



**An invitation to apply for the position of**

**PRESIDENT  
UNIVERSITY OF MICHIGAN**

*The mission of the University of Michigan is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving, and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.*

**THE SEARCH**

The founders of the State of Michigan created the University of Michigan in 1817 as a constitutional university, on land ceded by the Chippewa, Ottawa, and Potawatomi people. It has emerged as one of the most powerful and impactful intellectual forces in the world with careful stewardship and remarkable stability for much of its 205-year history, meeting the demands of each time. Guided by an elected Board of Regents, loyal to the University, it has attracted a large, diverse, and talented student body and one of the great faculties in the world who are at the forefront of fields spanning the entire breadth of the academy.

The University of Michigan has prospered in every dimension. It combines a scale that exceeds all but a handful of American universities, with a level of scholarly excellence that is equally rare. It consistently ranks among the top three U.S. public universities, including first among publics in the *QS World University Rankings*, and *U.S. News and World Report* ranks 110 of U-M's graduate programs in the top ten. With over 65,000 undergraduate, graduate, and professional students on three campuses, the breadth and scale of intellectual strength is something that few public or private institutions can match. In a comprehensive new ranking, *Times Higher Education* ranked U-M 16<sup>th</sup> in the world reputation rankings in 2021. Its \$1.6 billion in sponsored research leads all but one of America's universities. Michigan operates one of the nation's leading academic medical centers, which is home to roughly half the University's faculty and the source of slightly more than half of its revenues. As a fully integrated medical center, the University owns its own hospitals, and it is a force in biomedical discovery with more than \$400 million in annual research funding from the NIH.

As part of a three-campus system between Ann Arbor, Flint, and Dearborn, U-M creates an unparalleled landscape for student opportunity, success, and innovation throughout the state of Michigan. While the three campuses share the same mission and work in close partnership to provide access to educational programs, each campus makes decisions locally to meet individual needs of the students they serve, the work and research they do, the people they hire, and the markets in which they operate.

U-M is one of the state's largest employers, with 50,000 employees. It draws an exceptional student body, in state, nationally, and globally, attracting over 80,000 applicants per year in recent years. Its athletic

teams produce Olympians and win national championships with great regularity. It has 640,000 loyal and committed alumni, whose generosity is a source of pride for the University as well as its philanthropic success. Its last capital campaign raised \$5.3 billion, more than any other public university, rivaling the most successful privates. The endowment now exceeds \$17 billion, placing Michigan among a very small set of institutions that are as highly endowed. U-M uses its financial assets to power its future and to realize its mission, including offering free tuition to every household in Michigan that earns less than \$65,000 a year, roughly half the state.

In the last few years, the University has suffered a series of misconduct, sexual assault and harassment, and abuse scandals that reach into the highest levels of its administration. These cases, as well as campus discontent around the University's pandemic response and a graduate instructor strike, have eroded trust among the University community. The Regents moved to intervene and restore trust, and they are committed to ensuring the trajectory and ascent of this iconic public institution alongside the University community. In this search, the Regents have crafted a careful, attentive process, appointed an inclusive Search Advisory Committee, and launched a series of community engagement efforts to initiate the healing process and to reestablish trust and transparency.

In a daunting time, with grave geo-political competition and disturbances, the lingering malaise of a global pandemic, the increasing threat of climate change, heightened demand for social justice and intersectional awareness, and the promise and disruption of new physical and biological technologies, the University of Michigan has the opportunity to assume a broader leadership role as a force for good in the world, generating solutions and breakthroughs to address societies most pressing needs. The breadth of intellectual and financial assets as well as the creative talents and commitment of its people across a broad range of fields, schools, and activities provides the capacity to create new knowledge and wisdom and to transcend disciplinary boundaries in collaborative teams that will transform the world.

The Search Committee and the Regents seek a president who can earn the University's trust; unite the community; ignite the strength of its faculties, staff, students, alumni, and the citizens of Michigan; and aim the University to seize the many opportunities in its future.

## **THE UNIVERSITY OF MICHIGAN**

The University of Michigan has a long and distinguished history dedicated to public service and engagement. It was founded in 1817, 20 years before the territory became a state and 45 years before the Morrill Act of 1862 established the modern, public land-grant university system. It was one of the first public universities in the nation, and throughout its 200-year history, it has maintained the highest levels of distinction in education, scholarship, and research, and is the home of one of the largest academic medical centers in the world.

### **U-M Ann Arbor**

The Fall 2021 enrollment of undergraduate, graduate, and professional students at U-M Ann Arbor surpassed 50,000 for the first time in the University's history, and the campus has 3,136 tenured or tenure-track faculty. Lecturers, clinical faculty, research professors, librarians, and archivists add 4,267 to the academic staff, in addition to over 15,000 staff members. U-M Ann Arbor offers over 250 academic programs for undergraduates, a 15:1 faculty student ratio, along with numerous opportunities to study abroad. It has grown to include 19 schools and colleges, covering the liberal arts and sciences as well as most professions:

- [Taubman College of Architecture & Urban Planning](#)
- [Stamps School of Art & Design](#)
- [Ross School of Business](#)
- [School of Dentistry](#)
- [School of Education](#)
- [School of Engineering](#)
- [School for the Environment and Sustainability](#)
- [School of Information](#)
- [School of Kinesiology](#)
- [Law School](#)
- [College of Literature, Science, and the Arts](#)
- [Medical School](#)
- [School of Music, Theatre, & Dance](#)
- [School of Nursing](#)
- [College of Pharmacy](#)
- [School of Public Health](#)
- [Ford School of Public Policy](#)
- [Rackham Graduate School](#)
- [School of Social Work](#)

### **U-M Flint**

In 2021, the [University of Michigan-Flint](#) celebrated its 65<sup>th</sup> anniversary. Founded in 1956 as Flint Senior College, the Board of Regents officially changed its name to the University of Michigan-Flint in 1971, and it became a residential campus in 2008. Today, over 6,400 students are enrolled at UM-Flint, including 1,400 graduate students. With the new addition of the College of Innovation and Technology, six major academic units offer compelling, in-demand programs that prepare students for their futures:

- [College of Arts & Sciences](#)
- [School of Management](#)
- [College of Health Sciences,](#)
- [School of Education & Human Services](#)
- [School of Nursing](#)
- [College of Innovation & Technology](#)

U-M Flint employs over 1,000 full and part-time faculty and staff, over 35 percent of whom are tenure or tenure track. With a 14:1 student-to-faculty ratio, students can explore 138 concentrations toward 12 bachelor's degrees, 15 master's degrees, and 12 doctoral programs. In 2010 and again in 2019, UM-Flint received the prestigious Carnegie Classification for Civic Engagement. In 2012, UM-Flint was selected as the first recipient of the "Engaged Campus of Year Award" presented by the Michigan Campus Compact.

### **U-M Dearborn**

The [University of Michigan-Dearborn](#) was founded in 1959 with a gift of just over 200 acres of land and \$6.5 million from the Ford Motor Company. Since registering its first class of 34 students, U-M Dearborn has grown into a comprehensive university and offers a transformative education rooted in an ongoing

commitment to the well-being of metropolitan Detroit. It sets itself apart in higher education through intentional, meaningful engagement with local industry, government, and nonprofits. Dearborn now serves over 8,000 students (6,355 undergraduate, 1,845 graduate, 131 doctoral) pursuing more than 100 undergraduate and graduate degree programs. The campus is home to four colleges:

- [College of Arts, Sciences, & Letters](#)
- [College of Business](#)
- [College of Education, Health, and Human Services](#)
- [College of Engineering and Computer Science](#).

U-M Dearborn has a 16:1 student-to-faculty ratio, and both graduate and undergraduate students can engage in over \$10M of funded research. In 2022, *U.S. News and World Report* ranked U-M Dearborn as the 5<sup>th</sup> top regional public university in the Midwest. Additionally, 46 percent of Dearborn's students are first-generation college students, and the Michigan Veterans Affairs Agency designated U-M Dearborn a gold level veteran-friendly school, supporting student veterans and their dependents on campus.

### **Michigan Medicine**

Michigan Medicine, the fully integrated academic medical center of the University of Michigan, is home to one of the largest health care complexes in Michigan. Committed to a three-part mission of patient care, education, and research, Michigan Medicine employs almost 20,000 staff members and is comprised of the [U-M Health System](#), [U-M Medical School](#), and the [Michigan Health Corporation](#). Michigan Medicine dedicates itself to its academic purpose as well as supporting the health of the people of Michigan as a whole: overall, Michigan Medicine owns or is affiliated with 15 hospitals in Ann Arbor, Midland, Chelsea, Wyoming, and Lansing with more than 2.6 million clinic visits annually. It also operates 40 outpatient locations and home care operations that handle more than 2.1 million outpatient visits a year. Michigan Medicine serves the state, nation, and world through advanced clinical care, path-breaking research on human health and disease, and a broad range of biomedical education. More than 80 buildings on the medical campus are dedicated to research, including the Biomedical Science Research Building and North Campus Research Complex.

### **Research**

U-M Ann Arbor is ranked as the top public research university in the U.S. by the National Science Foundation, and second overall: its vast volume of research expenditures totaled nearly \$1.6 billion in fiscal year 2021. More than half of the University's annual research volume is sponsored by the federal government. This year, U-M also helped generate 502 new inventions and launch 23 start-up companies. Research awards in 2021 increased to 1,949, contributing to Ann Arbor's mission as a Carnegie-designated "very high research activity" doctoral institution. UM-Flint and Dearborn generate an additional \$12 million for the research enterprise, with strategic plans emphasizing student success and innovation.

The largest external sponsor of U-M research in FY 2021 was the Department of Health and Human Services, which accounts for more than \$600 million in research funding, including more than \$570 million from the National Institutes of Health. This included several projects that explored the causes, diagnoses, and prevention of the novel coronavirus. Among nearly \$900 million total in federally sponsored research, NSF grants constituted approximately \$100 million or 11% of funding, the Department of Defense constituted nearly \$80 million or 9%, the Department of Energy constituted \$42 million or 5%, and NASA constituted about \$28 million or 3%, with Transportation and others making up the balance. The

University also boasts strong non-federal research support with nearly \$100 million in industry research support and \$69 million from private foundations and other non-federal agencies.

The University is widely recognized for the breadth and excellence of its research enterprise as well as for the exceptional level of cooperation across disciplines, which allows faculty and students to address the full complexity of real-world challenges. U-M Ann Arbor has one of the largest Ph.D. cohorts in the country, with approximately 5,500 Ph.D. students. Across all campuses, U-M researchers use their experience and expertise to address important challenges with broad societal impact – from social justice and poverty to climate change and the COVID-19 pandemic. The University also focuses on ensuring that research discoveries are translated to its communities in ways that benefit society.

### **Faculty and Staff**

U-M's three campuses employ more than 45,000 regular employees and thousands of temporary staff, and its faculty and staff have long been exemplary stewards of the University's mission. U-M is dedicated to attracting and retaining talented faculty and staff and is consistently rated as one of the nation's top university workplaces in the *Chronicle of Higher Education's* annual listing of "Great Colleges to Work For."

Among the tenured or tenure-track faculty members on the three campuses, 21 percent identify as people of color and 39 percent identify as women. The research they conduct not only gains international recognition, but it also leaves a fundamental impression on the world at large. Faculty have earned many different awards including the Nobel Prize; Fulbright, Guggenheim, MacArthur, and Sloan fellowships; Grammys; National Medals of Arts, Science, and Technology; and the Pulitzer Prize. The number of U-M faculty who are national academy members has steadily increased from 136 to 190 in the past decade.

### **Students and Enrollment**

For over 200 years, U-M has provided an unparalleled educational experience. This remains true to this day, as evidenced by the Ann Arbor first-year retention rate of 97 percent, with 94 percent of students graduating in six years. The University has a rich history of recruiting and developing leaders and citizens who will challenge the present and enrich the future. Across all three campuses, undergraduate enrollment surpasses 43,000 and graduate students add 21,000 students. With stellar faculty in every field, U-M delivers an enlightening and transformative academic atmosphere for its students. Demand for a Michigan degree is strong. The University attracts, enrolls, and supports a high-achieving and diverse group of students from every state and around the world. Of particular note, the University of Michigan was at the forefront of setting tuition guarantee programs such as the "[Go Blue Guarantee](#)," offering up to four years of free tuition to high-achieving, in-state, fulltime undergraduate Ann Arbor, Dearborn, and Flint students with family incomes of \$65,000 or under.

As a highly selective institution, U-M Ann Arbor offers admission to fewer than half of those who apply, while student interest continues to grow. Over the last decade, first-year application totals have trended upward at a fairly rapid rate, while new transfer enrollment has increased by over 60 percent since 2011. U-M Ann Arbor boasts more than 1,600 student organizations, and 29 NCAA Division I teams. In the Fall of 2021, the Ann Arbor campus enrolled undergraduate students from all 83 Michigan counties, all 50 states, and nearly 100 countries. Fifty-two percent of undergraduates are from the State of Michigan. The diverse origins, backgrounds, and experiences found in every entering class contribute to the varied interests and characteristics of the student body. The student ethnic and racial demographics for the Fall 2021 undergraduate population are 53 percent white, 17 percent Asian or Asian American, 7 percent

Hispanic or Latina/o/x, 4 percent Black or African American, and 8 percent International. Female students make up 51 percent of the student body.

The U-M Ann Arbor student profile is diverse in many dimensions, with 14 percent first-generation students, 19 percent Pell grant recipients, and 17 percent of students identifying as LGBTQ+. At U-M Dearborn, 46 percent of students are first-generation college students, 42 percent are Pell-eligible, and 29 percent identify as people of color. Ninety-nine percent of U-M Flint's student body have in-state residency, with 66 percent identifying as white, 13 percent Black, 5 percent Hispanic or Latina/o/x, and 2 percent Asian or Asian American. Tuition and fees for new in-state first-year students starts around \$8,000 per semester. For more information about the Ann Arbor Fall 2021 undergraduate student profile and the 2021 first-year admitted class, [click here](#).

The University's incredible research profile is reflected in its commitment and support for undergraduate student research. The Undergraduate Research Opportunity Program (UROP) on the Ann Arbor campus has approximately 1,300 undergraduate students involved in research partnerships with more than 800 faculty members.

### **Diversity, Equity, Inclusion, and Access**

The University of Michigan remains committed to fostering racial, ethnic, gender, and socio-economic diversity at the institution by all possible legal means. The University steadfastly advocated for and successfully defended the right to affirmative action in student admissions in the historic *Grutter versus Bollinger* Supreme Court case. Today, U-M remains a firm proponent of the educational value provided by a diverse and inclusive campus community and has become a national leader in developing programs that support a diverse and representative professoriate. It is central to the mission to ensure that each member of the community has the full opportunity to thrive at the institution, with the understanding that diversity is key to individual flourishing, educational excellence, and the advancement of knowledge.

In the fall of 2015, the University of Michigan embarked upon a renewed commitment to diversity, equity, and inclusion. After a yearlong period of intense planning, 49 units across campus devised strategic goals and objectives to fulfill the vision set forth by the Board of Regents. The process culminated in fall 2016 with the creation of a five-year diversity, equity, and inclusion [strategic plan](#); the appointment of Robert Sellers as the University's inaugural Chief Diversity Officer; and the development of the Office of Diversity, Equity and Inclusion, which oversees the campus-wide implementation of the unit plans. In April 2019, the William Monroe Trotter Multicultural Center on Ann Arbor's central campus opened as an inclusive space to celebrate diversity and serve students of many cultural identities. The University has a long history of engagement with - and community focus on - issues of social justice, both on and off campus, and this new center supports that heritage.

### **Sustainability**

The threats posed by the climate crisis extend far beyond the University of Michigan community, but as a top public research university, U-M has a distinct opportunity and mandate to help chart the path forward. By bringing together academics, advocates, and community leaders, the University is committed to doing its part locally, including in its own operations, and developing solutions for one of the world's most pressing challenges. Faculty, staff, and students from a wide variety of disciplines are working together, in partnership with those on the front lines in communities, to pursue scalable, transferable, financially responsible, and just approaches to combat the climate crisis.

U-M enhanced its commitment to sustainability with the adoption of six long-term [sustainability goals](#) for 2025 through a consultative process led by the Campus Sustainability Integrated Assessment in September 2011. In June 2020, the City of Ann Arbor adopted a [plan](#) to reach carbon neutrality by 2030, and U-M also launched a [Presidential Commission on Carbon Neutrality \(PCCN\)](#). Following the commission's guidance, U-M will eliminate Scope 1 emissions (resulting from direct, on-campus sources) by 2040, achieve carbon neutrality for Scope 2 emissions (resulting from purchased electricity) by 2025, and establish net-zero goals for Scope 3 emissions categories (resulting from indirect sources like commuting, food procurement, and university-sponsored travel) by 2025. These and other strategies — the first of more to come in a comprehensive climate action plan — cover the entire University, including 40 million square feet in buildings, three campuses, an expansive athletics complex, and the Michigan Medicine health system. U-M recently received \$300 million in green bonds, to aid in developing capital projects towards its climate and energy goals.

### **Athletics**

Athletics is woven into the fabric of U-M. The University's rich athletics tradition began more than 150 years ago, and Ann Arbor now boasts 29 NCAA Division 1 teams (14 men's and 15 women's) as well as 35 club sports. U-M Dearborn adds 8 NCAA Division 2 teams as well as a Division 1 ice hockey team. Over the years, Michigan's athletic teams have claimed more than 55 national championships in 13 sports, with many notable alumni having careers in professional sports and more than 350 Michigan student-athletes and coaches who are Olympic medalists. U-M has produced some of the most recognized names in sports, from basketball legend Cazzie Russell and NFL quarterback Tom Brady to 2020 Olympic gold medalist swimmer Maggie MacNeil. U-M football has the most wins of all NCAA programs and holds a record 43 Big Ten championships.

### **Finances**

In the 1990s, in a prescient and enormously successful strategic change, the University adopted a Responsibility Centered Management (RCM) approach to budgeting. As a leader in deploying this model, U-M delegates revenue and cost authority to the deans of its individual schools and colleges, giving units incentives to manage their budgets in ways that best meet their needs and benefit the overall financial outlook of the University. Today, the University is stronger than ever, with reduced overhead, excellent faculty, lower costs, and greater distinction.

U-M has a total FY2022 budget of \$10.7 billion which includes operating revenues from state appropriation, tuition, research grants and contracts, gifts, and other sources. Michigan Medicine revenues account for \$5.7 billion of the enterprise. In addition, the University has an endowment of \$17 billion, among the largest in the nation. In early 2022, U-M issued a record \$2 billion in bonds to finance several capital campaigns, including a \$1.2 billion century bond, which is the largest bond of that type ever issued by a higher education institution.

The loyal U-M alumni and donor community has philanthropic capacity rivaling any major research institution in the world. U-M was the first public university to complete a comprehensive campaign in the mid-1960's. With the most recent Victors for Michigan campaign, U-M became the first public institution to surpass \$5 billion, raising \$5.3 billion on a \$4 billion goal with 2.4 million individual gifts. Since that campaign concluded in 2018, fundraising momentum continues. Donors gave \$450M in the first half of the current fiscal year, achieving U-M's second-best mid-year results ever.

## Governance

According to the Michigan Constitution of 1963, the Regents of the University of Michigan are composed of eight members democratically elected to eight-year terms and provide general supervision of the institution.

U-M faculty, staff, and students engage in shared governance through their respective governance groups, ensuring all stakeholders have an opportunity to participate formally in the formulation and review of policies and procedures that impact their respective areas. The Senate Assembly and their executive body the Senate Advisory Committee on University Affairs (SACUA) serves as a University-wide body for U-M faculty into the administration. In this capacity, it makes recommendations, provides advice, and speaks for the U-M faculty. Similarly, Central Student Government serves as the representative body for students, and the various schools and colleges also have independent student governments. Although not an elective representative governing body, Voices of the Staff serves as a venue for staff to voice concerns and ideas about campus community topics.

U-M has collective bargaining agreements with several different labor organizations, representing select employees who perform specific roles on the Ann Arbor, Dearborn, Flint campuses and Michigan Medicine. These employees, representing more than half of the U-M staff, perform duties that are essential to the missions of teaching, research, and patient care. They include staff who provide critical services to the University, such as nurses, police officers, graduate student instructors, lecturers, skilled trades people and more.

The University is organized on a traditional RCM model, and energetic deans have taken impressive responsibility for academic strategy, revenue generation, fundraising, and program development. Entrepreneurial schools have been a historic strength for the University.

## OPPORTUNITIES & CHALLENGES FACING THE NEXT PRESIDENT OF THE UNIVERSITY OF MICHIGAN

The next president of the University of Michigan will build upon the institution's impressive success to address the following challenges and opportunities:

### ***Lead with integrity, build trust, and actively engage the full range of Michigan's constituencies.***

The University has been shaken by the scandals that have come to light about the University's past and present. A new president will have a mandate to redress the failings of the past, to lead the community in a healing process, and to exhibit a courageous, proactive, and ethically driven leadership style emblematic and expected of the leader of one of the most prestigious public universities in the world. A president must engage with the University of Michigan community to confront its most difficult issues, model transparency, lead with integrity, and restore confidence and trust.

### ***Build on the University's unrivaled level of academic distinction and its intellectual contribution to the world and cement its place as the top public institution for education and research.***

The University of Michigan not only covers the full range of academic pursuits, but it hosts many of the premier programs across academic disciplines. It produces talent and ideas at a scale unlike any other institution, and it has seeded leaders across higher education. The president must set the tone and



expectations for continued preeminence that attracts the most exceptional faculty, students, and staff to U-M. The University is already a leading force in a number of disciplines, including sustainability, and it strives to be the standalone and go-to entity in key areas of research and impact, becoming a natural hub for large-scale research activities. Leveraging the excellence across the University and seizing on a highly interdisciplinary and collaborative culture to unlock its full potential will be critical aspects of its competitive advantage in this regard. The University, with its influence and platform, must continue to be a responsible member of global society and inspire its faculty, staff, and students to innovate in solving the world's most complex and challenging problems.

***Serve the State of Michigan and lead the Ann Arbor, Dearborn, and Flint campuses equitably to enhance social and economic mobility for students, drive economic vitality, and contribute to the health and wellbeing of all Michigan's citizens.***

Universities are a source of tremendous intellectual capital that can drive economic development. As a public university, Michigan has always been driven by advancing the vibrancy and wellbeing of the state. All three campuses of U-M – Dearborn, Flint, and Ann Arbor – contribute to this service. As the University continues in this mission, it will strengthen its engagement in Flint and Dearborn to ensure that it is reaching beyond Ann Arbor, allocating resources and supporting its community equitably on all three campuses. The University will continue to deepen opportunities for first-generation and nontraditional students and create pathways for a more diverse student body to advance in their education and contributions to the state of Michigan.

Similarly, Michigan Health extends across the state in providing world-class care to citizens in every county. The University will continue to embrace this role of bringing value to the people of Michigan in a variety of ways, from cultural contributions to industrial development and entrepreneurial activity. Continuing to build out signature investments like the Detroit Innovation Center and the University Research Corridor in collaboration with Michigan State and Wayne State Universities, are important priorities. At the same time, the president must continue to engage across the state to ensure the University is contributing across all counties and regions.

***Build and act on the University's long commitment to justice, equity, diversity, access, and inclusion, seeking efforts in admissions, retention, faculty diversity, curricular development, and community engagement.***

While U-M has been a leader in areas such as programming to increase representation among its faculty and support the success of students from underrepresented backgrounds, much work remains. The president must demonstrate fervent commitment to justice, equity, diversity, inclusion, antiracism, and anti-discrimination of all kinds that resonates with the University's history of taking a strong public stance advocating for and supporting social justice. A president must promote an institutional profile of the University that attracts and retains talented faculty and staff to develop their careers, as well as create a welcoming and inclusive climate for students, supporting equity across all campuses. This work must be integrated across all aspects of mission and activities, with particular areas of emphasis on retaining BIPOC and marginalized faculty, supporting and retaining dedicated staff, and the related issue of improving climate on U-M's Ann Arbor campus.

***Lead strategic planning to identify essential national and global issues where Michigan can make a substantial contribution.***

The University is poised to develop its next set of strategic priorities that will guide its activities over the next decade or more. The president will embrace this opportunity, recognizing that this is a globally relevant institution for education and research that can make seismic shifts in the academic, industrial, and entrepreneurial landscape. The president will engage in a creative and generative process to inspire the next chapter of the University, identifying bold new directions and investments in academics that will continue Michigan's influence and build upon how Michigan's academic strengths can inform sustainable practice. The dynamic higher education landscape, not only accelerated by the ongoing pandemic, but also influenced by the persistent issues of global strife, inequity, and the threat of climate change, demands visionary action. The president will look to the future and plan initiatives that will strengthen Michigan's influence and impact for the long-term, expanding on existing commitments and initiatives and identifying new areas of opportunity.

***Lead the next capital campaign.***

The passion, commitment, and support of the Michigan alumni are second to none, and the University has one of the largest alumni bodies in the country. Nurtured by one of the top fundraising organizations in the world, the philanthropic success of the University stands out among public universities. The next president will once again lead the institution to break barriers and records in philanthropic support to fuel its priorities. The leadership of the University, both in its executive suite and with the participation of the Deans, has completed extensive work on the next campaign. A series of important themes, with local and global significance, have emerged. For the new president, this silent work will offer an unusual opportunity: to lead one of the most consequential campaigns in the country.

***Invest in strengthening Michigan Medicine, so that it achieves competitive scale, has the capacity and resources to distribute accessible care in more settings, and enhances net revenue for investment in facilities, education, and research.***

Michigan Medicine encompasses both one of the nation's top medical schools and the clinical enterprise of Michigan Health, which boasts one of the top ten hospitals in the nation, ensuring that citizens have access to the most cutting-edge care, treatments, and therapies available. The faculty, providers, and clinical staff at Michigan Health are at the pinnacle of their fields. In a competitive healthcare landscape, the University needs to steward and invest in these assets for ongoing success. In addition, Michigan Medicine is committed to and has a growing portfolio of initiatives addressing health disparities and the social determinants of health throughout Michigan communities to increase equity for all Michigan citizens. As the leading state medical enterprise, Michigan Medicine is a point of pride, and will need to continue an expansion plan that will further its successful growth and impact in patient care, discovery, and education.

***Continue to enhance the accessibility and overall quality of Michigan's student experience, ensuring it benefits all University of Michigan students and is responsive to current issues on campuses.***

The Michigan student experience has the power to alter the trajectory of and transform lives. In a commitment to student and community health, the University recently adopted the [Okanagan Charter](#), becoming the seventh U.S. university to do so. Looking forward, the University is interested in educational innovations, with new degree formats, better integration between undergraduate and graduate education, leveraging experiential learning and the University's research and translational scale, and enhancing the residential experience through developments in remote and hybrid education.

With “Go Blue” and other programs, the University has been committed to supporting access and affordability of its programs for low- and moderate-income families. Michigan must continue this work, and also ensure the focus on student success and programs that enable all students to thrive, across all three campuses as well as in hybrid or online environments. While Michigan has expanded access, student experiences still vary depending on their socioeconomic background, and leadership needs to be attentive to creating a more equitable climate. The University should welcome and encourage transparent communication with and from its student body and be a leader in confronting challenges of mental health, wellness, and student safety.

## EXPERIENCE AND QUALIFICATIONS

The University of Michigan seeks a bold, collaborative, empathetic, and entrepreneurial president whose intellect and experience will lead Michigan to foster and advance one of the finest student experiences, scholarly reputations, and campuses in the country. The search committee recognizes that no single candidate will bear all the ideal qualifications, but it seeks candidates with many of the following qualities and characteristics:

- Unimpeachable ethics and integrity, with a demonstrated commitment to leading responsibly and fairly;
- Outstanding interpersonal skills and a high emotional quotient; humility and eagerness to listen and to engage as fluently with students, staff, and faculty as with business, government, and labor leaders; an excellent campus and public representative for the University;
- An ability to cultivate trust and build relationships that will energize, inspire, and mobilize students, faculty, staff, alumni, board members, and external stakeholders around a collective vision and facilitate actions with notable impact
- Authenticity, empathy, personal charisma and energy; an inclination to collaborate;
- A record of leading by example and promoting effective and appropriately transparent communication strategies to a broad set of stakeholders;
- Demonstrated commitment to and track record of promoting justice, diversity, equity, anti-racism, and inclusion;
- A proven and tested administrative leader with demonstrated experience in financial, operational, and strategic administration;
- Experience with strategic planning; and the ability to engage diverse stakeholders in projects and proposals
- Experience navigating and successfully responding to crises;
- Considerable experience fundraising and the capacity to cultivate and steward donors, foundations, and other supporters of the University;
- An understanding and appreciation for the history, mission, and value of public research universities;
- Demonstrated commitment to, and effective engagement in, shared governance with faculty partners, including a commitment to govern equitably across different campuses, units, and divisions of a very complex and decentralized organization;
- Track record of courageous leadership and a willingness to make difficult but fair decisions and communicate the rationale for those decisions; and
- Distinguished intellectual credentials, including a track record of teaching and scholarly achievement commensurate with appointment as a full professor at the University of Michigan; an earned terminal degree or equivalent is required.



**TO APPLY**

The University of Michigan has retained Isaacson, Miller to assist in this search. Please direct all inquiries, nominations, and applications (CVs and letters of interest) electronically and in confidence to:

**John Isaacson, Chair**  
**John Muckle, Partner**  
**Elizabeth Dorr, Managing Associate**  
Isaacson, Miller

<https://www.imsearch.com/search-detail/S8-365>

*The University of Michigan is an equal opportunity/affirmative action employer. The University will not discriminate against any employee or applicant for employment because of race, sex, color, religion, creed, national origin or ancestry, age, or marital status. Further, the University, through its employment practices and procedures recruits and employs qualified personnel for all of its diverse activities and at all of its facilities. The University provides equal opportunities before and during employment by administering each and every phase of its personnel program without regard to race, sex, color, religion, creed, national origin or ancestry, age, or marital status.*