02 | All Ways Forward Campaign Impact at WSB | 16 | Innovative Funding Model Yields Flexibility in Graduate Portfolio |
| 04 | Donor Support Drives Strategic Faculty Growth | 20 | Scholarships Drive Student Success |
| 08 | Corporate Partners Expand DEI Efforts | 22 | MOMENTS TO REMEMBER: Milestones of the All Ways Forward Campaign |
| 12 | Investments in Career Pathways Propel Undergraduate Program | | |

W

ALL WAYS FORWARD

In 2013, the University of Wisconsin–Madison launched its most ambitious fundraising campaign to date. What began as an effort to advance the boundaries of what’s possible through the university’s dedication to teaching, research, and outreach exceeded even the most optimistic expectations—culminating in a historic philanthropic campaign.

Thanks to the dedicated support of alumni and friends during the All Ways Forward campaign, the Wisconsin School of Business enhanced its reputation as a world-class business school that prepares trusted leaders to drive innovation, creativity, and impact.

\$282,035,197

raised in total

WSB’s most successful campaign to date,
surpassing the original goal of \$200M

\$67M

faculty support

\$25M

diversity, equity, and inclusion
efforts

\$45M

scholarships

\$72M

estate gifts

\$11M

facility investments in
Grainger Hall

\$41M

unrestricted giving

WSB Campaign Steering Committee

The success of the All Ways Forward campaign would not have been possible without WSB's campaign steering committee and the many volunteers helping connect with Business Badgers around the world.



Cynthia A. Ihlenfeld | co-chair



John J. Oros | co-chair

David S. Archie
Andrew K. Boszhardt Jr.
Curt S. Culver
Jon D. Hammes
Jill S. Hatton
Ted D. Kellner
Paul A. Leff

Michael E. Lehman
Peter A. Leidel
Melinda J. Mount
John Neis
Robert B. Pollock
Thomas D. Stevens
Thomas M. Tefft

13,766

donors who made a gift to
the WSB campaign

6,003

first-time donors to WSB
during the campaign

Read more about our giving community at
business.wisc.edu/report-to-investors



ALL WAYS FORWARD CAMPAIGN

WSB Donors and Morgridge Match Drive Faculty Growth

In 2014, two of the university's most generous benefactors, John and Tashia Morgridge, made the largest individual gift in the university's history—\$100 million—to match gifts from other donors who wished to endow a professorship, chair, or distinguished chair. Due to the success of the faculty funding effort, the Morgridges gifted another \$70 million match in 2020.

WSB now has 61 endowed faculty positions, an increase of 74 percent since the Morgridge match was initiated. An endowed professorship or chair distributes income annually in perpetuity to support faculty salary and research.

\$67M

raised for WSB faculty support
during campaign

41

professors joined WSB since start
of campaign

61

endowed faculty positions

“We are grateful to the Morgridges for providing this opportunity. They made it possible for many others like us to endow a chair. It is a great opportunity to be able to make sure that the university stays strong by endowing top-notch faculty who can drive the program forward.”

—Karen Monfre (BBA '86)

Growing Expertise in Emerging, In-Demand Disciplines

Strategic faculty hires add cross-disciplinary thought leadership in high-growth fields

By Jane Burns | Photo by Paul L. Newby II

Terry Warfield has a routine in place for every faculty candidate who interviews at the Wisconsin School of Business. As senior associate dean and PwC Chair in Accounting, he certainly gets to know the candidates and their qualifications, but he also makes sure those being recruited learn one key element about the school—that we have committed friends and donors who value faculty and support their work through philanthropic investments.

"I'm always really proud of the package we can put together for people and I explain that we can do it because we have generous donors," Warfield says. "They see the value of faculty, of research, and how it drives the success of our graduate and undergraduate programs."

"The backbone of the Wisconsin School of Business' success is its faculty, so I find it incredibly meaningful to help support their work," says Jeff Diermeier (BBA '74, MBA '75), who has funded two endowed faculty positions. "It is exciting to see the new avenues of expertise and thought leadership among the school's faculty, and I'm honored to play a small part in supporting the research that will help shape business decision-making in the future."

Philanthropy funds salary support, research support that is particularly important for new faculty, and PhD student support.

All of those factors have helped WSB expand its faculty and move forward in emerging, in-demand spheres of business, especially those that are cross-disciplinary like analytics and technology. Seven of the 11 new faculty hires for the 2021-22 academic year were strategic growth hires—new positions that address areas of growth and a need to build intellectual depth. For 2022-23, the school is on track to hire seven new faculty members, four of whom will be strategic growth hires. In typical years, the hiring pace is three or four new faculty members to primarily replace departing faculty.

New faculty members (from left) Aziza Jones, Remi Daviet, and Stav Atir bring expertise in emerging, cross-disciplinary fields.



WSB's commitment to expanding expertise has been part of the draw for new faculty, Warfield says, and it has had a trickle-down effect on future hires.

"We had some success because the word was out that we were hiring in these emerging areas," Warfield says. "That created buzz with many of these new hires becoming immediate collaborators and possibly magnets for other potential candidates."

WSB targeted four key areas as part of its recent faculty recruitment, bringing in scholars focused on analytics, technology, sustainability, and diversity and inclusive leadership.

Business analytics

Four new faculty members hired for the 2021-22 academic year brought analytics expertise. Two teach business analytics classes and two others bring analytics expertise into the classes within their disciplines.

WSB's analytics curriculum teaches students the data mining tools necessary to read and analyze data and turn that knowledge into actionable insights, offering courses in emerging areas such as machine learning, programming, and data visualization.

The in-demand field of business analytics is cross-disciplinary, and recent hires reflect that as they bring

expertise to a range of departments including marketing, operations and information management, accounting, and risk and insurance.

"When we hire in analytics, it's a cross-school hiring. We're looking for the best person in that space, regardless of department," says Vallabh "Samba" Sambamurthy, WSB's Albert O. Nicholas Dean. "Increasingly we're looking for that intersection because there's an overlap between disciplines to solve many of today's business problems."

Qinglai He, a new assistant professor of operations and information management, teaches business analytics and brings cutting-edge research in data technologies. Her expertise includes information visualization and visual analysis, and her research explores issues around user-generated content creativity, human-bot collaboration in platform regulation, and platform policy and polarization.

Technology

WSB's goal of adding expertise in the technology space goes beyond business analytics. Artificial intelligence, digital marketing, online communication, and social media polarization are just some of the research interests of recent faculty hires.

"We are reaching into some disciplines where we haven't hired before," Warfield says.

It's all part of the evolution of business. Throughout disciplines and majors at WSB, the end result isn't just students learning technology, it's students learning how to apply technology in the business world and embrace new technology throughout their careers.

"In marketing, accounting, and operations, for example, they're looking at how companies and businesses are using digital tools such as artificial intelligence or machine learning to facilitate decision-making and processes within the companies," Warfield says.

Several of WSB's new faculty members came to business through a technology background. Two of the school's new professors earned their PhDs in information systems. Others also have bachelor's and master's degrees in computer science.

"We're hiring people whose work is as interesting to people in statistics or computer science as it is to people in business," Warfield says. "That's a new frontier"

Sustainability

An emerging part of business is how an organization operates and builds strategy around environmental, social, and governance (ESG) elements. WSB offers a Certificate in Business, Environment, and Social Responsibility for graduate students and is redesigning the undergraduate curriculum to have a stronger emphasis on sustainability

and ESG.

"We know we have faculty who are doing some work in the sustainability area—either in business strategy or organizational theory," Warfield says. "Now we want to focus even more on sustainability in our faculty search."

Like other emerging disciplines, sustainability reaches across several areas. In finance, companies need to understand how the market would respond to company investment in

Diversity and inclusive leadership

At WSB, diversity takes on a broader meaning beyond the important goal of building a faculty with broad cultural and demographic representation. It's about diversity of thought. It's also about modeling and developing inclusive leadership among students and teaching them how to embrace diversity as part of their professional development.

Because of that, WSB

education from pre-college to graduate programs.

"Employers want people coming in to their organizations who have cultural competency and understand why diversity is important whether it's racial, ethnic, sexual orientation," Warfield says. "That will have a positive influence on their decision-making."

Diversity has also become a business research topic and recent WSB hires work in that sphere. The research of Aziza Jones, an assistant professor of marketing and the Jeffrey J. Diermeier Faculty Fellow, explores concepts such as how racial identity influences interpersonal decision-making. Stav Atir, assistant professor of management and human resources, researches how gender bias can affect professional outcomes. Chia-Jung Tsay, associate professor of management and human resources, investigates the roles that perception, expertise, and nonconscious biases play in professional selection and advancement.

"Methods of researching these business problems are emerging, and they're showing up in doctoral dissertations and research programs," Warfield says. "We have recently attracted some impressive new thought leaders in these areas and we are excited about what they bring to the table." ◀

"[Our donors] see the value of faculty, of research, and how it drives the success of our graduate and undergraduate programs."

—Terry Warfield

ESG. In accounting, current discussions consider whether there should be rules regarding ESG strategies and efforts. In supply chain, issues regarding greener practices and waste reduction surface.

"It's pervasive across all our disciplines," Warfield says.

faculty play a key role in the school's investment in building inclusive leaders. Throughout WSB, faculty have integrated concepts of diversity, equity, and inclusion into the curriculum across disciplines. Business faculty have led efforts that have been built into all levels of



ALL WAYS FORWARD CAMPAIGN

Campaign Yields First Investments in DEI

The All Ways Forward campaign ushered in significant new investments to support WSB's strategic goals around diversity, equity, and inclusion (DEI). Corporate partners became early investors in the school's DEI programmatic initiatives, while individual donors stepped forward to enable much-needed scholarship support.

WSB launched the Business Emerging Leaders (BEL) pre-college program early in the campaign thanks to donors who supported efforts to grow the diversity of WSB's student body and help top-performing high school students start their path toward a business career. Additional philanthropic investments in student scholarships have positioned WSB to attract and retain students from underrepresented populations, and develop programming that fosters inclusive leadership skills among the entire WSB community.

26%

of first-year students were from underrepresented populations in 2021

7

new scholarship programs for students from underrepresented populations

\$25M

invested in diversity, equity, and inclusion initiatives during the campaign

“In supporting the Wisconsin School of Business’ DEI initiatives, I am helping students from all backgrounds be able to see themselves succeeding in business. It’s exciting to support future business leaders and to know that they’ll thrive at Wisconsin.”

—Phill Gross (BBA '82, MS '83)

Fostering Inclusive Leadership Skills Through Corporate Engagement

Support from corporate partners helps expand DEI efforts

By Leiah Fundell | Photo by Paul L. Newby II

Corporations have long hired employees for their essential business skills in areas like marketing, finance, and operations. They have also hired for essential interpersonal skills like teamwork, time management, and critical thinking. Today, another essential business skill is in high demand: inclusive leadership.

The Wisconsin School of Business is responding to this industry demand, partnering with corporations to develop trusted leaders who have inclusive mindsets, value diversity, and foster equity.

"Just like any other business discipline, inclusive leadership is a skill that can be learned, practiced, and developed," says Binnu Palta Hill, chief diversity and inclusion officer for WSB. "The Wisconsin School of Business is emerging as a thought leader with its holistic approach to diversity, equity, and inclusion that has been shaped through blending existing research with best practices from corporate partners."

Corporate partners are valuable supporters of WSB's commitment to inclusive leadership, investing in the school's multi-faceted DEI strategy and providing opportunities for students, faculty, and staff to develop their capacity for inclusive leadership.

"We have seen corporate interest in supporting our DEI efforts increase more than in any other area," says Vallabh "Samba" Sambamurthy, WSB's Albert O. Nicholas Dean. "There is a clear demand and objective need for developing inclusive leaders."

Laying the foundation

WSB's early initiatives around DEI were supported by Ernst & Young (EY) who, nearly a decade ago, made investments in student scholarships and global mindset programming. As an established corporate leader in DEI, EY partnered with WSB to integrate global mindset programming into the school's curriculum. Students learn the individual qualities, communication skills, and actionable knowledge that empowers leaders to partner



WSB students engage in programming at the new Multicultural Center, funded in part by The Kemper Foundation.

with individuals, groups, and organizations with multicultural considerations.

"At EY, diversity and inclusion are embedded in our culture and we know that inclusive leadership benefits our people, our clients, and our communities," says Brian Kennedy, assurance partner at EY. "We saw that early investments in helping students understand global mindset has led to more inclusive thinking and more inclusive business leaders."

Since 2013, more than 6,000 undergraduate students have graduated with core courses that include global mindset content or learning outcomes.

EY has also been a long-time supporter of WSB's commitment to diversifying its student body, funding the EY Global Mindset scholarship for students from underrepresented populations. This partnership between EY and WSB opened the door for other corporate investments in innovative initiatives such as Business Emerging Leaders (BEL).

BEL scholars benefit from corporate involvement

Launched in 2015, the donor-funded BEL Program is a pre-college program for high-achieving

high school students from underrepresented backgrounds. Students spend a portion of their summers during high school with WSB, taking courses, gaining leadership skills, and exploring career pathways. BEL students who are admitted to UW-Madison and major in business are then granted a scholarship for four years of attendance.

The opportunity for students to engage with corporate partners is a key component of the BEL experience. More than 20 companies have participated in hosting on-site visits in Minneapolis, Chicago,

Milwaukee, and Madison, or have been guest speakers at WSB. American Family Insurance provides BEL students with an immersive "micro-internship/job shadow" experience where students explore different business units over the course of multiple visits. These hands-on, real-world opportunities give students a chance to envision themselves as future leaders in any industry.

"Corporate support of initiatives like BEL has been integral to creating equity of opportunities for our students," says Jim Franzone, assistant dean of WSB's

undergraduate program. “We want all students to feel a sense of belonging and support in the school and beyond.”

The BEL program marked a major milestone in Spring 2022—with the first BEL scholars receiving their undergraduate degrees from WSB. These 17 graduates now enter the corporate world with foundational business skills, real-world experience, and an inclusive mindset.

Corporate engagement expands impact

In recent years, WSB has expanded and developed new corporate partnerships in support of DEI initiatives and inclusive leadership programming.

Baird recently deepened its longstanding relationship with WSB by establishing

a new scholarship program called Baird Scholars. In its inaugural year, Baird Scholars offered four-year financial scholarships to 11 students from groups traditionally underrepresented in business. The program aims to prepare them for a profession in wealth management, a historically white and male-dominated career path. Scholarship recipients also have access to a summer internship at Baird, professional mentoring, and the opportunity to study and sit for the Securities Industries Essentials Exam.

“At Baird, we see the importance of these educational investments to ensure students of all racial, ethnic, and socioeconomic backgrounds have equal access to this curriculum,” says Ashley Price, diversity

and recruiting manager for Baird’s private wealth management business. “We believe that the best advice comes from diverse, multi-generational teams of financial advisors, and this program is an early investment to help us continue to add talent in support of our clients.”

In 2021, WSB received a five-year, \$900,000 commitment from The Kemper Foundation to champion diversity and inclusion efforts within the school. The donation funds the Kemper Scholars Program, a new scholarship program for WSB undergraduate students from underrepresented populations who are studying risk management and insurance, actuarial science, finance, accounting and information systems, and other business disciplines.

The donation also supports the new Kemper Foundation Multicultural Directorship position for the WSB Multicultural Center. Arturo “Tito” Diaz, who was named Kemper Foundation Multicultural Director last fall, oversees programming, promotion, and student engagement opportunities within the Multicultural Center, and will work with the annual cohort of Kemper Scholars to foster community building and networking.

“The Kemper Foundation is committed to developing the next generation of diverse leaders, and that starts with helping provide access to education that

inspires and empowers students to achieve their full potential,” says Barbara Ciesemier, president at The Kemper Foundation. “It also means building long-term relationships with leading academic institutions like WSB to elevate their DEI programs and initiatives.”

Multi-faceted approach

Corporate partnerships play an integral role in WSB’s multi-pronged DEI strategy, which prioritizes the development of inclusive leadership skills across the entire school community. In addition to scholarship support and curricular investments, WSB is bringing in faculty whose research focuses on inclusive leadership and offers DEI-skill building for staff, faculty, and students.

“Thanks in large part to the leadership and investment shown by our corporate partners, WSB is earning a reputation as a school that develops inclusive leaders,” says Sambamurthy. “Recognizing that there is always work to be done, we look forward to partnering with the best minds across disciplines to continue building a model for inclusive leadership that helps the future of business not just succeed, but flourish.” ◀

“Thanks in large part to our corporate partners, WSB is earning a reputation as a school that develops inclusive leaders.”

—Dean Vallabh Sambamurthy



ALL WAYS FORWARD CAMPAIGN

Campaign Sparks Transformation in Undergraduate Program

Investments in WSB's undergraduate program played a central role throughout the All Ways Forward campaign. Donors participated in many opportunities to support the school's largest, most diverse, and highest-demand program. Highlights included several new scholarships to support program growth, significant investments in career services, and the new Learning Commons in Grainger Hall—an innovative, flexible space that has quickly become one of the most popular libraries on campus.

Most recently, donors have stepped forward with seed investments to enable growth in the number of undergraduate students WSB serves and to spur program innovation, allowing the school to strengthen career programming and expand corporate partnerships, revamp curriculum and enhance the student experience, and invest in storytelling and marketing efforts. WSB is leveraging these important investments to position the undergraduate program for a substantial reputational leap among business schools.

2x growth

in undergraduate enrollment
since 2012

#9 public
undergraduate
business program

U.S. News & World Report, 2022

\$20M+

investment in the undergraduate
program throughout campaign

“As an alum and fellow Badger, I take pride in supporting [new] efforts that will elevate an already strong undergraduate program, offering next-generation curriculum and career preparation to students who will graduate ready to lead from day one.”

—Ricky Sandler (BBA '91)

Strengthening Career Platform Enriches Undergraduate Experience

Investments in career pathways, student success propel undergraduate program forward

By Leiah Fundell | Photo by Paul L. Newby II

The Wisconsin School of Business' undergraduate program is a springboard for future business leaders, preparing thousands of students each year for career success based on a robust academic foundation and applied learning experiences. As part of *Roadmap 2025*, the school is making investments to build upon this already strong program by enhancing career outcomes, enriching the student experience, and modernizing the curriculum—ultimately resulting in a reputational leap as a world-class undergraduate business school.

"Strengthening our career platform and helping students create a custom academic experience at WSB are the areas where we see the most opportunity to advance relative to peer schools," says Brian Mayhew, associate dean of the undergraduate program. "We want our students to develop deep knowledge and skills in their major, and then complement those skills through certificates and badges, while developing the people-based skills that will enable them to lead transformational business."

The effort is expected to have positive reputational impact, although that alone is not its entire focus.

"It's not just about the rankings," adds Melissa Leffin, director of career engagement for the undergraduate program. "Our goal is to help our students understand all the available career paths and provide both academic and career support that leads to the best career for each student. At the same time, we're working to build partnerships with great companies that our students aspire to. Success on these fronts will lead to satisfied graduates and ultimately enhance our reputation."

Enhancing career success

Enhancing career success for WSB students starts with helping them identify and start on a path early enough to prepare for their chosen career. WSB launched the Career Forward program in Fall 2021 to better support



students from their first step on campus to career placement post-graduation. It is a collaborative program designed to give undergraduate students the tools and experiences needed to achieve their individual career goals.

Thanks to philanthropic support, WSB is building a robust infrastructure to implement Career Forward, including career coaches and career pathway consultants, upgraded technology and analytics tools, and personalized learning experiences for all students.


"The Career Forward program will transform the educational experience for

Wisconsin School of Business undergraduate students. As an alum and fellow Badger, I take pride in supporting this important work and investing in future business leaders," says Ricky Sandler (BBA '91), chief executive officer, Eminence Capital, LP. "These efforts will elevate an already strong undergraduate program, offering next-generation curriculum and career preparation to students who will graduate ready to lead from day one."

WSB offers more than 40 career pathways that students can explore to build the specific skills and understanding required to find success in their career.

"We believe that students' engagement in building their unique experience at WSB is attractive to prospective students and it positions all WSB graduates to be highly attractive to employer partners."

—Melissa Leffin



Melissa Leffin, director of career engagement, helps students explore career pathways in WSB's Career Engagement Studio.

A student interested in an investment banking career pathway, for example, would be guided toward signature academic programs like the Applied Equity Market Research course, involvement in student organizations like the Investment Banking Club or Capital Management Club, participation in a banking internship, and other experiential opportunities.

Career Forward puts students in the driver's seat toward their individual career aspirations, supported by the resources and opportunities to ensure their success.

"We believe that students' engagement in building their unique experience at WSB

is attractive to prospective students and it positions all WSB graduates to be highly attractive to employer partners," says Leffin.

New model for ensuring student success

Students are benefiting from the holistic approach of the Career Forward program, especially emerging from the pandemic and all the challenges it posed. In addition to career coaches, WSB has hired a student success coach as part of a new model for helping students maximize their academic and co-curricular experience with high-touch support. Lucy Armentano, assistant director of student success, says she sees students with needs ranging from help with study tips, to those with complicated personal circumstances, and everything in between.

"We have to normalize the idea that no one comes into college knowing how to 'do college.' There's this misconception that you should start your first semester of college and know how to study, know how to manage time. No one inherently knows how to do that. Some know more than others, but everyone needs to learn those fundamental skills to be successful. We help students to shift their mindset and meet them where they are," says Armentano.

It's not just first-year students needing to learn new skills and benefiting from the additional support. Armentano develops programming for students at all levels. In the Spring

2022 semester, for example, she held a workshop to help students understand the social-psychological barriers they might bring into negotiations, interviews, and networking that affect their career success.

She plans to focus future workshops on helping students psychologically and emotionally prepare for networking and interviewing during recruitment season—an especially stressful time for juniors and seniors as they seek post-graduation placement.

"We're in a moment for all of the academic world to take a step back and ask, 'Where does student wellness and mental health fit into the picture?'" continues Armentano. "I think we've often tried to separate and silo out that if you succeed academically, you get a career. But we're often not thinking about how the wellbeing of these students impacts their trajectory."

Establishing key career networks

Armentano and WSB's team of career coaches help students focus on their values for long-term success in school and in choosing a career. "It is important that students find placement in roles that holistically support their goals," says Armentano. Increasingly, students are seeking placement in high-growth, in-demand industries such as consulting, technology, digital marketing, and finance.

"These four priority industries are where we have a ton of student aspiration,"

says Brett Jones, director of employer engagement for the undergraduate program, who is leading an effort to expand WSB's employer partnerships in these fields. "We've successfully placed students in these industries, and we are increasingly growing our employer partnerships and leveraging the alumni connections we have in these fields."

WSB is working with alumni and corporate partners to better understand student and employer demand, expand relationships in competitive industries, and drive change in the student career experience. These relationships help WSB enhance experiential learning opportunities like case studies and career treks, align industry and talent needs, and nurture career learning. Employer engagement then helps WSB promote career opportunities, deliver a high-touch campus recruiting experience, and manage recruiting tools.

WSB is mapping each unique student experience through assessment of career pathway engagement and placement outcomes.

"As this story starts to come into more focus and we start to layer in data from how students engaged with those pathways leading up to those placements, the understanding we're going to have of student career interest and outcomes is going to be really awesome," continues Jones. "It's gaining momentum in a really promising way." ◀



ALL WAYS FORWARD CAMPAIGN

New Funding Model Drives Innovation

The All Ways Forward campaign introduced a new investment approach for WSB: short-term seed funding that enables the school to quickly experiment and launch pilot initiatives in response to market demand and disruption in higher education. Conceived in partnership with alumni and donors, this nimble investment approach is similar to venture-style funding commonly used in the private sector.

The inaugural Innovation Fund was launched in 2011 and achieved a collective investment of more than \$6 million contributed by 18 donors. In 2020, Dean Sambamurthy launched a new Venture Fund specifically focused on three goals: expanding reach, enhancing reputation, and growing revenue. This new Venture Fund has raised \$2.1 million from 19 investors and has been particularly instrumental in helping WSB launch new degrees and enhance existing degrees within the graduate portfolio to help meet industry demand for greater flexibility and enhanced analytical expertise.

8 *new graduate programs*

launched in the last five years

#21 *public full-time MBA program*

U.S. News & World Report, 2022

#8 *MS in business analytics program in the U.S.*

QS World University Rankings, 2022

“Like the private sector, universities must constantly improve and innovate. By investing in WSB’s Venture Fund, I’m helping the school achieve better student outcomes today and in the future.”

—Patrick Thiele (BBA ‘72, MS ‘75)

Creating a Market-Driven, Flexible Graduate Portfolio

WSB adapts degree programs to support new career paths and delivery preferences

By Jane Burns | Photo by Paul L. Newby II

Jobs aren't the same as they once were, nor are the industries they are a part of. Decision-making isn't the same as it once was either. As a result, professionals who are seeking graduate programs in business want a different kind of educational experience. Amidst all the transformation, one thing remains the same: the need to respond to change and what the market demands.

That's precisely what the Wisconsin School of Business has kept in mind as it evolves its portfolio of graduate programs to meet the needs of students and employers. New programs, new methods of delivering education, and even new areas of study create increased opportunity for WSB and its students.

"These are very real changes we are adapting to and changing to support new career paths that are emerging," says Enno Siemsen, associate dean of MBA and master's programs at WSB.

Data, analytics drive degree changes

A major theme to the school's new options is the revolution of analytics and the availability of data, and how that drives decision-making in all disciplines.

"We can teach things in the classroom where 10 to 15 years ago students would have asked, 'Why do I need to crunch the numbers?'" Siemsen says. "The days of someone saying, 'I'll go with my gut feeling' are gone. That kind of business decision-making is out and it's much more analytical."

In response, WSB has built and expanded the Master of Science-Business: Analytics (MSBA) degree. Philanthropy was instrumental to the 2019 launch of the program, which is now self-funded. Twenty-four students enrolled during the program's inaugural year and that number neared 100 in 2021-22 with plans for further growth. New faculty members with analytics teaching and research capabilities have been hired to

support and grow the MSBA program.

The program has become an immediate success in more ways than one. In 2022, the MSBA program was ranked 20th in the world. The MSBA graduating class of 2021 had a 100% job placement rate, with graduates securing positions at companies such as Amazon, Deloitte, Dell, Disney, and Epic.

WSB has added two specialized tracks within the MSBA: digital marketing and, new for 2022-23, digital risk and insurance technology. The latter provides an important opportunity to support the digital transformation of the insurance industry and its increasingly automated processes as well as emerging risk in various digital realms such as cybersecurity and cryptocurrency.

Preparing students for tech industry careers

Market demand also drives changes in the Wisconsin Full-Time MBA Program as employers seek graduates with strong analytical skills.

Within WSB's marketing MBA program, ranked third in the country by Princeton Review, students can pursue three specialties. Two existing tracks, brand and marketing management and marketing analytics and insights, have evolved with the shift toward data and analytics. They're joined by a new marketing track: technology product marketing.

Each of the three tracks will

have its own hub within the new Marketing Leadership Institute. The new institute combines knowledge from many corners of the school, bringing diverse marketing expertise together to prepare students with the career-ready skills they need to succeed in today's cross-functional marketing world.

WSB has made another strong move to address demands both from and for the technology industry. A new specialization, technology strategy and product management, will launch in Fall 2022. Wisconsin MBA students in this discipline will be well-positioned to pursue career paths in technology, health care, or consulting.



“No matter how someone needs to enhance their skills, we will have a product that serves their needs.”

—Enno Siemsen



Students in the one-year MSBA program meet with potential employers during an analytics career fair in Grainger Hall.

With these changes, Wisconsin MBA students will now have more flexibility to explore career paths that directly match shifts across tech sector industries while expanding their general management knowledge.

New delivery model offers flexible MBA

WSB has addressed not only market demands for academic offerings but also their delivery. The new professional MBA offers a flexible, hybrid, part-time degree option for students who want to build the next steps in their career without putting it on pause for a full-time MBA. Many young professionals have family commitments or jobs that

require travel, but they still want to advance their studies.

"It's a huge generational change—the generation now and the ones that will come after want education at their fingertips," Siemsen says. "They're not willing to disrupt their lives for their education."

The professional MBA, which launched in Fall 2021, provides that flexibility. It's a 50-50 blend of in-person and remote coursework; students spend one weekend a month on campus and take virtual classes on their own time. In addition, live virtual classes are offered once a week. The curriculum is designed around a system of badges that allows students to customize their program. Each badge is a set of three

two-credit courses focused on specific topics such as financial insights, strategic innovation, or business analytics.

The blend of in-person and online is key, Siemsen says. Professional MBA students build relationships in person and are part of a cohort.

"There's still a demand for human connection—for networking, for friendships, for community," he says. "The challenge in designing a program is to provide flexibility, yet still create a sense of community and identification with the university."

There was immediate interest in WSB's approach. Fifty-seven students enrolled in Fall 2021, exceeding projections of 40 students for the first class. As the program grows, the goal is to have up to 200 students enrolled annually. The first cohort includes students from Chicago, Minneapolis, the Fox Cities, and other areas of Wisconsin.

Gifts to WSB help make new programs happen

Philanthropy has helped WSB build an enhanced graduate portfolio. Needs around staffing, technology, and course design can all be met. And after programs launch, they are designed not only to fund themselves but to generate revenue.

That creates a model for WSB to respond to future needs and position the school to be nimble in a time of transformation.

"These funds for new initiatives help us move at a pace that is faster and more effective," Siemsen says.

Continued opportunities for growth

As WSB continues evolving its graduate portfolio, growth will focus on market demand and flexible delivery.

Along with the MSBA, the school launched one-year master's programs in supply chain management and real estate. The success of these programs creates opportunity for developing fully-digital delivery modes for select master's degrees. WSB is also looking at ways to evolve its executive MBA in response to consumer demand and is exploring new partnerships across campus to develop joint degrees.

New technologies and digital transformations present new models for learning and growth, and ultimately WSB wants to be the hub for Business Badgers looking to upskill or reskill as their industries evolve.

"After a couple years in the workforce, a young professional might find that they need to enhance their skills. They can come back to us because we have offerings that fit that need," Siemsen says. "No matter how someone needs to enhance their skills, we will have a product that serves their needs." ◀



ALL WAYS FORWARD CAMPAIGN

Scholarships Drive Student Success

Throughout the All Ways Forward campaign, generous donors have funded scholarships to help WSB attract and support the best and brightest emerging leaders. WSB is committed to making business education accessible and appealing to high-achieving individuals, including underrepresented populations, first-generation students, and those with financial need. Competitive, multi-year scholarship packages help WSB bring together a diverse community of students and empower the next generation.

\$45M

contributed toward student
scholarships during the All Ways
Forward campaign

\$8,847

average scholarship for WSB
undergraduate students

“By supporting Wisconsin School of Business scholarships, I know that I am making a difference in students’ lives and future careers. It is meaningful to know that I am helping expand access to a top-quality education for the business leaders of tomorrow.”

— Nancy Ballsrud (MBA ’75)

Charting Her Path in Business

A scholarship funded on Day of the Badger supports Priya Mehra's career exploration

By Jane Burns | Photo by Paul L. Newby II



The answer for what Priya Mehra (BBA '24) would really like to major in at the Wisconsin School of Business isn't practical but it is admirable: everything.

To narrow it down, the sophomore from Eden Prairie,

Minnesota, enjoys exploring all the options to see what to pair with her marketing major. In the spring semester, she took a supply chain class, a consumer behavior course, and a calculus class to prepare for finance.

"Everything intersects a little bit but they're all individual in their own way," Mehra says. "That's something the business school has really allowed me to do—explore different majors and learn about the business sectors I hope to work in one day."

While Mehra just completed her sophomore year, it was her first year on campus after studying remotely from home during her freshman year because of the pandemic. Because of that, she hesitated to commit to too many activities, concentrating instead on her classwork and one club, Women in Business.

Mehra already has dipped a toe into the career world, with an internship at Sagitec Solutions in Little Canada, Minnesota. She plans to study abroad in Milan next year.

As Mehra continues her career exploration, she has already seen the power of the alumni network in action. An assignment last

semester required Mehra and her classmates to learn about fields in which they are interested. She reached out to alumni on LinkedIn to interview them and learn about their industry.

"It's really cool to begin to use the Business Badger network that everyone talks about," she says.

The Business Badger network also showed up in a big way for Mehra and other students through their generous giving as part of Day of the Badger. Mehra is a recipient of a scholarship funded through Day of the Badger.

"The business scholarship has allowed me the opportunity to explore all the different paths that business school offers, how business is fundamental to all careers, and what it truly means to be a Business Badger," says Mehra. ◀

ALL WAYS FORWARD CAMPAIGN

Celebrating the Impact of the

ALL WAYS FORWARD

CAMPAIGN

Moments to Remember: Milestones of the All Ways Forward Campaign

The All Ways Forward campaign captured the commitment and spirit of the Badger community for nearly a decade. Bound by a shared goal, campaign supporters created many special moments and milestones that will be celebrated by WSB students, alumni, faculty, and staff for years to come.

The following timeline is a snapshot of some of the most impactful moments from the campaign.
Thank you for making them possible!



The All Ways Forward campaign launches quietly on July 1, 2013. WSB's campaign steering committee, led by John Oros (BBA '71) and Cindy Ihlenfeld (BBA '75), helps engage Business Badgers in early giving to the campaign.

2013

2014

2015



Two of UW–Madison's most generous benefactors, **John (BBA '55)** and **Tashia Morgridge (BSE '55)**, make the largest individual gift in the university's history—\$100 million—to match gifts from other donors who wish to endow a professorship, chair, or distinguished chair.



In June 2015, **Ab (BS '52, MBA '55)** and **Nancy Nicholas (BS '55)** commit \$50 million to inspire other donors to create undergraduate and athletic scholarships and graduate fellowships for UW-Madison students. It is the second-largest household gift in the university's history.

Planned Gifts Double

WSB doubles its amount of documented planned gifts, surpassing \$18 million in deferred gifts raised in the campaign.

\$133,126,091

By the end of 2016, more than \$133 million is contributed to the WSB campaign.

2016

2017

All Ways Forward Campaign Publicly Launches

The campaign launches on October 15, 2015, with a signature event at the Kohl Center in Madison. It marks the university's first comprehensive campaign in nearly a decade.



The donor-funded Business Emerging Leaders (BEL) program launches in July 2016 with an inaugural cohort of 30 scholars. BEL is a college preparatory program for students from diverse backgrounds that have strong academic records and leadership skills.



Construction for WSB's Learning Commons begins. The donor-funded project is a collaboration between WSB, UW-Madison's General Library System, and campus Facilities Planning & Management.

2018



Wisconsin Naming Partners 10th Anniversary

WSB marks the 10th anniversary of the Wisconsin Naming Partnership. The partnership gains its 17th member, bringing the gift to \$110 million.



WSB's Learning Commons Opens

The innovative new space transforms the interior of Grainger Hall with active learning classrooms, flexible spaces for collaboration and study, and state-of-the art technology.



\$202,976,640

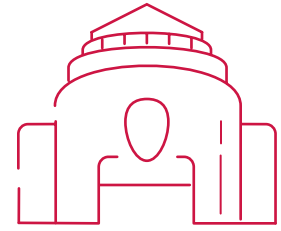
By the end of 2018, WSB surpassed its campaign goal of \$200 million.

Vallabh "Samba" Sambamurthy assumes the role of Albert O. Nicholas Dean on August 1, 2019. Recognized as an impactful administrator, attentive leader, and preeminent scholar in the areas of innovation and digital strategy, Sambamurthy brings extensive experience to the dean role.

2019

2020

2021



\$282,035,197

The All Ways Forward campaign closes with \$4.2 billion dollars raised from more than 265,000 total donors for the university. WSB's campaign closes at \$282,035,197. ◀



On April 8, 2019, the first Day of the Badger takes place, becoming an annual philanthropic event to support UW-Madison. WSB raises \$320,000 during the inaugural Day of the Badger.

Roadmap 2025 Unveiled

Dean Sambamurthy unveils *Roadmap 2025*, WSB's strategic plan. With an objective to create a global platform for lifelong learning, the school prioritizes the delivery of a top-tier undergraduate program, the evolution of a market-driven, on-demand graduate portfolio, and the deepening of research impact.



WSB's opens the Multicultural Center within Grainger Hall, a hub for conversation and cocurricular programming around diversity, equity, and inclusion.



WISCONSIN
SCHOOL OF BUSINESS

UNIVERSITY OF WISCONSIN-MADISON

975 University Avenue
Madison, WI 53706

Nonprofit
Organization
U.S. Postage

PAID

UMS

The future is **bright.**

Thank you to the many generous donors who supported the Wisconsin School of Business during the All Ways Forward campaign. This was our most successful campaign to date, positioning the school to invest in students, faculty, and degree programs in exciting and innovative ways.

As we celebrate the campaign, we also look ahead, knowing that the next generation of business leaders is ready to push boundaries and create change. With your help, we'll create the path to get them there.

That's the impact of Business Badgers coming together.