



DEAN

**A. ALFRED TAUBMAN COLLEGE OF ARCHITECTURE AND URBAN PLANNING
UNIVERSITY OF MICHIGAN
ANN ARBOR**

The Search

The University of Michigan, one of the nation's premier research universities with astonishing breadth and depth of academic excellence, seeks a Dean of the A. Alfred Taubman College of Architecture and Urban Planning (Taubman College).

The Dean will join a university that has a long and distinguished history in architecture and planning. Michigan was one of the first universities in the United States to offer architecture courses, starting in 1876, as well as one of the first to offer a master's program in city planning and the first to offer the doctoral degree in architecture. Renowned for the quality of its faculty and students, its extensive research infrastructure, and the impact of its advances in building and making, the College has thrived over the course of many decades and is a global leader in its fields. In 1999, a transformative \$30 million gift from real estate developer and philanthropist A. Alfred Taubman - at the time, the largest ever to a school of architecture - made possible an enduring endowment for the College.

The educational tradition of Taubman College integrates design and technology with a strong focus on social and environmental agendas in architecture and urban and regional planning. The College is known for its leadership on urban sustainability - with a particular focus on building technology, transportation, water, governance and social justice, and for its research on urban regions in the Great Lakes area and globally. Taubman College faculty and students are deeply engaged with the transformation of Detroit as a prime exemplar of the complex issues confronting cities. A state of the art Digital Fabrication Lab (FABLab) aligns with the tradition of making in this region and has elevated Taubman College as a leader in the application of digital technologies.

As part of a public institution the College is poised for even greater success under the next Dean. Taubman College is well positioned to be a leader in interdisciplinary work across the University, as well as engaging in the core mission and current priorities for the State of Michigan, including urban change, sustainability, and social justice. Building on the presence of an increasingly diverse, international student body at Taubman College and the globalization of the design and planning professions, the Dean will also continue to increase the international profile and impact of the College. In Fall 2017, the next Dean will open a major new building that will expand its facilities.

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 provides leadership and is responsible for all matters relating to the administration of the College, including academic programs, personnel, budgets, alumni engagement, government and industry relations, and fundraising. Working collaboratively with faculty and staff to advance the College's mission, the Dean represents the College within the University and manages a wide range of external constituencies. The Dean oversees an all funds budget of \$24 million that includes the income from approximately \$72.5 million in endowments and leads approximately 90 faculty who serve approximately 650 students at the undergraduate and graduate levels.

Qualifications for this position include a professional degree in architecture, urban and regional 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, inclusive and pluralistic university community committed to excellence in teaching and learning in a nurturing environment. Potential applicants who share this goal are encouraged to apply. Further 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.

The University has retained Isaacson, Miller, a national executive search firm, to assist in this search. After consultation with university leadership, Taubman College faculty, students, staff, and other stakeholders and drawing heavily on the University's existing materials, the firm has prepared this document, to be shared with candidates and sources in the search. The document describes the challenges and opportunities for the next Dean of the Taubman College, and the personal and professional characteristics desired in the ideal candidate. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

The University of Michigan

The University of Michigan has a long and distinguished history. 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 nearly 200-year history, it has maintained the highest levels of education, scholarship, and research.

Among national universities, *U.S. News and World Report* regularly ranks the University of Michigan in the top dozen schools by reputation for undergraduate teaching. The Center for World Class Universities at Shanghai Jiao Tong University (the Shanghai Index) ranked the University 23rd among the top 500 in 2016. The University of Michigan has a total budget of \$7.4 billion and an endowment of \$9.95 billion. The faculty headcount at U-M's three campuses is 7,899, with the Ann Arbor campus alone having a total of faculty full-time equivalents (FTEs) of 6,033. Instructional appointments comprise 3,390 FTEs, and another 2,644 FTEs are individuals with clinical, research and other titles who are primarily involved in health care, research and related scholarly activities. The University enrolls approximately 44,000 undergraduate and graduate students. It regularly ranks as first or second in the country among public universities in total research expenditures at over \$1 billion annually.

Over the years, the University has carefully planned for reductions in state and federal resources to sustain its impressive trajectory. In the 1990s, in a prescient and enormously successful strategic change, the University adopted a Responsibility Centered Management (RCM) approach to budgeting, which 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, more faculty, lower costs, and greater distinction.

The University of Michigan has been a leader among public universities in developing a strong alumni support network, and it has achieved tremendous success in philanthropy to enhance its mission. In 2012, the University launched the "Victors for Michigan" capital campaign aiming to raise \$4 billion dollars for the University. The campaign, which concludes in 2018, is already well on its way to success under the leadership and direction of the President, Dr. Mark Schlissel, who took office in July of 2014. To date, more than \$3.5 billion dollars have been raised.

The A. Alfred Taubman College of Architecture and Urban Planning

History and Mission

In 1876, the University became one of the first in the United States to offer courses in architecture, under the leadership of Chicago architect William Le Baron Jenney. As the University of Michigan grew and took on increasing prominence as a premier research university, the Taubman College's core disciplines of architecture and urban planning similarly thrived. The program quickly grew into the Department of Architecture by 1913 and a College of Architecture by 1930 and expanded to a College of Architecture and Design in 1939. In 1974, the current College was codified with the separation of programs into the College of Architecture & Urban Planning and the School of Art & Design.

As a world-class center of architecture and planning education, Taubman College aspires to create a more beautiful, resilient, and 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 world-wide.

In pursuit of these ideals for over 100 years, Taubman College offers students (local, national, and international) a complement of disciplinary and interdisciplinary degree programs ranging from pre-professional to post-professional to doctoral. The professional Master of Architecture and Master of Urban Planning programs are among the largest in the country. Taubman College's committed faculty, staff, and students form a diverse, creative community.

Academics

The Fall 2016 Taubman College enrollment is 640 students (495 graduate and 145 undergraduate) of which approximately 80 percent were architecture students and 20 percent were urban and regional planning students. Students come from around the world to participate in a creative and demanding learning environment. Many more students from across the campus enroll in the College's courses and enrich interdisciplinary conversations.

The Architecture Program educates 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 their mission, the program faculty understand the role of the architect as one that influences the very construction of society. As the roles of architects change over time, the program emphasizes the dynamic relationship of people to their environment through design as a way to improve and enrich human experience with techniques, tools, and disciplinary approaches that are constantly under development and critique.

Taubman College 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 multiple concentrations. 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 encouraged. Taubman College also hosts an immersive architecture studio for high school juniors from the Detroit Public Schools.

The Urban and Regional Planning Program is concerned with enhancing the 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 and public policy 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 Taubman 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 Taubman College, across the University, and with colleagues elsewhere in the world.

Financial Resources and Advancement

The operating budget for Taubman College 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 \$72.5 million as of June 30, 2016. 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 \$22 million.

Facilities

The Art and Architecture Building provides nearly 150,000 net assignable 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, which 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, the immersive architecture studio for high school students in Detroit Public Schools.

Thanks to the generosity of the late A. Alfred Taubman, the Taubman College will upgrade and expand its facilities by fall 2017. A \$28 million renovation will add 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 has become a national leader in technological applications through the Digital Fabrication Lab (FABLab) and the Spatial and Numeric Data Services (SAND) Lab. The FABLab leverages state-of-the-art industrial technology to perform architectural fabrication research. Taubman College is one of a few academic institutions in the world using robotic automation to perform both subtractive and additive manufacturing processes. The SAND Lab, administered by the UM Library, houses computer facilities equipped with software for handling digital geographic information and 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 and regional 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 and regional 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.

Dean's office leadership and staff currently include the following as well as others:

- Chair of the Architecture Program
- Chair of the Urban and Regional Planning Program
- Associate Dean for Academic Affairs and Strategic Initiatives
- Associate Dean for Research and Creative Practice
- Associate Dean for Post-professional Degrees and Technology Engagement (vacant)
- 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 interrelated issues, among others:

Articulate a vision for the College's future

The Dean will collaborate with faculty and other members of the Taubman College community to continue the College's recent success, identifying strategic priorities that leverage Taubman College's strengths as well as expanding in new directions. The next Dean will provide visionary leadership cognizant 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 the College.

The Dean 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 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.

The College has seen a shift in its enrollment patterns over the last several years. One of the important responsibilities of the Dean is to address changes in student demographics. The next Dean will provide strategic leadership that positions Taubman College competitively, nationally and internationally, to continue to attract the best students.

Strengthen an administrative and governance infrastructure that will support the College's priorities

The 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 facilitates collaboration, incentivizes entrepreneurship, and promotes 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 Dean should also plan for regular review of programs.

The Dean will be a key figure in reinforcing and extending a college-wide 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 Dean to develop even stronger community within the College.

Build resources

Despite increased competition for students and faculty, shifts in federal research grant support, 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 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 much work remains and the institution continues its commitment to this central value. As President Schlissel has stated, "Our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity, and inclusion. It is central to our mission as an educational institution to ensure that each member of our community has full opportunity to thrive in our environment, for we believe that diversity is key to individual flourishing, educational excellence and the advancement of knowledge." During 2015-16, the University undertook a strategic planning process to enhance diversity, increase the inclusiveness of the academic community, and promote equity across the campus. As part of this process, Taubman College completed a strategic plan as well. Implementation of the plans begins in Fall 2016 and will continue over the next five years. The Dean will advance programming and more frequent academic discourse on issues such as race, gender, and class. The Dean will strive to strengthen the Taubman College's broad diversity agenda including institutionalizing improvements in climate.

Assure that the College engages fully in University of Michigan initiatives relevant to the sustainable transformation of the built environment

The Dean of the Taubman College should lead and facilitate faculty and student participation in new initiatives at the University. The 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 the University of Michigan Transportation Research Institute, 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 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

The Dean should be a globally minded and internationally recognized leader who will promote broad, far-reaching scholarly discussion and steward collaborative models of practice and research with academic and business partners overseas. A significant role of the Taubman College Dean is to bring in international voices to engage with the College and project the work of Taubman College faculty and students 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 a 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 degree programs Taubman 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 College'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 College'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, and 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, a sense of humor, and grace under pressure.

The City of Ann Arbor

Ann Arbor, located 40 miles west of Detroit, 250 miles east of Chicago, and 270 miles west of Toronto, is an attractive area in which to live and work. It is home to a world-class educational and high-tech research center nestled in a close-knit community of neighborhoods with a rich mix of cultures. It has a vibrant arts community and festivals throughout the year that draw 130,000 visitors annually. Its total population, including the student population of the University of Michigan, is 114,000, and the University employs more than 27,000 residents of Washtenaw County.

To Apply

The University of Michigan has retained the services of Isaacson, Miller, a national executive search firm, to assist the Search Committee in its identification and review of candidates. Confidential inquiries, nominations, referrals, and resumes with cover letters should be directed in confidence to:

Sheryl Ash, Vice President
Sean Farrell, Principal
Natalie Leonhard, Senior Associate
Isaacson, Miller
263 Summer Street
Boston, MA 02210
www.imsearch.com/5933

Electronic submission is strongly encouraged

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