Dean of the
A. Alfred Taubman College of
Architecture and Urban Planning

Ann Arbor, Michigan

Witt/Kieffer
Leaders Connecting Leaders

Prepared by
Witt/Kieffer and
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This leadership profile is intended to provide information about the University of Michigan and the position of dean of the A. Alfred Taubman College of Architecture and Urban Planning. It is designed to assist qualified individuals in assessing their interest in this position.
The University of Michigan seeks nominations and applications for the position of dean of the A. Alfred Taubman College of Architecture and Urban Planning (Taubman).

Through the combination of academic research, creative work, design, and practical training, Taubman faculty, students, and staff seek to transform the quality of the built environment. The college’s two programs – Architecture and Urban and Regional Planning—prepare graduates for positions of responsibility within a wide spectrum of professions, organizations, government agencies, and institutions. Taubman faculty and students are engaged in innovative design study, policy research, professional training, and theoretical investigation in a variety of areas. They also serve the community through outreach and partnerships, locally to globally.

The college offers students a complement of degree programs: pre-professional (Bachelor of Science in Architecture); professional (Master of Architecture and Master of Urban Planning); post-professional (Master of Science in Architecture and Master of Urban Design); and Ph.D. (in Architecture or Urban and Regional Planning). The professional M.Arch. and M.U.P. programs are among the largest in the country. Committed and energetic faculty, staff, and students form a diverse, creative, and collaborative community within the University of Michigan, one of the world’s pre-eminent research universities.

The University of Michigan is searching for a dean who, working together with the Taubman community, will continue to enhance the national and international standing of the college and help set the strategic vision and priorities for its next phase. The dean is the chief academic and executive officer of the college and reports directly to the provost and executive vice president for academic affairs. The dean represents the college within the university and among a wide range of external constituencies.

Candidates will have a professional degree in architecture, urban planning, or urban design, or an earned doctoral or equivalent terminal degree in a field relevant to those three areas, as well as a distinguished record of research, creative work, and/or significant professional activity, appropriate for appointment as full professor with tenure. 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. Qualifications include excellence in teaching and mentoring, proven leadership and management ability, experience in administration within a large organization, understanding of budget processes, interest in and commitment to fundraising, and demonstrated commitment to diversity. The successful candidate will be creative, collaborative, and supportive of the two academic programs and the diverse degrees the college offers. He or she will excel at communicating with diverse audiences to foster an inclusive and open intellectual and professional culture, as well as an environment conducive to multidisciplinary learning and teaching.

For information regarding how to apply or to submit nominations, please see the end of this document.
The A. Alfred Taubman College of Architecture and Urban Planning

The A. Alfred Taubman College of Architecture and Urban Planning at the University of Michigan (U-M) aims to create a better and more inclusive built environment for generations to come. Through interdisciplinary education and cutting-edge research, the college prepares graduates for positions of responsibility where they can lead contemporary practices and discourses in architecture, urbanism, and urban and regional planning globally.

In pursuit of these ideals for over 100 years, Taubman offers students (local, national, and international) a complement of disciplinary and interdisciplinary degree programs ranging from pre-professional to post-professional to doctoral. Taubman's committed faculty, staff, and students form a diverse, creative community.

Taubman has a long and distinctive educational tradition that integrates design and technology with a strong focus on social and environmental agendas in architecture and planning. Our faculty foster a broad view of architecture and urban and regional planning in the context of a major public research institution.

Academics

The enrollment of Taubman College is approximately 650 students of which 80 percent are architecture students and 20 percent are urban and regional planning students. Many students from across the campus enroll in the college's courses and enrich cross-disciplinary conversations. Students come from around the world to participate in a creative and demanding learning environment. We will discuss each of the two broad fields in turn.

The Architecture Program trains students to intervene in the built environment to effect positive change, through actionable, innovative and transformational ideas. Reclaiming the cultural agency of design as a central part of our mission, we understand the role of the architect as influencing the very construction of society. As the roles of architects change over time, our program emphasizes the dynamic relationship of people to their environment through design, to improve and enrich human experience, using techniques, tools, and disciplinary approaches that are constantly under development and critique.

Taubman offers undergraduate and graduate degrees in architecture. The undergraduate program culminates in a Bachelor of Science degree (B.S.) and the graduate program results in a Master of Architecture degree (M.Arch.). In addition, the program offers a Ph.D. in Architecture, a Master of Urban Design (M.U.D.), and a Master of Science in Architecture (M.S.) with concentrations in conservation, health, material systems, and digital technology. Undergraduate students may apply directly as freshmen or transfer in as junior level students. The graduate program is open to students who have already earned undergraduate degrees in architecture (2-year M.Arch.), as well as those who received undergraduate degrees from other disciplines (3-year M.Arch.). Dual degrees and graduate certificates are also available.
The Urban and Regional Planning Program is concerned with the enhancing spatial, economic, and social environments of cities and regions. The program promotes social justice and sustainability through planning research and practice. Leveraging location, resources and expertise, faculty and students study the disparities between wealth and poverty; the tensions between market and civic rationality; the contradictions of growth and abandonment; the challenges in the provision and governance of infrastructure; the impact of environmental degradation in the quality of life; and the causes and effects of racial, ethnic, and socioeconomic segregation. They seek to improve decision-making about the transformation of cities and regions and the design of urban spaces by promoting a long-term, regional, and socially responsible perspective.

The Urban and Regional Planning Program offers a professional Master of Urban Planning (M.U.P.), a Ph.D. in urban and regional planning, and formal dual degrees with architecture, business, law, and natural resources. Many students pursue student-initiated dual degrees with information sciences, social work, public policy, and public health. The program also provides support for the Rackham Graduate School’s Graduate Certificate in Real Estate Development.

Approximately 90 faculty teach in the college, with 64 percent tenured or tenure track. Among them are award-winning architects, planners, and designers; respected scholars; and leading researchers. Faculty are engaged in teaching, practice, public service, and research in architectural design; architectural and urban discourse (including design, history, and theory); digital fabrication; environmental and structural technology; urban design; transportation; economic development; housing and community development; physical, land use, and environmental planning; and global and comparative studies. The Architecture Program hosts three fellows each year who bring diverse perspectives on teaching and creative practice. The Sojourner Truth Fellow in Urban and Regional Planning expands discussions of race, ethnicity, and social justice in courses, professional practice, and research. The university encourages and supports cross-disciplinary efforts within the college, across the university, and with colleagues elsewhere in the world.

**Financial Resources and Advancement**

The operating budget for Taubman is approximately $24 million including revenues from general funds (80 percent), sponsored research (four percent), gifts and investments (12 percent), and all other sources (four percent).
The market value of the college’s endowment was $64.5 million as of June 30, 2015. The endowment distribution is student aid (74 percent), faculty salaries (20 percent), with the balance divided between lectures (three percent) and facilities (three percent).

The University of Michigan is more than halfway through its Victors for Michigan Campaign, a multi-year $4 billion capital campaign. Campaign counting began in 2011 and will conclude in late 2018 or early 2019. Taubman College has raised more than $21 million, which is 68 percent of its $30,750,000 goal.

**Facilities**

The Art and Architecture Building provides nearly 240,000 square feet of space equally divided between the Taubman College of Architecture and Urban Planning and the Stamps School of Art & Design. Opened in 1974, the building includes a range of facilities, including studio space, galleries, classrooms, a 150-seat lecture hall, conference and seminar rooms, faculty and administrative offices, and research facilities. Computer access is widely available and distributed throughout the building.

Located on the third floor, the architecture studio offers 30,000 square feet of continuous workspace. The large, open plan is configured with desks and storage for all students in architecture studios and expansive review spaces. The upcoming renovation of this floor will provide capstone studio spaces for urban planning students.

In addition, Taubman College leases 20,000 square feet of space in downtown Ann Arbor at the Liberty Lofts warehouse that provides additional faculty research and production space and facilities for large-scale exhibitions. College faculty and staff have access to space in the university’s Detroit Center, and the college leases space in Detroit for its ArcPrep program, an immersive architecture studio for Detroit High School students.

Due to the generosity of the late A. Alfred Taubman, the Taubman College will upgrade and expand its facilities by fall 2017. The project will provide an additional 36,000 square feet to the college’s facilities and renovate approximately 11,000 square feet of the existing building. The addition will be LEED certified. These costs are covered by building gifts from A. Alfred Taubman and from King Stutzman, matching funds from the Office of the President of the University of Michigan, and funding from the Provost’s Office and the Office of the Chief Financial Officer.
Taubman College offers sophisticated technologies in the architectural, urban design, and urban planning fields of study. The Digital Fabrication Lab (FABLab) leverages state-of-the-art industrial technology to perform architectural fabrication research, making Taubman College one of a few academic institutions in the world using robotic automation to perform both subtractive and additive manufacturing processes. The Spatial and Numeric Data Services (SAND) Lab, administered by the UM Library, houses computer facilities equipped with software for handling digital geographic information and very large datasets, and the spatial analysis of built form. The lab, one of two on U-M's campus, provides access to data from the Inter-university Consortium for Political and Social Research (ICPSR) and the Roper Center for Public Opinion Research, Global Insight, Geolytics, ESRI, the U.S. Census Bureau, the U.S. Geological Survey, and many other sources. The college's Metals Lab and 6,000-square-foot woodshop are equipped to assist students and faculty in a range of fabrication and exploratory work in support of studio and thesis work, research, and design-build projects. Across the street from the Art and Architecture Building is the Duderstadt Center home to the Art, Architecture, and Engineering Library; ArtsEngine a collaboration space for the North Campus units; and a Digital Media Commons containing a multimedia facility with visualization and virtual reality technologies. The library's archives and digital resources for research and creative work are extensive.

The Role of the Dean

The dean provides executive and academic leadership to the college. Essential elements of this role include collaborating with faculty in overseeing the academic programs and policies, providing stewardship of the college’s financial and capital resources, and playing a lead role in fundraising and external relations. The dean serves as the face of the college, especially in promoting the college within the university, engaging with national and international constituencies in architecture and urban planning including alumni, and promoting the work done by faculty and students.

As chief executive and academic officer for the college, the dean reports directly to the provost and executive vice president for academic affairs. The dean advocates for the college and for the importance of design and urban planning scholarship, research, and creative practice. The decentralized structure of the University of Michigan gives each dean significant autonomy and responsibility for working with faculty to establish a strategic vision and marshal the resources to support that vision.

As a general expectation, deans at the University of Michigan are collaborative and entrepreneurial. The dean meets with the provost and other deans bi-monthly in the Academic Program Group and regularly meets one-on-one with the provost. The dean also meets with the provost to review the annual budget and to discuss new initiatives.
Reporting to the dean are the chairs of architecture and of urban planning. Dean’s office leadership and staff currently include the following as well as others:

- Associate dean for academic affairs and strategic initiatives
- Associate dean for research and creative practice
- Associate dean for post-professional degrees and technology engagement
- Administrative director
- Executive assistant to the dean

Other administrative leaders of the college include:

- Director, development and alumni relations
- Facility manager
- Senior director, marketing communications
- Assistant director of student services
- Information technology manager
- College registrar

The faculty elect four faculty members to recommend to the regents for appointment to the college’s Executive Committee. The Executive Committee assists the dean and represents the faculty in budgeting, educational, and instructional policy matters, promotions, and appointments.

**Opportunities and Expectations for Leadership**

The new dean will be asked to provide leadership on the following inter-related issues, among others:

**Articulate a vision for the college’s future**

The next dean will collaborate with faculty and other members of the Taubman community to continue the college’s recent work, identifying strategic priorities that leverage our strengths as well as expand in new directions. We are keenly aware of the rapidly shifting higher education landscape and the need for innovation in colleges of architecture and planning. The new dean should consider recent investments in digital design and fabrication, in theoretical and practical research across the college, and in pedagogical initiatives currently driving the University of Michigan as a whole. Current and possible future degrees and specializations; the potential for engagement with industry (see below), philanthropies, and national and international entities; continued internationalization of research and curriculum; and interdisciplinary, cross-unit, and institutional collaborations are also priorities for our college.
He or she will embrace the college’s mission and identity as the central research and learning venue for matters critical to the built environment at a range of scales within the University of Michigan, a major public research university. The new dean will be ambitious and proactive in helping the college anticipate changing market needs and demographic shifts, inspiring broad buy-in and enthusiasm from the college’s many stakeholders to bring coherence to their collective efforts, and stabilizing enrollments across both programs.

**Strengthen an administrative and governance infrastructure that will support the college’s priorities**

The new dean will work with a talented, hard-working staff in managing the college. The ability to maintain and develop an organizational structure and a responsive administrative culture that facilitate collaboration, incentivize entrepreneurship, and promote fiscal sustainability among both staff and faculty will be required. Areas that will need attention include research support, quality of space, and innovations in technology. Working with the program chairs and the Executive Committee, the new dean should also plan for regular review of programs.

The dean will be a key figure in reinforcing and extending a college culture of respect, collegiality, and mutual responsibility. The faculty will join the new dean in strengthening shared governance, drawing on a wealth of talent and investment and fostering agency and transparency in decision making around relationships with other schools and colleges, curriculum, promotion and tenure, mentorship structures, enrichment opportunities, and research priorities. Students and staff, as well, look forward to engaging with the new dean to develop even stronger community within the college.

**Build resources**

Increased competition for students and faculty, shifts in federal research grant support, and a commitment to continued access for a diverse range of students places increasing pressure on financial resources. To address these issues, the dean will lead the college in pursuing a comprehensive approach to strengthening its financial position by such means as exploring new approaches to recruiting students, making ongoing efforts to recruit and retain exceptional faculty, encouraging efforts to attract significant grant support, and articulating in a compelling way the college’s mission, aspirations, and strategic initiatives to ensure continued support from donors – including alumni, foundations, and corporations. The Taubman College’s success as part of the university’s capital campaign is vital.

**Advance diversity, equity, and inclusion**

The dean will provide personal leadership on the university’s long-standing commitment to a culture of diversity and inclusion in its intellectual and community life and across its student, faculty, and staff populations. The University of Michigan has worked within the framework of the law to recruit students and faculty who create a community that is diverse along many dimensions. But there remains much work to be done, and the institution continues its commitment to this central value. The dean should advance programming and more frequent academic discourse on issues such as race, gender, and class. Inclusion must be widely
promoted through these efforts across disciplines, schools, and colleges, and the university’s broad intellectual community. The dean must strive not only to strengthen the Taubman College’s broad diversity agenda, but also to institutionalize positive changes in climate.

**Assure that the college engages fully in University of Michigan initiatives relevant to architecture and urban planning**

The new dean of the Taubman College should lead and facilitate faculty and student participation in new initiatives at the university. The new high-tech robotics center, major directions in environmental and cultural sustainability, and Detroit programs are notable examples. The college has participated in recent university programs for cluster hires, the MCube collaborative research initiative, and Transforming Learning for a Third Century. Numerous faculty have strong connections with UMTRI, the Graham Sustainability Institute, and the Water Center. The college’s programs have extensive engagement with Detroit through curriculum, research, and creative work. Faculty from the college co-founded and taught in the university’s Semester in Detroit and now lead a cross-campus and inter-university sharing of research that examines the city and contributes knowledge for strengthening Detroit—the Detroit School of Urban Studies.

The new dean should consider how best to engage with cross-campus colleagues, industry, and other external partners to position Taubman College as a player in strengthening the regional work force and economy, encouraging innovation in government, and advancing the concerns of underserved populations.

**Engage in global practices**

A globally minded and internationally recognized leader, the new dean will promote broad, far-reaching scholarly discussion and steward collaborative models of practice and research with academic and business partners overseas. The dean brings international voices to engage with the college and projects faculty and student work into the world, continuing to elevate the contributions and impact of the college. Building on the presence of a diverse, international student body at Taubman College and the globalization of the design and planning professions, the dean will work with the program chairs to foster initiatives to internationalize the curriculum through pedagogic innovation, advancing the global mission of the University of Michigan.
Professional Qualifications and Personal Qualities

The dean will have a professional degree in architecture, urban planning, or urban design, or an earned doctoral or equivalent terminal degree in a field relevant to those three areas, as well as a distinguished record of excellence in teaching and of strong research, creative work, and/or significant professional activity appropriate for appointment as full professor with tenure at the University of Michigan. The successful candidate will bring leadership experience in administration, academic, and/or professional practice; an appreciation of the unique needs, opportunities, and challenges that are involved in leading a world-class public institution of higher education; a breadth of knowledge and interests across questions of the built environment; and a wide embrace that supports the two academic programs and the diverse degrees the college offers. She or he will be expected to have a demonstrated commitment to implementing strategies and programs that attract and support diverse students, faculty, and staff.

In addition, strong candidates will have many of the following qualifications and personal characteristics:

**Vision and leadership**: ability to lead the collective vision for the college innovatively and creatively; a strong sense of new possibilities and emerging disciplinary and professional 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 to inspire a sense of shared mission; a deep understanding of and commitment to faculty governance coupled with a commitment to eliciting timely feedback and listening with openness and critical reflection, as well as a willingness to make difficult decisions while being explicit about principles underlying these choices;

**Commitment to excellence**: understanding of the foundations for excellence and integrity in teaching, research, and public service, especially in the context of a professional college 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, authority, and nuance, 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 Taubman’s mission; excellence in communicating with diverse audiences to foster an inclusive and open intellectual and professional culture; and a track record of effectively advancing diversity, equity, and inclusiveness;

**Breadth**: deep respect for and encouragement of different theories, methodologies, and bodies of work in both architecture and planning, including different approaches to teaching, learning, and research and creative practice, and different ways that the college can serve a broad range of stakeholders; proven record of establishing an environment conducive to multidisciplinary learning and teaching; and a global outlook and a strong commitment to realizing Taubman’s potential in strengthening engagement internationally;
Fundraising ability: capacity and commitment to be a successful fundraiser, to build strong relationships with a broad range of internal and external constituencies, to convey a compelling vision; ability to represent the college, 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; experience in successful management of significant budget resources; and ability to honor and extend a highly-respected past while innovating and shepherding change;

A strong collaborative agenda: ability to work well with many 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 on campus 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 college’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, 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 college moved to Ann Arbor. 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.

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 and Research**

**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, and 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.
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.

University Resources

Human Capital

The university has an overall work force 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](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 Ann Arbor.
University of Michigan  Dean of the A. Alfred Taubman College of Architecture and Urban Planning

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 no later than mid-February. 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 university’s consultants, Robin Mamlet and Robert Luke of Witt/Kieffer, at email address UMichTaubman@wittkieffer.com. The consultants can also be reached through the desk of Leslie Donahue at 630-575-6178.

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