

VERBAL APPENDIX

FACULTY EXAMPLE I

BEFORE

The School of Management will mark its 100th anniversary in September 2013. We see this milestone as a reason not to look back, but forward, and to continue to break new ground. We are constantly evolving our curriculum to address the emerging needs of the future, and also provide our faculty with the support and infrastructure that empowers innovation.

The Boston University community is uniquely collaborative, with curricular and research initiatives that combine disciplines across multiple schools and colleges. Within the School, many faculty participate in team-teaching and cross-disciplinary research. With 130 total full-time faculty, 19 new hires since 2010, and a network of 16 colleges and schools across the University on which to draw, SMG is an inspiring place to work, research, and collaborate.

FACULTY EXAMPLE I

AFTER – MESSAGING HIGHLIGHTED

We're turning 100 next year. Ask us what we want for our birthday. Go on, ask.

Faculty. And not just any faculty. We mean the world-altering, commotion-causing, disruptive kind of professor and researcher. Maybe you know the type. Maybe you *are* the type. To find out, keep reading.

You have big, unconventional ideas for refining your teaching and researching methods. You want to push your skills to the highest elevation. On the way up, you want to dare and be dared. **Your intellect thrives on challenge**, and you think **life without risk yields nothing—except boredom**.

We don't just encourage risk-taking. Our environment provokes you to be more bold and adventurous at what you do. We need faculty like you because the world needs daring, innovative, mindful business leaders who **focus on financial return on investment without underestimating the importance of social return on investment**.

You'll connect with 130 faculty members, each with a unique background and perspective, each with an obsession to do things differently. It's this refusal to conform that enabled student Abjihit Mahetre to attend lectures via Skype videoconferencing while in India, and go on to graduate the SMG executive MBA program.

Come. Push boundaries. **Debate and collaborate with spirit and respect.**

Take your place in our transformation of business—for the benefit of your students, your career, and **for the progress of the world**. Feel right at home, but **not too comfortable**. That's how innovation is born.

■ DARE CONVENTION ■ THINK DYNAMICALLY ■ LEAD WITH HEART ■ CONNECT NOW ■ CONSIDER THE WORLD

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FACULTY EXAMPLE I

AFTER – VOICE HIGHLIGHTED

- Take smart risks** We're turning 100 next year. **Ask us what we want for our birthday. Go on, ask.**
- Break bad rules** **Faculty. And not just any faculty. We mean the world-altering, commotion-causing, disruptive kind of professor and researcher. Maybe you know the type. Maybe you are the type. To find out, keep reading.**

Take smart risks
Stay on your toes
- Stay true** **You** have big, unconventional ideas for refining your teaching and researching methods. **You** want to push your skills to the highest elevation. On the way up, **you** want to dare and be dared. **Your** intellect thrives on challenge, and **you** think life without risk yields nothing—except boredom.
- Take smart risks** We don't just encourage risk-taking. **Our environment provokes you** to be more bold and adventurous at what you do. **We need faculty like you** because the world needs daring, innovative, mindful business leaders who focus on financial return on investment without underestimating the importance of social return on investment.

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- Stay on your toes** **Come. Push boundaries. Debate and collaborate with spirit and respect.**
- Take smart risks** Take your place in our transformation of business—for the benefit of your students, your career, and for the progress of the world. **Feel right at home, but not too comfortable.** That's how innovation is born.

■ BRAVE **■ AGILE** **■ AUTHENTIC**

FACULTY EXAMPLE 2

BEFORE

Faculty Recruiting

Boston is a world-class hub of entrepreneurial resources and businesses, many of which offer consulting opportunities for faculty, enhance the School’s research centers and institutes, provide judges for competitions, and sponsor special events. This vibrant, intellectually stimulating city hosts more than 50 colleges, abundant cultural assets and historical landmarks, and an endless variety of recreational options all within a short distance of the School.

FACULTY EXAMPLE 2

AFTER – MESSAGING HIGHLIGHTED

Faculty Recruiting

Boston is a town ideally aligned with what Boston University and SMG stand for. It’s one of the oldest cities in the United States, yet it’s a modern, world-class hub of entrepreneurial resources and businesses. Many battles have been lost and won here in Boston. Today, *ideas are debated—with all the gusto and none of the pugilism.* This is the city that saw the first public school. *Boston University was where Rebecca Lee, the first black woman to receive a medical degree in the U.S., changed history.*

Boston’s entrepreneurial business community is the source of outstanding local consulting opportunities for faculty. These progressive, principled global organizations also enhance our School’s research centers and institutes. Their generosity extends to providing SMG with judges for competitions and sponsorship for many special events.

This is a vibrant, intellectually stimulating city. Home to more than 50 colleges, Boston offers an abundance of diverse cultural assets and historical landmarks to immerse yourself in. All less than a marathon from the School.

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Get there first

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Help where you can

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ALUMNI EXAMPLE I

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The School of Management will mark its 100th anniversary in September 2013, which makes us one of the oldest business schools in the world. We view our centennial as a reason not to look back, but to look forward and continue to break ground. The School is also embarking on a \$100 million goal as part of Boston University's historic \$1 billion comprehensive fundraising campaign. This important funding effort will support many of our priorities including student scholarships, faculty research, and a new building expansion. Now, you are the crucial link. As a graduate of the School of Management, alumni are a crucial link in a strong and meaningful legacy. The quality of your experience at the School depended, in large part, on the generosity of alumni who went before you—those who understood their role in ensuring the future of the School. Now it's your turn to be part of the tradition. Our vision is for our students, faculty, and alumni to create value for their organizations, their communities, and the world. We hope that you will join us in our efforts to continue to make this School a success by supporting the campaign and our annual giving program. Help us ensure that our second century is as strong as our first.

ALUMNI EXAMPLE I

AFTER – MESSAGING HIGHLIGHTED

We didn't get to be a century old by playing it safe. Longevity is hard-won by forerunners who create unexpected new paths forward. So we'll enjoy celebrating our first 100 years in September of 2013, but we keep our sights trained on the future. There are just too many paths waiting to be discovered in the next century.

As an alumnus of the School of Management, you are the bridge that spans our past and our future. Your time, experience, and financial generosity form the foundation of support that sustains our students on their journey. With our fundraising goal of \$100 million, we need your involvement.

Every contribution drives scholarships, faculty research, and a new building expansion. Your donation also pays you back with a more powerful resource for your personal and professional advancement. By connecting regularly with your community, you interact with a richly diverse network of world-class faculty, alumni, and organizations. The opportunities for new connections and rewarding relationships are countless.

Now is the time to redefine your relationship with your School, just as the very model of mentorship is being redefined at SMG. Dr. Kathy E. Kram, professor of organizational behavior at SMG, encourages students to source more than one mentor and cultivate a developmental network of people to turn to for guidance and illumination.

Inspire students as past alumni inspired you. Challenge them to embrace your vision of ethical business. Make your mark in the transformation of SMG, so the world can look up to the next generation of business leaders.

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ALUMNI EXAMPLE 2

BEFORE

The quality of a BU management education and student experience depends in large part on alumni, parents, and friends who donate to the School of Management. Donors help us to build innovative curricula, recruit high-quality faculty, provide faculty research funds, award critical student financial aid, create new programs for alumni, and so much more. As a result, the School's reputation increases as well as the value of a BU School of Management degree.

We are proud to be an institution known for innovation and entrepreneurship, and we plan to continue on that track by teaching students to think of creating value for their organizations, their communities, and the world. To sustain and improve our unique, demanding curricula and our impressive research, we need your support.

ALUMNI EXAMPLE 2

AFTER – MESSAGING HIGHLIGHTED

Amazing things happen when you donate.

Never underestimate the profound effect your generosity has on the richness of education and experience SMG provides to students. This essential funding is the lifeblood of our initiatives— from building groundbreaking new curricula to recruiting world-class faculty, providing research funds, awarding student financial aid and creating innovative new programs for alumni.

Will you contribute your time, mentorship, and financial support? When you do, our School's reputation shines more brightly. And by connecting with our global network of alumni, faculty, and organizations, your opportunities will flourish.

Take pride knowing this is not business as usual. People, communities, and organizations around the world benefit as tomorrow's leaders command the transformative power of ethical business. With your help, they will do amazing things in the service of humanity.

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Ask hard questions **Will you contribute your time, mentorship, and financial support?** When you do, our School's reputation shines more brightly. And by connecting with our global network of alumni, faculty, and organizations, your opportunities will flourish. **Help where you can**

Take smart risks Take pride knowing **this is not business as usual.** People, communities, and organizations around the world benefit as tomorrow's leaders command the transformative power of ethical business. With your help, they will do amazing things in the service of humanity.

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CURRENT UNDERGRADUATES EXAMPLE I

BEFORE

About UPO

The Undergraduate Program Office (UPO) serves as a supportive environment for more than 2,000 undergraduate students during every stage of their academic careers at the School of Management.

We assist students as they make the transition into the college classroom, support and advise them in their extra-curricular activities, and help them chart a path toward their successful graduation.

Students may make an appointment with any of our strong professional academic advisors to discuss degree requirements, concentration interests, academic performance, and any other student issues.

We foster leadership within the undergraduate student body by providing opportunities to excel both inside and outside the classroom. We also acknowledge the individual and collective success that our students achieve through the recognition events we sponsor each year.

Academic Advising

We understand that students' needs vary and that individual questions require personalized answers. Therefore, our academic advisors specialize in providing both current and prospective students with one-on-one guidance on the many details that create a successful academic experience.

CURRENT UNDERGRADUATES EXAMPLE I

AFTER – MESSAGING HIGHLIGHTED

You must be this brave to take this ride

Your pulse is up. The butterflies are in position. And your ride begins.

About UPO

You've chosen a journey that promises to terrify and delight with each new twist, turn, plummet, and climb. The Undergraduate Program Office (UPO) is here to support you and your 2,000 fellow undergrad students during every stage of your academic careers here.

We help you make the transition into the college classroom and extra-curricular activities with caring guidance and advice. We'll even help you find a tribe—the BU Energy Club is a perfect example of a broad-based group that links you with likeminded students, Alumni, Professors, scientists, and businesspeople who seek to advance the understanding and role of energy in society.

Share your thoughts and feelings with us - and your community - to chart your own path toward a successful graduation. And, savor the adrenalin rush along the way.

Congratulations for having what it takes to get on this ride. We foster brave leadership within the undergraduate student body at every opportunity, so you can excel both inside and outside the classroom. And we celebrate the individual and collective successes you and your peers will achieve through the recognition events we sponsor each year.

Visit. Tell us what you'd like to accomplish. And above all, enjoy the ride.

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PROSPECTIVE UNDERGRADUATES EXAMPLE I

BEFORE

Boston University School of Management’s undergraduate program introduces you to the study of management your first semester. By the end of freshman year you’ll have the equivalent business education of juniors at some colleges. And because businesses don’t exist in a vacuum, the School of Management is dedicated to creating value for the world, and infuses discussions of law, social responsibility, and ethics throughout the curriculum. You’ll also have a broad exposure to liberal arts and sciences, which teach you to approach problems from multiple directions, and to view any opportunity with a view toward social, political, economic, and environmental considerations. We’re looking for bright, well-rounded students: students with ambition, solid analytical skills, and leadership potential.

PROSPECTIVE UNDERGRADUATES EXAMPLE I

AFTER – MESSAGING HIGHLIGHTED

Better lace up.

Considering SMG’s undergraduate program? Know this: you’ll hit the ground running.

Your introduction to the study of management starts in your first semester. By the end of freshman year, you’ll have the equivalent business education of juniors at some colleges. That’s a serious head start over your competition. And, you’ll also have a more enlightened perspective on the role of business in the world.

We forge daring, ethical business leaders who focus on financial return on investment without disregarding social return on investment. This is how we create value for the world.

We stretch your thinking by infusing discussions of law, social responsibility, and ethical business practices. You’ll be challenged by a community of diverse thinkers to debate the role of business, and view it through multiple lenses—social, political, economic, and environmental. And our focus on Digital Technology, Health and Life Sciences, and Energy and the Environment lets you explore critical industries for the 21st century.

You’ll be plugged in to a real time, real world network of world-class faculty, alumni, forward-thinking organizations and prominent thought-leaders. And you’ll be supported by a community that helps you up when you fall.

The pace here never lets up. But it’s worth every heart-pounding second.

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PROSPECTIVE UNDERGRADUATES EXAMPLE 2

BEFORE

Is BU School of Management for you? We hope so.

Our students are active, involved, and eager to learn.

They come from both coasts and most states in-between. Many come from families who have owned or managed businesses, and a large percentage arrive with a strong entrepreneurial drive.

They're smart, articulate, and tend to have experience in community service and leadership. Some have already created small businesses on their own.

The number of women (48%), minorities (39%), and international students (25%) are among the nation's highest, and demonstrate the diversity of the School, a valuable learning environment for a global economy.

We welcome all inquiries, and urge you to visit the campus as the best way to appraise what we offer. Boston University and School of Management tours are available year-round. Once you see our state-of-the art building, you just might make up your mind on the spot.

All undergraduate admissions (freshmen and transfers) for all Boston University Schools and Colleges are handled centrally through the Boston University Office of Admissions.

PROSPECTIVE UNDERGRADUATES EXAMPLE 2

AFTER – MESSAGING HIGHLIGHTED

Are you up for SMG?

This is not your usual school. So we tend to attract students who soar in an unconventional environment.

Here, we elevate the practice of business to new heights. We believe in creating value for the world by focusing on financial *and* social return on investment. We're making bold changes to reflect our purpose.

Today we focus significant teaching and research emphasis on three vital economic, social, and business sectors: Health & Life Sciences, Digital Technology, and Social Enterprise & Innovation. What does that mean for you? The opportunity to take risks and freely explore these fields. Each one addresses the emerging needs of the world for the 21st century.

Through our global network, you're constantly linked to the best faculty in the world, progressive companies, and innovative thought-leaders.

Our community is diverse, caring, and collaborative. We debate with fire, disagree with respect, and lend a hand up when one of us stumbles. The number of women, minorities, and international students here are among the nation's highest, making for a rich, relevant learning environment for a global economy.

Even our model of mentorship is evolving. Based on the work of SMG Professor, Dr. Kathy E. Kram, we now encourage students to not just connect with a single mentor, but to cultivate a developmental network of people to rely on for guidance and illumination.

It's a world of difference here.

Challenging. Exhilarating. And a world of fun. Are you up for it?

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CURRENT GRADUATES EXAMPLE I

BEFORE

To a degree, all business schools teach similar skills. But the learning environment and the underlying philosophy are what separate Boston University School of Management from the others. We're passionate about educating leaders who focus on adding value—to their organization, their community, and the world. We're seeking students who want their lives' work to be meaningful, and we're dedicated to making their education the most relevant can be. Best of all, we provide a multitude of pathways to get there. The School is placing increasing research and teaching emphasis on three sectors of vital importance to effective global leadership in the 21st century: Health & Life Sciences, Digital Technology, and Social Enterprise & Innovation. Points of intersection between these sectors provide exceptional opportunities for ground-breaking research and classroom learning. We strive to optimize your preparation for a fast-changing world. We're seeking students who embrace a culture of innovation, cooperation, and willingness to change. Our goal is clear: to prepare our graduates to be every recruiter's first choice. We're educating executives to shape the future, and create value for the world.

CURRENT GRADUATES EXAMPLE I

AFTER – MESSAGE HIGHLIGHTED

Legacy is fundamental to the human spirit. It gives us a sense of meaning. But *when is our legacy most valuable to the rest of the world? When it has impact.*

Our faculty, researchers and alumni all share one goal: to position you as every recruiter's first choice. So *you can choose the career that allows you to have the greatest impact on our world. Our dean, Ken Freeman, makes himself available to talk to you about your plans* by residing in a small, open office that overlooks our hectic atrium. Drop by anytime for a chat—many people do, every single day.

Your passion to live with meaning and purpose aligns with our vision to create value for the world. Together we'll reinvent the role of business, with leaders who focus on financial return on investment while considering social return on investment at the same time. To that end, we place a great deal of *teaching and research focus on three key industries of vital importance for societies around the world: Digital Technology, Energy and the Environment, and Health and Life Sciences.*

Are you prepared to elevate your leadership skills to the highest level? *Take advantage of the unconventional choices open to you here. Embrace the risks,* and *you'll have the power to change the world for the better—in your own way—by practicing a new brand of principled business.*

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CURRENT GRADUATES EXAMPLE I

BEFORE

To a degree, all business schools teach similar skills. But the learning environment and the underlying philosophy are what separate Boston University School of Management from the others. We're passionate about educating leaders who focus on adding value—to their organization, their community, and the world. We're seeking students who want their lives' work to be meaningful, and we're dedicated to making their education the most relevant can be. Best of all, we provide a multitude of pathways to get there. The School is placing increasing research and teaching emphasis on three sectors of vital importance to effective global leadership in the 21st century: Health & Life Sciences, Digital Technology, and Social Enterprise & Innovation. Points of intersection between these sectors provide exceptional opportunities for ground-breaking research and classroom learning. We strive to optimize your preparation for a fast-changing world. We're seeking students who embrace a culture of innovation, cooperation, and willingness to change. Our goal is clear: to prepare our graduates to be every recruiter's first choice. We're educating executives to shape the future, and create value for the world.

CURRENT GRADUATES EXAMPLE I

AFTER – VOICE HIGHLIGHTED

Fear no failure Legacy is fundamental to the human spirit. It gives us a sense of meaning. But when is our legacy most valuable to the rest of the world? *When it has impact.*

Our faculty, researchers and alumni all share one goal: to position you as every recruiter's first choice. So you can choose the career that allows you to have the greatest impact on our world. Our dean, Ken Freeman, makes himself available to *talk to you* about *your plans* by residing in a small, open office that overlooks our hectic atrium. Drop by anytime for a chat—many people do, every single day.

Stay true

Your passion to live with meaning and purpose aligns with our vision to create value for the world. Together we'll reinvent the role of business, with leaders who focus on financial return on investment while considering social return on investment at the same time. To that end, we place a great deal of teaching and research focus on three key industries of vital importance for societies around the world: Digital Technology, Energy and the Environment, and Health and Life Sciences.

Stay true

Ask hard questions *Are you prepared to elevate your leadership skills to the highest level?* Take advantage of the unconventional choices open to you here. Embrace the risks, and *you'll have the power to change the world for the better*—in your own way—by practicing a new brand of principled business.

Fear no failure

■ BRAVE **■ AGILE** **■ AUTHENTIC**

CURRENT GRADUATES EXAMPLE 2

BEFORE

About the GSC

The goal of the MBA Council is to maximize the BU MBA experience for each student. Student run, the Council strives to enhance the global unity and diversity among the MBA students, administration, and alumni, and further enhance the perception of the BU MBA from both an academic and a corporate perspective. The MBA Council represents the students and works as a liaison between the student body, the University and the community. The Council is elected each year by the students and is the governing body of the Graduate School of Management's student organizations. View the MBA Council Constitution attached at the bottom of the page.

CURRENT GRADUATES EXAMPLE 2

AFTER – MESSAGE HIGHLIGHTED

About the GSC

We work for your vote.

Not an easy job. But a rewarding job, because when we do win your vote, we know we've pleased a group of executives with the most demanding standards.

The MBA Council represents the students and works as a liaison between the student body, the University and the community. The Council is elected each year by the students and is the governing body of the Graduate School of Management's student organizations.

The goal of the MBA Council is to make sure your BU MBA experience is **unconventional, challenging, highly immersive, and thoroughly rewarding**. We are students like you. Our goals are lofty: to enhance the **global unity and diversity among the MBA students in your community, administration, and alumni**. In this way, we also burnish the perception of the BU MBA from both an academic and a corporate perspective.

Ultimately, we are your sounding board. **So sound off regularly. Tell us what's on your mind. Share your ideas and insights. How can we do our jobs better? Bring your thinking to the table—the more unusual, the better.** That's how we work best for you.

DARE CONVENTION **THINK DYNAMICALLY** **LEAD WITH HEART** **CONNECT NOW** **CONSIDER THE WORLD**

CURRENT GRADUATES EXAMPLE 2

BEFORE

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CURRENT GRADUATES EXAMPLE 2

AFTER – MESSAGE HIGHLIGHTED

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Take smart risks

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Stay on your toes

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Carry no baggage

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PROSPECTIVE GRADUATES EXAMPLE I

BEFORE

Career Opportunities and Alumni Network

At the Boston University School of Management, you'll have the opportunity to gain access to the top employers and executives in your field. Whether you're seeking a summer internship or a full-time position after graduation, you'll enjoy the support of over 45,600 School of Management alumni and more than 300,000 University alumni worldwide. We are proud that our prominent alumni take an active role in the School and regularly return to campus for speaking engagements, classroom visits, and to judge our many business plan and case competitions.

PROSPECTIVE GRADUATES EXAMPLE I

AFTER – MESSAGING HIGHLIGHTED

Career Opportunities and Alumni Network

Or perhaps we should call them *employer* opportunities. After all, these organizations will have access to *you—a new kind of business leader who relishes risk and disrupts convention for the good of the world.*

Like you, these organizations and top executives are *anything but run-of-the-mill. They are progressive. Unconventional. Their focus is on financial and social return on investment.* And they want you—SMG graduates—for summer internships and full-time positions.

You'll take bold risks and face intense challenges here. So our alumni are proud and eager to be the link between you and these excellent organizations. *You'll engage with alumni during regular speaking engagements and classroom appearances.* And *you'll have your business plans and case competitions judged by some of the best in business today.*

Over 45,000 SMG alumni. Over 300,000 University alumni worldwide. That's a lot of powerful people building bridges between you and the organizations you want to align with.

Everyone wins.

■ DARE CONVENTION ■ THINK DYNAMICALLY ■ LEAD WITH HEART ■ CONNECT NOW ■ CONSIDER THE WORLD

PROSPECTIVE GRADUATES EXAMPLE I

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PROSPECTIVE GRADUATES EXAMPLE I

AFTER – VOICE HIGHLIGHTED

Career Opportunities and Alumni Network

Take smart risks

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Break bad rules

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PROSPECTIVE GRADUATES EXAMPLE 2

BEFORE

Beyond grades, deadlines, and projects, at its core the Boston University School of Management is about a sense of place and community. It's about expressing yourself—nurturing that well-rounded person within and creating relationships that will last a lifetime.

PROSPECTIVE GRADUATES EXAMPLE 2

AFTER – MESSAGING HIGHLIGHTED

Grades. Deadlines. Projects. You'll face them all here, just as you would at any other school. What really sets us apart is our community.

Community means something different here. It's not just about people being polite to each other. This is an atmosphere charged with energy and anticipation. Controversy is welcomed. Provoked. And your peers will bring out their best tactics to win a debate. With so much intellectual energy flowing through such a diverse group, new insights arise quickly. Innovations crackle to life. When the fireworks are over, you realize that no one was disrespectful. Everyone was heard. And you all go out together after. This is community at SMG.

Community here reaches beyond boundaries and borders. Our Digital Learning Studio puts graduate students at the forefront of the technological revolution of education. In the DLS, case studies become real-time experiences that connect CEOs and thought-leaders from around the globe with a small group of SMG students. With live feedback from industry-leaders, this is anything but a standard classroom lecture.

Come. Jump right in. Be rewarded with amazing experiences and relationships that will sustain you during your time here, and for the rest of your life.

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PROSPECTIVE GRADUATES EXAMPLE 2

AFTER – VOICE HIGHLIGHTED

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