Ann Arbor, Michigan

Leadership Profile

Dean of the School of Social Work

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This leadership profile is intended to provide information about the University of Michigan and the position of Dean of the School of Social Work. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

The University of Michigan (U-M) in Ann Arbor, one of the world’s preeminent research institutions, seeks a Dean for its School of Social Work (SSW). The School of Social Work has been consistently rated as one of the best schools of social work in the United States. It has a large MSW program with dual-degree options, a unique interdisciplinary doctoral program, and an innovative program that has become one of the largest undergraduate minors in the University. The SSW is committed to three overarching themes: a commitment to interdisciplinary and inter-professional teaching and research; a focus on issues of social justice and diversity; and the development and promotion of mechanisms of social change.

The Dean is the chief executive and academic officer of the School, collaborating with faculty in overseeing its academic programs and policies; stewarding the School’s financial, capital and human resources; and playing a prominent role in fund raising and external relations. The Dean reports to the Provost and Executive Vice President for Academic Affairs. The highly decentralized structure of the University gives the Dean significant autonomy and responsibility for establishing a strategic vision for the School and marshaling the resources to support that vision.

The new Dean will lead the School in advancing its core commitments, partnering with its stakeholders to craft a compelling strategic vision of the School and an action plan for getting there. She or he will also recruit the next generation of the School’s faculty to carry this plan forward.

Candidates should be nationally recognized scholars whose active and distinguished professional records include administrative as well as leadership experience in social work or a related context. The successful candidate will have demonstrated skills in fiscal management; a commitment to academic excellence; and positive social action that supports the educational goals associated with a diverse student body, faculty, staff and curriculum. Candidates must be qualified for appointment as a tenured full professor at the University of Michigan. An MSW is strongly preferred.

The School is an active part of the rich intellectual life of the University. For nearly 200 years, U-M has provided an unparalleled experience for hundreds of thousands of students. With stellar faculty in every field, the University has created an academic atmosphere that is enlightening, worldly and transformative for its students. Combining exceptional education with great accessibility, U-M is consistently ranked among the top 20 institutions of higher education globally and 100 of its academic programs are ranked in the top 10 nationally. For the seventh straight year, U-M has been featured in the Chronicle of Higher Education’s annual listing of “Great Colleges to Work For.”

For information regarding how to apply or to submit nominations, please see the end of this document.
The mission of the University of Michigan School of Social Work is to:

- **Educate graduates for advanced social work practice and lifelong professional growth and development;**
- **Prepare graduates to serve society at the local, state, national and international levels;**
- **Promote social and economic justice and empowerment, and eliminate oppressive social conditions; and**
- **Create and disseminate, through research and knowledge building, social innovations using interdisciplinary problem-solving efforts.**

The Regents of the University approved a formal curriculum in social work in 1921, which was offered by the College of Literature, Science, and the Arts. Graduate level social work education began at U-M within the Institute of the Health and Health Sciences in 1935 and in 1936, the first master of social work degree was offered by the Institute of Public and Social Administration. In 1951, the School of Social Work was established and its first Dean appointed. In the past 15 years, the School has ranked either the #1 or #2 school of social work by *U.S. News and World Report*, and has ranked in the top three schools of social work for the past 30 years.

The School has 50 tenured and tenure-track and 5 clinical faculty members, 50 administrative staff and 19 research staff. Although the numbers vary by semester, the School enrolls over 600 in its MSW program. There are 55 students in its joint Ph.D. program. Approximately 125 students graduate annually with the School’s multidisciplinary undergraduate minor. MSW students study both a methods concentration (interpersonal practice, management, community organization and social policy/evaluation) and an area of practice (aging, children, youth and families in society, community and social systems, health and mental health). The MSW program has dual-degree options as well as opportunities for specializations and certifications in areas such as child welfare, aging, global social work, Jewish communal services and social work in school settings. There is also a Peace Corps Masters International program that coordinates Peace Corps service with the MSW program. The School’s joint interdisciplinary doctoral program is unique within the field, with students meeting the Ph.D. requirements for both the School and either anthropology, economics, political science, psychology or sociology. The newest program, Community Action and Social Change (CASC), is an interdisciplinary minor offered by the School for university undergraduates. In Spring 2015, the CASC program graduated its fifth class and the minor is among the top few that enroll undergraduates from across the University.
The School has a very active research program with over half of the full-time faculty members - often with the involvement of doctoral and MSW students - currently engaged in externally supported research. A common theme in this research is the effort to understand and improve the lives of disadvantaged individuals and groups. Key areas for research include poverty and policy, child welfare, gerontology, physical and mental health, interpersonal violence, globalization and community-based research. Over the last five years, external funding has averaged $3.8 million per year. The School’s Curtis Center was created to advance knowledge development within the School, particularly through research designed to improve the lives of underserved populations.

 Governance

A six-person Executive Committee is the elected body representing the governing faculty. It assists the Dean with educational and instructional policies and provides consultation on other matters of concern to the School, acting for the faculty in matters of budgets, promotions and appointments. An elected Promotion and Tenure Committee is responsible for the processes involved in evaluation and recommendation for promotion and/or tenure. This committee, assisted by the Associate Dean for Faculty and Academic Affairs, makes recommendations to the Executive Committee which in turn makes a recommendation to the Dean. There are seven standing faculty committees whose members are appointed by the Executive Committee and include student members. In addition, there are five faculty advisory committees.

Three associate deans, two assistant deans and five director-level leaders who report to the Dean bear responsibility for different aspects of the School’s mission and functioning. The Associate Dean for Education Programs has overall responsibility for oversight of the MSW and the undergraduate minor. The Associate Dean for Faculty and Academic Affairs is responsible for the range of activities related to faculty and administrative functions within the School. The Associate Dean for Research assists faculty in developing proposals for research and training grants. The Assistant Dean for Hospital Social Work Services coordinates relationships with the University’s medical complex and the Assistant Dean for Student Services heads the office within the School responsible for recruitment, admissions and a range of student support services.

The Director of Administration, Finance and Operations has overall responsibility for the range of administrative operations and support systems in the School including budgets and fiscal management, facilities maintenance and operation, computing and technology, information systems and human resources. The Director of Development and Alumni Relations partners especially closely with the Dean regarding advancement. A Chief Public Relations Officer oversees School communications. Faculty members serve as directors of field instruction, the joint doctoral program and global activities.

An organization chart may be seen in the Appendix.
Financial Resources and Advancement

The School’s fiscal year 2015-16 operating budget is $30 million. Approximately 75 percent of the School’s funding comes from tuition revenue and other General Fund sources. About 15 percent of the School’s funding is provided by sponsored programs and another eight percent comes from annual giving and endowment distributions. The remaining two percent comes from continuing education activities.

Approximately 62 percent of the School’s all-funds expenditures are salary and benefit expenses and another 28 percent goes to financial aid expense; the School considers this 90 percent as “fixed,” leaving 10 percent which can be decreased or re-allocated to new or growing initiatives or programs.

The School has just over 15,000 living alumni including 360 Ph.D. graduates. A focus on development initiatives has been a constant within the School for nearly 20 years, which is reflected in an endowment growth that in 1993 was valued at $474,000 and on May 31, 2015 is valued at $50.8 million. Much of the growth in endowment – as well as the growth seen in expendable funds – is the result of a concerted effort during the last University-wide campaign, the Michigan Difference Campaign. That campaign, which kicked off publicly in 2004 and concluded at the end of 2008, brought in just over $19.2 million. The University is now at the halfway point of a multi-billion dollar campaign; the School is playing a significant role in that, with a School target of $16.5 million by the close of the campaign in December 2018.

Facilities

The School of Social Work Building opened in 1998 as a state-of-the-art facility. The School currently occupies approximately 74 percent of the building, and is due to acquire the rest of its 128,280 square feet in Winter 2017. This acquisition will enable the School to solve some of its more challenging space shortages, including supplemental faculty office space, increased space for research labs and dedicated office space for doctoral students.
The Role of the Dean of the School of Social Work

The Dean provides executive and academic leadership to the School, collaborating with faculty in overseeing its academic programs and policies; provides stewardship of the School's financial and capital resources; and plays a lead role in fund raising and external relations. As chief executive and academic officer for the School, the Dean reports directly to the Provost and Executive Vice President for Academic Affairs. The highly decentralized structure of the University gives each school and college significant autonomy and responsibility for establishing a strategic vision and marshaling the resources to support that vision.

As a general expectation, deans at the University of Michigan are highly collaborative and entrepreneurial. The Dean meets with the Provost and other deans bi-monthly in the Academic Program Group, and has a one-on-one meeting with the Provost on a regular basis. The Dean also meets with the Provost once a year to review the annual budget and to discuss new initiatives.

Opportunities and Expectations for Leadership

Articulate and Implement a Vision and for the Future

The University of Michigan’s School of Social Work is highly reputed for the strength and productivity of its faculty; its broad community engagement as part of a truly exceptional public research university with a strong service mission; and its unusually diverse range of programs including a distinguished Joint Doctoral program, a large MSW program with a field instruction program of the highest quality and a unique multi-disciplinary undergraduate minor.

The next Dean will build upon these strengths to articulate a strategic vision for the future and a clear action plan. This effort should explore opportunities for: innovation throughout the curriculum; the creation of core interdisciplinary areas of excellence; expanded engagement locally, in Detroit, and throughout Michigan, as well as with the international social work community; greater integration of theory with practice; and implementation of new technologies in the classroom and alternative course delivery methods. This vision should be ambitious and cutting-edge in its responsiveness to market needs and demographic shifts in society, inspiring broad buy-in and enthusiasm from the School’s many stakeholders as well as bringing coherence to their collective efforts.

Recruit and Develop the Next Generation of Faculty

Over the next few years a significant number of faculty members in the School of Social Work will retire or become eligible to retire. This presents a significant opportunity for the new Dean to make key strategic hires in order to realize the School’s vision for the future. In this endeavor, the Dean will balance the need to support the faculty’s pursuit of individual scholarly interests with the need to find ways to integrate their work with core collaborative initiatives that support the broader priorities of the School, the University, and the field of social work.
Building a support structure that facilitates and fosters strong and consistent mentoring relationships between faculty and students, and clear communications and partnership between faculty and staff, is also critical.

**Build Financial Resources**

The University of Michigan School of Social Work is fortunate to have had steady growth in enrollment and a solid financial position over the years. With shifts in federal research grant support, a strong commitment to increasing scholarship support and access for a diverse range of students, the need to invest in the operations infrastructure to support physical expansion and enrollment growth and the desire to invest in “signature” research initiatives, it is anticipated that sustaining a strong financial position will require an increase in financial resources in the years to come.

To that end, the Dean will lead the School in pursuing a comprehensive approach to cost-effective operations as well as building additional revenue streams. This may include new approaches to recruiting students and alternative course delivery methodologies, increased collaborative interdisciplinary funding proposals, ongoing recruitment and retention of excellent faculty able to attract significant grant support, and perhaps most critically a clear and compelling articulation of the School’s mission and aspirations to ensure increased support from donors – including individuals as well as key foundations and corporations.

**Champion the School’s Mission**

Faculty members in the School of Social Work have linkages through research; joint appointments and teaching with the University’s other 18 schools and colleges; and numerous research centers. Interdisciplinary scholarship, research and teaching will continue to be important as the University seeks to find solutions for difficult social challenges. The Dean will embrace this mission by building the partnerships as well as support structures necessary to sustain and strengthen interdisciplinary collaborations with other units within the University. By Summer 2017 the University of Michigan will have hired a number of new deans; each is likely to engage in a visioning process of his or her own, thus the Dean’s early and proactive outreach to this group of new colleagues will be critical for planting the seeds of collaboration.

The Dean will serve also as the chief spokesperson with external audiences regarding the urgent need to translate research findings into practice and to inform policy aimed at improving the lives of the most vulnerable in the region, nation and world. The Dean will engage policy makers, not-for-profits, other academic programs and community leaders - both nationally and
internationally – in a vigorous dialogue that will drive forward the most effective solutions for achieving social justice.

Professional Qualifications and Personal Qualities

The Dean will be a nationally recognized scholar whose active and distinguished professional record includes a relevant and compelling combination of teaching, research and administrative leadership in social work or a related context. Candidates must be qualified for an appointment as a tenured full professor at the University of Michigan, and will be expected to have a demonstrated commitment to implementing strategies and programs that attract and support a diverse student body and faculty. An MSW is strongly preferred. In addition, strong candidates will have many of the following qualifications and personal characteristics:

Vision and leadership: ability to lead the School with vision and creativity; a strong sense of new possibilities and emerging challenges; a willingness to learn from the perspectives of others and to develop plans that build on collective strengths and commitments; an entrepreneurial outlook; an ability to organize and motivate teams; and an understanding of where the School fits in the policy arena and the ability to stake a place for social work and for the School in the larger context of social issues and policy;

Commitment to mission: commitment to the values and ethics of social work and the ability to inspire a sense of shared mission; capacity and eagerness to support students, faculty and staff who wish to engage in the national conversation about social justice and equity; and a vision and respect for how diverse disciplines can come together to solve the world’s problems;

Commitment to excellence: acute understanding of the foundations for excellence and integrity in teaching, research and public service, especially in the context of a professional school with the core commitments articulated above; and the ability to attract outstanding faculty and students and to support them in building programs of the highest caliber;

Commitment to diversity, equity and inclusiveness: ability to articulate the value of diversity with confidence and authority, to listen in a way that makes people feel heard and included, to integrate the thinking of others into one’s plans, and to draw on the resource of diversity to further the School’s mission; and a track record of effectively supporting diversity, equity and inclusiveness;

Breadth: deep respect for and encouragement of different theories and methodologies of social work research, different approaches to social work education and different ways in which schools of social work can be of use to a broad range of stakeholders; and a global outlook and a strong commitment to realizing the SSW’s potential in strengthening engagement internationally;

Fundraising ability: capacity to be a successful fundraiser, to build strong relationships with a broad range of internal and external constituencies and to convey a compelling vision; ability to represent the School and its faculty and students to a variety of audiences and stakeholders; and aptitude for external and alumni relations;
Management experience: experience managing a complex organization, ideally within an academic environment; strong administrative and organizational skills, particularly in terms of supporting a scholarly community in establishing and implementing strategic priorities, developing curriculum and serving stakeholders beyond the School; experience in successful management of significant budget resources; and ability to honor and extend a highly-respected past while innovating and shepherding change;

Principles of leadership: a deep understanding of, and commitment to, faculty governance, coupled with a willingness to make and execute difficult decisions, when needed, and to be explicit about principles underlying these choices; and a commitment to eliciting timely feedback, listening with openness and critical reflection and explaining rationales for key decisions and actions;

A strong collaborative nature: ability to work well with a variety of constituents, including students, faculty, staff and other senior leadership; capacity to support others in taking on leadership roles within their areas of expertise and interest; and ability to build productive partnerships with other units and external organizations;

Analytic and strategic strength: ability to operate at a high analytic and strategic level, shaping proposals and decisions grounded in a sophisticated understanding of context and relevant data and including consideration of likely outcomes;

Communication: the ability to articulate the School’s vision, goals, accomplishments and needs to a broad range of external constituencies including alumni; academic, cultural and social institutions; business, governmental and industrial communities; and the media; and

Personal qualities: the highest personal integrity, grace under pressure, modeling social work values and a sense of humor.

University of Michigan: An Overview

The University of Michigan was established in 1817 as the University of Michigania in Detroit and became the first public university in the Northwest Territories. It was renamed the University of Michigan in 1821. In 1837, the same year in which Michigan became a state, the School moved to Ann Arbor, a town that was only 13 years old. When the first classes were taught in 1841, U-M had two professors and seven students. Women were first admitted in 1870. The University has grown to include three campuses, together educating more than 61,000 students annually. U-M will observe its bicentennial in 2017, celebrating its heritage of teaching, research and service and its role as a great public university. U-M offers best-in-class academics and is one of the pre-eminent research institutions in the world, ranking first in research spending among public universities. During the 2014-2015 academic year students from the U-M received 28 Fulbright grants—more than any other public university in the nation. The renowned U-M Health System is consistently ranked as one of the finest in the country.
U-M has a well-deserved reputation for excellence in path-breaking research; undergraduate and graduate education; and extraordinary faculty, alumni and students. At the Ann Arbor campus there are 19 schools and colleges, more than 25,000 faculty and staff members and more than 43,000 students. U-M has regional campuses located in Flint and Dearborn.

U-M’s current operating budget is $7.1 billion, generated from state appropriations, tuition, research grants and contracts, Health System revenues, gifts and other sources. The University’s $9.7 billion endowment is the ninth largest in the country in higher education and the third largest among public universities.

Mission Statement

The mission of the University of Michigan is to serve the people of Michigan and the world through pre-eminence 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.

Education, Research and Health Care

Education

U-M’s leading position in higher education rests on the outstanding quality of its schools and colleges and its internationally recognized departments and programs. The focus on interdisciplinary studies provides great opportunities for students to tailor their academic experiences to their career and life goals. U-M encourages strong partnerships between students and faculty, ranging from the highly honored Undergraduate Research Opportunity Program to prized post-doctoral fellowships.

The U-M offers a remarkably broad and rigorous array of graduate and professional degree programs that are among the very best in the country in each field of study. The University attracts outstanding students to graduate study and prepares them to make lasting contributions to society through successful careers in professions and academic disciplines. The vibrant community of graduate and professional students on campus is highly diverse in citizenship, demographic background and intellectual perspective.

Michigan faculty members are among the best in the world in their respective disciplines. Although statistics can hardly capture the full scope of faculty activities and accomplishments, a summary of some of their awards and honors provides a glimpse into their successes. The U-M faculty includes 26 members of the National Academy of Sciences, 29 members of the National Academy of Engineering, 54 members of the Institute of Medicine and more than 80 members of the American Academy of Arts and Sciences.

In addition, 14 members of the faculty have been awarded MacArthur Foundation Fellowships. Many faculty members are Emmy and Grammy winners, and countless others have received honors bestowed by scholarly and professional societies. Equally significant are the accolades acknowledging U-M’s commitment to exceptional undergraduate teaching. These honors include U.S. Professor of the Year (named by CASE and the Carnegie Foundation for the Advancement
of Teaching), the Robert Foster Cherry Award for Great Teaching and U-M’s highest teaching honor, Arthur F. Thurnau Professorships. U-M students have been recipients of both Rhodes and Marshall Scholarships; most recently a mechanical engineering master’s student was named a Rhodes Scholar for 2015.

Research

Excellence in research and scholarly activity is a core tenet of U-M’s mission. The broad scope and overall size of the U-M’s research enterprise, along with its emphasis on interdisciplinary approaches, contributes to Michigan’s global standing. National surveys consistently rank the University’s professional schools among the top 10, reflecting a research record of important publications and other contributions to the advancement of scholarship. As such, the faculty attracts generous financial support from the public and private sectors. The federal government is the largest supporter of research at U-M, providing $825 million toward the overall research budget of $1.24 billion for FY2014.

The University envisions that the faculty will make contributions to society not only through research and scholarship, but also through the application of discoveries as innovative products and processes. U-M places a high priority on supporting this activity through the Office of Technology Transfer and the Business Engagement Center.

The disciplinary reach of U-M’s research programs is exceptional and is conducted within all schools and colleges. Only agriculture is not represented among them, and even this discipline receives basic research attention in the biology units and the School of Natural Resources and Environment.

U-M is noted for its interdisciplinary research initiatives, such as nanoscience and technology, biomedical engineering and life sciences that involve faculty from many units on campus, including the Medical School, the College of Engineering and the College of Literature, Science and the Arts. The Institute for Social Research (ISR) has long served as a central resource for a range of interdisciplinary research in the social sciences. U-M’s researchers have access to some of the finest computer resources in the nation.

The University Library, one of the most comprehensive research libraries in North America, houses world-renowned collections, provides cutting-edge digital technologies that enhance information access, offers instructional programs for the campus community, and serves as the primary academic publishing enterprise of the University. An innovative leader in electronic publishing and digital access, the University Library is working to shape the future of libraries through the HathiTrust Digital Library partnership and the Google Books digitization effort.

Health Care

The U-M Health System (UMHS), with its hospitals, clinics and satellite offices; Medical School; and School of Nursing, is one of the finest health systems in the country.

Health care professionals serve patients from every county in Michigan, as well as other states and countries. UMHS’ three hospitals and 990 beds saw more than two million visits in FY2014.
The University also operates 40 outpatient locations with more than 120 clinics, and an extensive home care operation. The level of care delivered annually is extensive: 45,000 hospital stays, 16,000 observation cases, 94,870 emergency visits, 51,580 operations and outpatient procedures and 1,400 Survival Flight missions.

UMHS consistently ranks among the best nationally for the care at University Hospital, C.S. Mott Children’s Hospital, Von Voigtlander Women’s Hospital, Cardiovascular Center, Comprehensive Cancer Center, Comprehensive Diabetes Center, Depression Center, Geriatrics Center, Transplant Center and W.K. Kellogg Eye Center. The U-M Trauma Burn Center holds the highest national certification and is one of the nation’s most experienced burn centers. U-M is also certified by the American College of Surgeons as a Level 1 Trauma Center for adults and children, and has one of only 11 Injury Control Research Centers funded by the federal Centers for Disease Control and Prevention.

**Diversity and Accessibility**

The University of Michigan is recognized nationally for its commitment to a diversity of people and ideas. The academic excellence of the institution rests in the wealth of the University’s students, faculty and staff and their cultures, backgrounds and life experiences.

Accessibility and affordability are complementary, and the University works to hold open its doors to students from all socioeconomic backgrounds. U-M’s leadership has continually made the commitment to be affordable and support Michigan students and their families. U-M is the only public university in Michigan – and one of just a handful in the nation – to maintain a longstanding commitment to cover 100 percent of demonstrated need of resident students through financial aid. In seven of the last ten years, the central financial aid budget has grown by more than 10 percent, and for FY2016 it constitutes 10.7 percent of the general fund budget.

For many Michigan students, the net cost of attendance today is lower than it was five years ago, due to U-M’s commitment to financial aid. A Department of Education report on college affordability shows that U-M had one of the nation’s slowest rates of growth in net cost among the nation’s four-year public universities; of 650 institutions, U-M was ranked the 532th lowest.

**Campus Life**

**Student Life**

U-M’s rich academic offerings are enhanced by a vast array of campus programs and activities available to all students. There are more than 1,300 student-led clubs and organizations that provide opportunities for service, learning, socializing and personal growth. Student clubs engage in entrepreneurship, sustainability, the performing arts, activism, cultural pursuits and religious activities.
U-M was the first university in the country to establish an office for its LGBT community, and today the Spectrum Center continues that 40-year legacy of inclusion. U-M also was the first in the nation to establish a Department of Recreational Sports, which celebrated its centennial in 2013.

Approximately 9,600 undergraduate students and 1,200 graduates live in University Housing, which includes 18 residence halls and 1,480 apartments. The University is nearing completion of a systematic renovation of all of its heritage residence halls, which has created spaces to help transform students’ campus life and enrich U-M’s ability to attract the most intellectually engaged students. The University’s first residence hall designed specifically for graduate students opens in the Fall of 2015.

Arts and Culture

The University of Michigan offers a panoply of world-class exhibitions, preeminent speakers, performing artists and outdoor performance spaces of all kinds.

The University Musical Society (UMS) is considered one of the leading performing arts presenters in North America, making Ann Arbor a destination for artists from throughout the world. A signature UMS accomplishment in recent years has been partnering with U-M to present the Royal Shakespeare Company for a series of residencies and performances.

Artistic venues include the intimate Arthur Miller Theatre, the Power Center for the Performing Arts, and venerable Hill Auditorium, which marked its centennial in 2013 and offers superb acoustics. Through the decades, Hill has showcased the finest performers and distinguished speakers, ranging from Enrico Caruso and Leonard Bernstein to Martin Luther King Jr. and Hillary Clinton.

Campus museums include the U-M Museum of Art, Museum of Natural History, the Kelsey Museum of Archaeology, and the Museum of Anthropology. Matthaei Botanical Gardens and Nichols Arboretum offer places of quiet reflection and beauty, as well as scientific exploration. The Gerald R. Ford Presidential Library, located on the Ann Arbor campus, regularly attracts national speakers in addition to researchers.

U-M students consistently entertain and engage the community with displays of music, art, dance and theatrical performances. The School of Music, Theatre & Dance, in particular, stages more than 450 concerts, recitals and stage performances each year.

Athletics

From the famous winged football helmet – arguably the most recognized icon in American sports – to its global presence in Olympic sports, U-M has a long and proud tradition of championship athletes and athletic teams.
U-M student-athletes participate in 31 programs, including 29 Division I varsity teams consistently ranked among the best in the nation. Through the years, U-M has produced some of the most recognized names in sports, from basketball legend Cazzie Russell to Olympic gold medal diver Micki King to current NFL quarterback Tom Brady.

U-M teams have won 36 NCAA national titles, 377 conference championships and 56 team national championship titles. U-M football has the most wins of all NCAA programs and holds a record 42 Big Ten championships.

Michigan Stadium, known worldwide as “The Big House,” is the largest intercollegiate stadium in the nation and routinely hosts crowds in excess of 110,000 for events. Michigan Athletics has a comprehensive infrastructure plan that includes construction of 16 facilities that will impact all of its teams.

Alumni

With more than 540,000 living graduates, Michigan has one of the largest alumni bodies in the world. Graduates have contributed to every field and profession and include:

- Branch Rickey ’11, who with Jackie Robinson, broke the color barrier in professional baseball
- Gerald R. Ford ’35, 38th president of the United States
- Raoul Wallenberg ’35, Swedish diplomat who saved thousands of Hungarian Jews from the Holocaust
- Arthur Miller ’38, playwright
- Mike Wallace ’39, journalist
- Nancy Landon Kassebaum ’56, U.S. senator
- James Earl Jones ’55, actor
- James B. Irwin ’57, astronaut and pilot of Apollo 15, which in 1971 carried a crew of fellow U-M alumni David R. Scott and Alfred Worden into space
- Carole Simpson ’62, TV journalist
- Jessye Norman ’68, opera singer
- Robin Wright ’70, journalist and foreign affairs analyst
- Valerie Jarrett ’81, senior adviser to President Barack Obama
- Dick Costolo ’85, former Twitter CEO
- Larry Page ’95, Google co-founder

University Resources

Human Capital

The University has an overall workforce of nearly 46,000 employees, including the health system and the Flint and Dearborn regional campuses.

The faculty headcount at U-M’s three campuses is 7,664, with the Ann Arbor campus alone having a total of faculty full-time equivalents (FTEs) of 5,861. Instructional appointments comprise 3,327 FTEs, and another 2,534 FTEs are individuals with clinical, research and other titles who are primarily involved in health care, research and related scholarly activities. The
Ann Arbor campus faculty consists of 3,051 scholars who are tenured or on a tenure track, along with 3,801 lecturers, clinical faculty, research faculty, librarians, archivists and post-doctoral fellows.

Staff members play essential roles in sustaining the University’s excellence. For the seventh straight year, U-M has been featured in the Chronicle of Higher Education’s annual listing of “Great Colleges to Work For.” Representing an extraordinary range of occupations, U-M’s 25,000 staff members contribute to the efficient and productive operation of nearly all facets of the University.

Fiscal Resources

State support per student has declined by nearly 33 percent in real dollars over the past decade. Today, U-M’s state appropriation constitutes 16 percent of the general fund budget and less than nine percent of the overall academic operating budget. Despite the decline in state support, U-M remains on a stable financial path and is committed to a disciplined approach to financial management, which emphasizes multi-year planning, ongoing cost containment, reallocation of resources toward highest priorities, and seeking out new revenue sources.

For more than a decade U-M has emphasized efficiency, and has reduced (or avoided) recurring general fund expenditures by $313 million since FY2004. U-M expects to save another $24 million in FY2016.

Facilities

The physical properties of the U-M Ann Arbor campus are extensive and include 35 million gross square feet of buildings and core infrastructure. There are 595 buildings, 2,000 classrooms and instructional labs, 1,100 study rooms and 6,200 research labs/rooms.

Governance and Administrative Structure

The Board of Regents

U-M is governed by a constitutionally autonomous Board of Regents, which consists of eight members elected at large in biennial statewide elections. The President of the University serves as an ex officio member of the Board. Regents serve without compensation for overlapping terms of eight years. According to the Michigan Constitution of 1963, the Regents have “general supervision” of the institution and “the control and direction of all expenditures from the institution’s funds.” In addition to numerous hours devoted to study, committee work and attendance at events, the Regents meet once a month in a public session.

University Administration

The President is the chief executive officer of the University. The Provost and Executive Vice President for Academic Affairs is the chief academic officer and chief budget officer of the University; the school and college Deans report directly to her. Current organizational charts are available at http://spg.umich.edu/org-charts/organizational-structure.
Senate Assembly

The Senate Assembly is the governing body representing faculty from the Ann Arbor, Flint and Dearborn campuses. The Senate Assembly consists of 74 elected faculty members, each serving a three-year term. The Senate Assembly meets regularly during the academic year and is charged by Regents’ bylaws to represent the interests and concerns of the faculty.

The Ann Arbor Community

The vibrant and active city of Ann Arbor is consistently rated as one of the nation’s top college towns. In addition to being the hometown of a world-class university, Ann Arbor is home to many high-tech research companies and charming neighborhoods with a rich mix of cultures. Downtown Detroit – with its eclectic mix of entertainment and professional sports – is less than an hour’s drive away, and Detroit Metro Airport offers a nearby gateway to the globe as a hub for Delta Airlines.

Although geographically small, the Ann Arbor area is perhaps most renowned for its cultural offerings and nightlife. From cutting edge art exhibits and dozens of unique galleries to performances by legends in all of the performing arts, there are abundant opportunities to enjoy arts and culture throughout the community. The Ann Arbor Art Fairs envelop the campus and downtown areas with nearly 500,000 visitors over a four-day span every July. The Ark is one of the finest music clubs anywhere, with 300 performances yearly.

Ann Arbor and Washtenaw County provide a bounty of recreational settings to golf, hike, cycle or canoe. In the warmer months, the area offers street festivals and outdoor fairs. “Foodies” will appreciate the nearly 300 restaurants within a 20-mile radius of Ann Arbor, with options ranging from traditional Italian bistros to trendy contemporary American restaurants.

Ann Arbor is a highly educated community of 115,000 where nearly two-thirds of residents have at least a bachelor’s degree. It regularly makes a wide range of “top ten” lists rating everything from the happiest places to live and most intelligent cities to the best educational offerings for kids and top communities for venture capital investments.

Ann Arbor is home to such recognized brands as Domino’s Pizza, Zingerman’s Delicatessen, Toyota Technical Center and Google AdWorks.
Procedure for Candidacy

Inquiries, nominations and applications are invited. The University is dedicated to the goal of building a culturally diverse and pluralistic university community committed to excellence in teaching and learning in a multicultural environment. Potential applicants who share this goal are encouraged to apply. Review of applications will begin immediately and will continue until the position is filled.

For fullest consideration, applicant materials should be received by October 30, 2015. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in this leadership profile and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the retained consultants, Robin Mamlet and Elizabeth Bohan of Witt/Kieffer, at email address UMSSW@wittkieffer.com. The consultants can be reached through the desk of Leslie Donahue at 630-575-6178.

The University of Michigan is an equal opportunity/affirmative action employer.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from the University of Michigan documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
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