



**INAUGURAL DEAN  
NEW SCHOOL FOR ENVIRONMENT AND SUSTAINABILITY  
UNIVERSITY OF MICHIGAN  
ANN ARBOR**

**The Opportunity**

The University of Michigan, one of the world's premier research universities with tremendous breadth and depth of academic excellence across its nineteen schools and colleges, invites nominations and applications for the inaugural dean of a new interdisciplinary school for the environment and sustainability. This is an unprecedented opportunity for an innovative, creative and entrepreneurial leader with a passion for research and education.

The University of Michigan is pursuing major changes to its current environment and sustainability structure to strengthen U-M's position as a leader in interdisciplinary research and education that addresses global challenges in this area. Central to this new structure is a new school, to be named later this year, that addresses global sustainability challenges at the intersection of the environment and society through research, teaching and civic engagement.

U-M's expansive breadth and depth of expertise uniquely position the University to be at the forefront of an integrated, collaborative, innovative and dynamic set of programs that will magnify the impact of faculty, staff and student work in the environment and sustainability areas. While significant planning is being done over the coming year, the inaugural dean will be empowered to bring his or her vision to this transition process and will be charged with leading and shaping the new school over the coming years.

The new school will replace the current School of Natural Resources and Environment (SNRE), build on its strengths, have a broader mission, and be structured to engage faculty from across the university. It will have porous boundaries so it can provide leadership and work collaboratively with other schools, institutes and programs at the university to develop solutions to the most challenging global sustainability issues.

The new school will bring together faculty from a wide variety of disciplines that will pursue collaborative and highly interdisciplinary approaches to issues that impact our environment, sustainable development and societal linkages. As a new type of school, it will be organized around disciplinary clusters and interdisciplinary sustainability themes. The school will educate and train students on environmental and sustainability concerns at all levels; and the University is committed to ensuring that the new school has sufficient resources to achieve its bold vision of interdisciplinary education, research and service.

The Dean is the chief academic and executive officer of the School 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 School, including academic programs, personnel, budgets, alumni engagement, government and industry relations, and fundraising. Working collaboratively with faculty and staff to advance the School's mission, the Dean represents the School within the University and provides leadership for a wide range of external constituencies.

The Dean of the new school will also be responsible for jointly overseeing the undergraduate Program in the Environment with the Dean of the College of Literature, Science and the Arts, supporting the Program's mission of providing students with a liberal arts education in sustainability and the environment.

Qualifications include:

- a distinguished research and teaching record commensurate with an appointment as a full professor in the School,
- demonstrated ability to work collegially and cooperatively by reaching across school/college/unit boundaries to form positive, productive relationships,
- experience in and a commitment to enhancing diversity, equity and inclusion,
- the ability to lead and manage via influence and collaboration,
- the ability to consider issues and perspectives of multiple stakeholders and a wide range of disciplines,
- demonstrated leadership and administrative experience,
- excellent communication skills,
- an understanding of budgeting processes and financial acumen,
- an aptitude for fundraising, and
- entrepreneurial skills.

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 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 QS world rankings place U-M as the top U.S. public university.

The University of Michigan has a total budget of \$7.4 billion and an endowment of \$9.95 billion. The Ann Arbor campus has 6,033 faculty full-time equivalents (FTEs). 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 for the University. The campaign, which concludes in 2018, is 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 has been raised.

### **The City of Ann Arbor**

Ann Arbor, located 40 miles west of Detroit and 250 miles east of Chicago, 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 hundreds of thousands of visitors annually. Ann Arbor routinely is ranked as having some of the best quality of life in the nation. 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.

### **The New School**

Over the past decades and particularly of recent, the University of Michigan has created a variety of programs that focus on global challenges using novel interdisciplinary approaches. Recent examples are the M-Cubed (<http://mcubed.umich.edu>) and Third

Century Initiative (<http://thirdcentury.umich.edu>) programs that support innovative, interdisciplinary teaching, research and scholarship.

Addressing our global environmental challenges inevitably requires working across conventional disciplines and adopting diverse, innovative approaches to problem solving. These factors have led the University to move forward with creating a new type of school with a profound commitment to interdisciplinary and solutions-driven work.

U-M is developing a flexible, dynamic academic model that will create new opportunities for faculty and students to work together on the next level of environmental and sustainability education and research by building on the University's interdisciplinary strength and creating tighter alliances and greater coherence among programs. The University of Michigan is uniquely positioned to take on this new model of interdisciplinary education and research given its depth and breadth of academic excellence across nineteen schools and colleges, including, but not limited to, science, technology, social sciences, humanities, public policy, the arts, engineering, public health, law, urban planning and social work.

The new school will build upon the SNRE's 113-year legacy of leadership in research and teaching focused on protecting and managing Earth's natural resources and, more recently, achievement of a sustainable society. At the same time, the new school embraces a broader mission of advancing scholarship and teaching in the fields of sustainability science, design, engineering, policy, the humanities, and the arts. The new school will address global sustainability challenges at the intersection of the environment and society through research, teaching and civic engagement.

The new school will organize its research and curriculum around disciplinary clusters (stable, long-term, discipline-based faculty groups that provide critical mass of expertise required to foster interactions and student training within closely-related fields of scholarship) and sustainability themes (flexible, interdisciplinary topics that will be reviewed at regular intervals and updated as societal and funding priorities evolve) that will foster interdisciplinary excellence in select topics.

The new school will educate and train students on sustainability concerns at the intersection of environment and society at all levels (including undergraduate, master's and doctoral) and will pursue new forms of action-based education, using the campus and local communities as living laboratories. The curricular programs will develop and train a new generation of interdisciplinary leaders and educators to address sustainability issues that affect our environment and society. Joint appointments with U-M faculty from other schools and departments will serve to strengthen collaborative and interdisciplinary needs.

The new school's home will be the Dana Building (current home to SNRE), the greenest academic building in the state of Michigan. In addition to housing administrative, teaching, and learning facilities, the Dana Building also provides additional research and education opportunities for the University community and the public in green building

design, techniques, and materials. Other facilities include terrestrial, aquatic, and analytical laboratories; a computer classroom and public computer lab for student use; and the Environmental Spatial Analysis Laboratory for work in GIS and remote sensing. In addition, there are over 13,000 acres at Nichols Arboretum and Matthaei Botanical Gardens, Edwin S. George Reserve, Stinchfield Woods, Newcomb Tract, Harper Preserve, Ringwood Forest, St. Pierre Wetlands Preserve and Saginaw Forest properties near Ann Arbor, and the University's Biological Field Station, available to the school for research and field work. These laboratories and related research sites enable faculty, students, and professional research collaborators to conduct experiments across a broad range of disciplines.

## **The School of Natural Resources and Environment**

The study of natural resources and environmental issues has been part of the University of Michigan for more than 100 years. From its beginnings in 1903 as the University's Department of Forestry, the SNRE has been adapting to and anticipating the needs of society and environmental leaders for decades. In 1950, the University of Michigan established the School of Natural Resources, one of the first schools of its kind. Fittingly, the school became the SNRE in 1992, and the School has since been a global leader in educating students to be innovative and effective stewards of the environment.

The new school will replace the current SNRE, build on its strengths, have a broader mission, and be structured to engage faculty from across the university.

SNRE currently offers academic programs in a variety of areas with master's degrees in Natural Resources and Environment and Landscape Architecture. The School also offers graduate certificate programs in Industrial Ecology, Spatial Analysis, Sustainability, and Environmental Justice as well as dual-degree options in partnership with other schools at the University (Business, Law and Engineering).

University of Michigan undergraduate students pursuing a major or minor in the environment do so through the Program in the Environment (PitE), which is a joint program of the College of Literature, Science, and the Arts (LSA) and SNRE.

SNRE faculty's interdisciplinary research and teaching collaborations are reflected in their wide range of engagements in programs and centers, both SNRE-based and outside SNRE, including the Center for Sustainable Systems, the Cooperative Institute for Limnology and Ecosystems Research (CILER), the Erb Institute for Global Sustainable Enterprise, the Graham Sustainability Institute, the Energy Institute, the Institute for Fisheries Research (IFR), and Michigan Sea Grant.

SNRE has an impressive research and community outreach portfolio with funding from over 50 different federal agencies, foundations and industry sponsors. Volumes exceed \$14 million in annual expenditures across approximately 200 externally sponsored projects.

## **The Dean of the New School**

The Dean is the chief academic and executive officer of the new school and a key member of the University of Michigan's leadership team. S/he provides leadership for the planning and implementation of the School's academic, research, outreach and diversity programs. The Dean is expected to effectively represent the School to internal and external constituencies and to secure funds from a variety of sources. The Dean will develop and implement ways to engage faculty from across campus. The Dean is charged with encouraging a culture of innovation and excellence within the School and collaborating with the other deans and directors at the university level on shared initiatives for the benefit of the University as a whole and the state of Michigan.

The Dean of the new school will also be responsible for jointly overseeing the undergraduate Program in the Environment with the Dean of the College of Literature, Science and the Arts, supporting the Program's mission of providing students with a liberal arts education in sustainability and the environment. S/he will also be central in the governance for the Graham Sustainability Institute, a university-wide partnership that fosters cross-disciplinary collaboration to create and disseminate knowledge and offer solutions related to complex sustainability issues.

The Dean reports to the Provost and Executive Vice President for Academic Affairs, Dr. Martha Pollack, a Professor of Computer Science and Electrical Engineering and a Fellow of the Association for Computing Machinery (ACM) and the Association for the Advancement of Artificial Intelligence (AAAI).

In the University's highly decentralized Responsibility Centered Management (RCM) budgeting model, the Dean has considerable autonomy to execute on strategic priorities for the new school. The Dean has primary responsibility for the allocation, maintenance, and growth of the yearly operating budget.

Administratively, the Dean oversees critical functional units of finance, information technology, and communications to ensure that they are best aligned to support the academic mission of the School. The Dean is also responsible for representing the School with the state legislature, the federal government, and other government groups. In addition, the Dean is the chief steward of relationships with the School alumni base and with industry partners to ensure further support and opportunities for scholars, students, and graduates.

## **Leadership Opportunities for the New Dean**

### ***Lead faculty and staff in the implementation of the vision of the new school***

One of the greatest opportunities the deanship presents is to work with the University community to refine and implement the vision for the new school. Working with an expanded group of internationally-known faculty and superb students and staff, the new Dean has the opportunity to re-envision education and research both within the

University and internationally at a time when interdisciplinary expertise in the environment and sustainability has never been more critical to addressing global challenges. The Dean of the new school will be responsible for expanding on the vision for the new, interdisciplinary school and working with faculty to create a more integrated, collaborative, innovative and dynamic set of programs that will magnify the impact of faculty, staff and student work in these areas across the entire university.

***Shape and implement a vision of educational innovation and excellence***

At a moment of dramatic and accelerating change in the world, the Dean will need to expand the emphasis on developing novel approaches to teaching and learning that will set the School apart nationally and internationally. The Dean will continue to support and expand pedagogical innovation and will remain keenly attuned to the needs of its students. S/he should promote faculty engagement and new instructional models, especially those focused on interdisciplinary, cross-campus engagement and on engaged learning through the use of the campus and local communities as a living laboratory.

***Foster research excellence and collaborative solutions***

Ultimately, the new school should define the standard of excellence, contribute to the national and international agenda, and be a recognized leader in several major research areas. The Dean must realize a vision that elevates the School to higher levels of preeminence for its research and impact, working to coalesce junior and senior faculty around large, multidisciplinary problems and guiding a conversation about where the School and the University can make distinctive contributions.

***Recruit, retain, and develop eminent faculty***

In collaboration with internal governance structures, the Dean will lead efforts in the recruitment and professional development of an outstanding faculty, both in the tenure-track and in research ranks. S/he will develop a strategy to increase the ranks of faculty who are members of the National Academies and other distinguished societies, and cultivate an atmosphere of collaboration and innovation to attract the most talented scholars from around the world to Ann Arbor. The Dean will expand cross-campus faculty engagement via joint appointments, dry appointments or other means and foster an environment in which junior and senior faculty members thrive and feel that they can do their best work at Michigan.

***Champion a welcoming and inclusive and equitable climate for an increasingly diverse community***

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 explicitly and carefully to recruit students and faculty who create a community that is diverse along many dimensions. The University has recently implemented new plans to increase diversity, equity and inclusion. The Dean should develop new strategies to recruit more diverse students and faculty and 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 to strengthen the School's diversity agenda and to institutionalize the positive changes in climate that have been achieved.

***Elevate the visibility of the School, forge strong relationships with alumni, donors and the Visiting (External Advisory) Committee, and lead the School's fundraising efforts***

The Dean will foster close relationships with the School's many stakeholders, and s/he will be the School's lead ambassador in communicating the School's impact to the world. Once further developed, the Dean must be able to articulate the School's distinctive identity and to secure a larger role for the School and its constituents in national and international venues. S/he will make the case for investment and garner the resources necessary to grow and support excellence in the School, while managing those resources responsibly, particularly in light of national concerns about educational costs.

**Professional and Personal Qualifications**

The inaugural dean will be a leader with an ambitious vision, a collegial and consultative leadership style, and the energy and integrity to inspire the new school to greater levels of excellence. Candidates should demonstrate both bold leadership in a large, highly complex enterprise that moved the organization forward, and a record of accomplishment in creating and supporting a climate of community, inclusivity, and respect. While no single candidate will have all the ideal qualifications, the committee seeks candidates with the following qualifications and abilities:

- A record commensurate with an appointment as a full professor in the School;
- A dynamic leader with a national and international presence and an orientation towards service to the field at the highest levels;
- A demonstrated ability to work collegially and cooperatively by reaching across school/college/unit boundaries to form positive, productive relationships;
- A demonstrated track record of enhancing diversity and inclusion at all levels, the ability to articulate its value with confidence and authority, and a deeply held belief in its power to transform education, scholarship, and service for the betterment of the School and the University;
- The ability to lead and manage via influence and collaboration (rather than through top-down authority);
- The ability to consider issues and perspectives of multiple stakeholders and a wide range of disciplines;
- The ability to create alignment between organizations, adapt to a dynamic environment and lead change in a decentralized environment;
- An aptitude for fundraising;
- Entrepreneurial skills;



- An experienced administrator with a track record of success commensurate with experience as a department chair, associate dean, or dean;
- An astute understanding of finances and the relationship between academic priorities and budget; a responsible steward of academic resources, able to ensure prudent and efficient use of resources;
- A technologically-adept communicator who can inspire, cultivate key external constituencies, attract partners, raise funds, generate enthusiasm, and obtain substantial commitments to further support the new school;
- Integrity, honesty, enthusiasm and a sense of humor.

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:

Jane Gruenebaum, Vice President  
Jacqueline Mildner, Principal  
Kahn Lee, Senior Associate  
1300 19<sup>th</sup> Street N.W.  
Suite 700  
Washington, DC 20036  
[www.imsearch.com/5934](http://www.imsearch.com/5934)

**Electronic submission is strongly encouraged**

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