

# University of Michigan

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Vice Provost for Sustainability and Climate Action



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## The University of Michigan

<p><b>Mission</b></p>	<p>The mission of the University of Michigan (U-M) is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving, and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.</p>
<p><b>History and Overview</b></p>	<p>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 over 200-year history, it has maintained the highest levels of education, scholarship, and research.</p> <p>The University of Michigan was ranked in the top 35 of the 1,500 higher education institutions across 104 locations in the world, according to the QS World University Rankings 2024 edition. Among national universities, <i>U.S. News and World Report</i> regularly ranks the University of Michigan as a top 25 institution. The University has also held the title as the third ranked public university every year since 2019 and is the second U.S. public university with the highest National Science Foundation (NSF) research volume.</p> <p>The University of Michigan has a total budget of \$13.4 billion in FY24. The faculty headcount at U-M's three campuses is 7,457, with the Ann Arbor campus alone having a total of 6,752 faculty full-time equivalents (FTEs). Instructional appointments comprise 3,617 FTEs, and another 3,134 FTEs are individuals with clinical, research, and other titles who are primarily involved in health care, research, and related scholarly activities. The University of Michigan enrolls approximately 52,065 undergraduate, graduate, and professional students. It regularly ranks as first or second in the country in research expenditures among public universities, with total research expenditures at over \$1.8 billion in FY23. Having earned distinction in almost every academic area, the University of Michigan is an exceptional, comprehensive research environment.</p> <p>The University of Michigan allocates resources using a hybrid, "activity-based" budget system, combining the benefits of Responsibility Centered Management, which delegates revenue and cost authority to the deans of individual schools and colleges, thereby providing incentives to manage their budgets in ways that best meet their needs and benefit U-M, with incremental budgeting to support the missions of central units. This long-standing, resilient hybrid model exists within a budget system that is designed to produce flexible resources for the Provost that can be reallocated across units.</p> <p>The University of Michigan is 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 2018, U-M successfully concluded "Victors for Michigan," which was a seven-year capital campaign that surpassed its \$4 billion goal to raise \$5.28 billion for the University. The current University endowment is \$17.9 billion.</p> <p>The University of Michigan occupies the ancestral, traditional, and current lands of the Anishinaabe or People of the Three Fires, namely the Ojibwe, Odawa, and Bodewadmi Nations. These nations were forced to cede their lands in 1817 through the coercive Treaty at the Foot of the Rapids. As U-M continues to occupy this land, we recognize that this acknowledgment does not substitute for the creation of an authentic and sustained relationship with</p>

the Indigenous communities and their lands that we occupy. Further, this acknowledgment will not erase the harm and violence that have been done to Indigenous people through the actions and inactions of the institution. However, through a land acknowledgment, U-M is taking an important small step towards the creation of an equitable, sustainable, and self-determined future.

### **Diversity, Equity, Inclusion, & Justice**

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

In the fall of 2015, the University of Michigan embarked upon a renewed commitment to diversity, equity, and inclusion and engaged in a yearlong period of intense planning. The process culminated in fall 2016 with the creation of a five-year diversity, equity, and inclusion strategic plan; the appointment of the University's inaugural Chief Diversity Officer; and the development of the Office of Diversity, Equity, and Inclusion, which oversees the campus wide implementation of the unit plans. Each of the 51 schools, colleges, and units provided comprehensive summaries highlighting their unique efforts over the first five years of U-M's DEI Strategic Planning and Implementation Process. In Fall of 2023, the University launched the next phase of its strategic planning effort.

### **Sustainability, Climate Action, and Carbon Neutrality at U-M**

The threats posed by the climate crisis extend far beyond the University of Michigan community. U-M, as a top public research university, has a distinct opportunity to help chart the path forward. Faculty and students from a wide variety of disciplines are working together, in partnership with those on the front lines in communities, to pursue scalable, transferable, and financially responsible and just approaches to combat climate change. U-M boasts 100+ sustainability student organizations and 800+ sustainability courses, and works in partnership with academics, advocates, and community leaders, not only in Ann Arbor, Flint, and Dearborn, but also in Detroit, the region, the nation, and globally.

The University of Michigan has been an innovator and leader in driving ever-increasing impact in support of the environment and sustainability. This included holding the largest of the first Earth Day celebrations in 1970, and establishing environmental justice as an academic discipline in 1990. And most recently, U-M has also committed to one of the most aggressive campus decarbonization efforts among large public research universities.

At U-M, sustainability is a mindset and framework for ensuring that current and future generations have equitable access to the resources for a full and vibrant life without the exploitation of people, society, or the environment. The University's commitment to sustainability and environmental justice align with and enhance U-M's core missions of education, research, healthcare, and service.

Whether pursuing new practices in carbon sequestration and emissions reduction, furthering renewable energy technologies, building climate policy, or assessing environmental determinants of health, U-M faculty advance

research and scholarship on virtually every aspect of the climate crisis and sustainability, and provide educational experiences for undergraduate, graduate, and professional students in these areas as well. U-M leadership in this area spans all three campuses, encompassing university-wide carbon neutrality, as well as myriad on-the-ground opportunities toward greater sustainability on campus. Yet, work remains to be done, including around climate justice issues to understand and rectify the disproportionate effects of climate change on people of varying social identities and economic backgrounds.

One of U-M's important sustainability assets is the Graham Sustainability Institute. The Graham Institute exists to mobilize the expertise and passion of scholars, partners, and decision-makers to work together and bring world-class research to real-world sustainability challenges. The institute leads a wide range of work, including the U-M Water Center, the Center for EmPowering Communities, the Carbon Neutrality Acceleration Program, the Sustainability Catalyst Grant program, the Dow Sustainability Masters Fellows program, the Graham Undergraduate Scholars program, the Planet Blue Ambassador program, and others.

Another important sustainability asset at U-M is the Matthaei Botanical Gardens and Nichols Arboretum (MBGNA). Today, MBGNA manages over 700 acres of gardens, research areas, and natural preserves around the Ann Arbor area with a complex of conservatory, greenhouses, laboratory, and teaching spaces. MBGNA focuses on three thematic areas: 1) equity, justice, and biocultural diversity; 2) research, teaching, and experience making; and 3) organizational evolution.

## About Ann Arbor

The university employs more than 30,000 residents of Washtenaw County. Ann Arbor offers an exceptionally high quality of life, combining the intimacy of a smaller city of about 121,500 residents with an abundance of cultural opportunities exceeding those of cities of much larger size. Situated on rolling terrain along the banks of the Huron River, Ann Arbor is one of the world's great college towns. Intellectual, artistic, and recreational opportunities in the broader community abound for people of all ages. Ann Arbor is replete with renowned galleries and museums, a rich food scene, and one-of-a-kind retailers, as well as festivals throughout the year that draw 130,000 visitors annually. The city perennially ranks in magazine polls as one of the best places in the United States to live and raise a family. The city of Ann Arbor is also recognized as having a strong commitment to sustainability, including community-wide carbon neutrality by 2030, as supported by the A2 Zero Climate Action Plan.

Ann Arbor and the University of Michigan provide a major venue for college sports. Several well-known sports facilities exist in the city, including Michigan Stadium ("the Big House"), the largest college football stadium in the country.

Ann Arbor is 30 minutes away from DTW, the Detroit airport, a major international hub, offering direct flights to Asia, Europe, the Middle East, other countries in North America, and every major city in the U.S.

For additional information on living in Ann Arbor and in Michigan, see <https://www.annarbor.org/>.

## The Position

### Position Title

Vice Provost for Sustainability and Climate Action

### Reports To

Laurie McCauley, Provost and Executive Vice President for Academic Affairs

<p><b>Location</b></p>	<p>Ann Arbor, Michigan</p>
<p><b>Position Summary</b></p>	<p>The University of Michigan is well-positioned to take on the global challenges that surround our planet related to sustainability and climate action. Administrators, faculty, staff, and students are already steeped in education, research, and community engagement on sustainability and climate action at the University.</p> <p>U-M seeks a collaborative, experienced, and innovative leader to serve in the inaugural role of the Vice Provost for Sustainability and Climate Action (VPSCA). The VPSCA will build upon the University’s successes and work to create new opportunities for further collaboration, partnership, and engagement inside and outside the University. Additionally, the VPSCA will foster a culture whereby sustainability and climate action are embedded within the educational and research missions across all units to drive significant progress and impact.</p> <p>Reporting directly to the Provost and Executive Vice President for Academic Affairs, the VPSCA will be responsible for guiding, coordinating, and advancing U-M’s leadership in the spheres of education and research related to sustainability and climate action, and for partnering with other responsible leaders to advance campus sustainability culture and living lab opportunities.</p> <p>Aligned with its public mission, U-M is a leader in its commitment to diversity, equity, inclusion, and justice. U-M strives to embed and integrate these values to ensure a pluralistic entity that is free from discrimination and welcomes and supports underserved and underrepresented communities. The VPSCA will build on these commitments by infusing them throughout the sustainability and climate action education and research priorities.</p> <p>The VPSCA will engage the campus on academic and research activities, as well as public and community engagement initiatives, to enhance and facilitate cross-campus collaboration in the areas of sustainability and climate action. This role will serve an important convening and coordinating function to ensure that U-M is recognized as a global leader in cutting-edge sustainability and climate action education and research.</p>
<p><b>Responsibilities</b></p>	<p>As a member of the Provost’s Executive Team and Academic Planning Group, the VPSCA will collaborate closely with the President, Provost, deans, and senior leadership to:</p> <ul style="list-style-type: none"> <li>● Leverage U-M’s role as a top public university to work for the benefit of society on issues of sustainability and climate action.</li> <li>● Coordinate and foster collaborations in key areas, including sustainability and climate action education and curriculum development, research and innovation, and community and external engagement.</li> <li>● Design and implement structures to improve coordination and integration of sustainability and climate action initiatives across campus.</li> <li>● Assess centrally-supported sustainability programs and missions and address systemic challenges.</li> </ul> <p>Education and Curriculum Development –</p> <ul style="list-style-type: none"> <li>● Enhance and integrate sustainability and climate action education into core curricula across all schools, colleges, and units, with a focus on innovative pedagogical strategies and co-curricular opportunities that effectively educate students about the interdisciplinary and transdisciplinary solutions that can bring about the necessary sustainability transition within the context of their respective career goals.</li> <li>● Lead strategic conversations, elevate student and community voices, support faculty development, and build consensus to enhance</li> </ul>

sustainability education for all students, with emphasis on both personal or citizenship needs and discipline-specific needs as professionals within sustainability.

- Leverage the power of the Provost's office to advocate for student interests as it pertains to furthering sustainability projects, campus culture, and external engagement locally, regionally, and nationally.
- Collaborate with other leaders on campus to transform campus culture and provide greater opportunities for students, faculty, and staff to participate in living lab initiatives around sustainability and climate action.

#### Research and Innovation –

- Work with key campus stakeholders, including deans and the Office of the Vice President for Research, to harness the power of U-M's research enterprise to propel research and innovation in the areas of sustainability and climate action.
- Foster collaborative interdisciplinary or transdisciplinary sustainability research and education initiatives and public engagement, including through connection with stakeholders both on and off campus.
- Convene conversations, workshops, and other gatherings focused on sustainability, carbon neutrality, climate and health equity, climate action, climate solutions and innovation, climate finance, environmental policy, and environmental justice.
- In partnership with Innovation Partnerships, strengthen tech transfer, venture, and business partnerships in the sustainability and climate space.
- Connect U-M faculty with external policymakers, business leaders, community leaders, and public officials and civil servants to facilitate the use and dissemination of applied research and, conversely, bring challenges and questions gleaned from industry and communities back to the classroom/campus for further study.

#### Campus Community and External Engagement -

- Build broad networks to cooperate proactively with the full range of external allies, locally and broadly, who are working to create a more sustainable and just Michigan, region, nation, and world, including through partnership with the Office of the Vice President for Government Relations.
- Partner with the Associate Vice President for Campus Sustainability and the Senior Vice President and Chief Environmental, Social, and Governance Officer of U-M Health to maximize impact at the intersection of operations and academic mission, including through the implementation of living lab initiatives, cross-cutting services and support functions, and operational efforts to reduce the institution's carbon footprint and other environmental impacts, linking these operational efforts to research and educational opportunities.
- Collaborate with the Vice Provost for Equity and Inclusion and Chief Diversity Officer to explore and promote synergies in environmental justice.
- Create a strategic plan to educate and captivate the U-M community utilizing evolved sustainability and climate action themes.
- Develop and coordinate implementation of a media and communications strategy to convey and highlight Michigan's preeminence in education and research related to sustainability and climate action.
- Represent U-M at national and international levels on sustainability and climate action issues and advocate for policies and efforts that support these goals.
- Oversee key provostial units, including:
  - Graham Sustainability Institute
  - Matthaei Botanical Gardens and Nichols Arboretum
  - Other units as appropriate over time

## The Person

### Pivotal Experience & Expertise

The ideal candidate should have the following:

**Scholarly Achievement and Interdisciplinary Leadership:** Established record to support appointment as a tenured professor or clinical professor, with in-depth knowledge of and experience around issues of sustainability and/or climate action at the local, regional, national, or global level. Experience in interdisciplinary or transdisciplinary programs, projects, or initiatives strongly preferred.

**Stakeholder Engagement and Influencing:** Demonstrated ability to work across campus and build bridges among students, faculty, staff, and the community to foster meaningful engagement in sustainability-focused action plans, climate solutions, and educational inquiry. Ability to bring stakeholders together to effectively drive progress in the pursuit of campus-wide goals.

**Strategy and Vision:** Demonstrated executive leadership skills, including visionary execution, strategic planning, and systems thinking. Ability to envision and implement major pursuits in collaboration with other stakeholders that encourage innovation to support campus-wide success.

### Culture Impact

**Transparent & Collaborative:** Deeply collaborative and communicative, with a high level of transparency and the ability to effectively convey goals and strategies to a range of audiences. Able to influence across U-M's decentralized structure. Focused on improving outcomes for the entire campus community, the state of Michigan, and beyond.

**Commitment to Diversity, Equity, Inclusion, & Justice:** Demonstrated commitment to diversity, equity, inclusion, and justice, with a track record of upholding, supporting, and furthering DEI initiatives at previous institutions and of successful action toward anti-racism and social justice. Commitment to and understanding of environmental justice and action.

**Data-Driven:** Uses data and metrics via conducted research, analysis, and assessment to continuously measure the effectiveness of programs and pilot new initiatives related to sustainability and climate action research and education.

## University of Michigan Leadership Team

### President Santa J. Ono

Santa J. Ono, Ph.D., is the 15th president of the University of Michigan. He began a five-year term on October 14, 2022.

A recognized leader in higher education in the United States and Canada, President Ono is an experienced researcher whose pioneering work in experimental medicine focuses on the immune system and eye disease. At U-M, he is a professor of ophthalmology and visual sciences, and microbiology and immunology in the Medical School, and molecular, cellular, and developmental biology in the College of Literature, Sciences, and the Arts.

He joined U-M from the University of British Columbia, where he served as President and Vice Chancellor since 2016. While at UBC, he chaired the U15 Group of Canadian Research Universities and the Research Universities of British Columbia, and served on the board of Universities Canada. He also

served on the steering committee of the Association of Pacific Rim Universities; the Government of Canada's Industry Advisory Ad Hoc Roundtable on COVID-19 Testing; and the boards of Fulbright Canada and Mitacs.

Prior to his appointment at UBC, he was President of the University of Cincinnati, where he also served as professor of pediatrics at Cincinnati Children's Hospital Medical Center. While at the University of Cincinnati, he was appointed by Ohio Governor John Kasich to lead the state's Biopharmaceutical Task Force and to the Board of the Ohio Third Frontier, the state's technology-based economic development program.

Dr. Ono has served as Senior Vice Provost and Deputy to the Provost at Emory University. He has also taught at Johns Hopkins University, Harvard University, and University College London.

He is a fellow of the American Association for the Advancement of Science, the Canadian Academy of Health Sciences, the National Academy of Inventors, USA, and the Johns Hopkins Society of Scholars. In 2022, he was elected to the American Academy of Arts & Sciences.

He holds honorary doctorates from Chiba University and the Vancouver School of Theology and is a recipient of the Reginald Wilson Diversity Leadership Award from the American Council on Education, the Professional Achievement Award from the University of Chicago, a Grand Challenges Hero Award from UCLA, and the NAAAP 100 Award from the National Association of Asian American Professionals.

He earned his B.A. in biological sciences from the University of Chicago in 1984, and a Ph.D. in experimental medicine from McGill University in 1991.

**Provost and Executive Vice  
President for Academic Affairs  
Laurie McCauley**

Dr. Laurie McCauley is Provost and Executive Vice President for Academic Affairs at the University of Michigan, overseeing the university's academic and budgetary affairs. The deans of the 19 schools and colleges report to her, as do the nine vice provosts with portfolios covering academic and budgetary affairs; academic and faculty affairs; academic affairs - graduate studies; academic innovation; the biosciences initiative; diversity, equity, & inclusion; engaged learning; and enrollment management.

Prior to her appointment as Provost, she served as the Dean of the School of Dentistry. Dr. McCauley is the William K. and Mary Anne Najjar Professor of Periodontics in the School of Dentistry and a professor of pathology in the Medical School.

An active researcher supported by the National Institutes of Health for more than 25 years, Dr. McCauley's work focuses on parathyroid hormone anabolic actions in bone, immune cell functions in bone, and prostate cancer skeletal metastasis. This mechanistic and translational research contributes to regenerative medicine and the development of treatments for inflammatory mediated bone loss.

Dr. McCauley has held visiting appointments at the Institut de Genetique et de Biologie Moleculaire et Cellulaire, the École Normale Supérieure de Lyon, and the Center for Experimental Therapeutics and Reperfusion Injury, Brigham and Women's Hospital, Harvard Medical School. Among her many recognitions, she has been awarded a distinguished scientist award (International Association for Dental Research), a distinguished alumna award (The Ohio State University), and the Norton M. Ross Award for Excellence in Clinical Research (American Dental Association). She is a fellow of the American Association for the Advancement of Science and a member of the National Academy of Medicine, where she served as Section Chair.

At U-M, Dr. McCauley chaired the Department of Periodontics and Oral Medicine, and led several campus efforts in campaign planning, professional



standards, and pandemic planning. She has been a champion for diversity, equity, and inclusion, receiving the Ida Gray award for her outstanding efforts in promoting multicultural ideals. As dean, she actively worked to reduce student debt, and oversaw a \$142 million expansion and renovation of the dental school's clinical and educational facilities.

Dr. McCauley joined U-M as an assistant professor of dentistry in 1992. She holds four degrees from The Ohio State University: Bachelor of Science in education, Doctor of dental surgery, Master of Science in dentistry, and PhD in veterinary pathology.

## Engagement Team

### Abby Rudman

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### Nomination/Application Information

Initial screening of applicants will begin immediately and continue until the position is filled. The University of Michigan will be assisted by Abby Rudman, Jackie Zavitz, and Sara Szyal of Heidrick & Struggles, Inc.

Nominations and applications should be directed to: [Michigan\\_VPSustainability@heidrick.com](mailto:Michigan_VPSustainability@heidrick.com)

*The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Equity, Civil Rights, and Title IX Office (ECRT) at 734-763-0235 and [ecrtoffice@umich.edu](mailto:ecrtoffice@umich.edu), and as follows:*

**Sex/Gender Identity/Gender Expression/Sexual Orientation, including sexual misconduct:** ECRT Sexual and Gender-Based Misconduct Director and Title IX Coordinator

**Disability:** ECRT Disability Director and ADA Coordinator

**Race/Color/National Origin/Age/Marital Status/Religion/Height/Weight/Veteran Status:** ECRT Civil Rights Director

**Land Acknowledgement:** *The University of Michigan occupies the ancestral, traditional, and current lands of the Anishinaabe or People of the Three Fires, namely the Ojibwe, Odawa, and Bodewadmi Nations. These nations were forced to cede their lands in 1817 through the coercive Treaty at the Foot of the Rapids. The Treaty earmarked half of the lands for 'a college at Detroit,' where Indigenous students would be able to receive an education. Despite this commitment, U-M did not enroll an Indigenous student until 130 years later. Additionally, it is the sale of this land that established U-M's endowment and helped create and sustain U-M as a premier research university.*

*As U-M continues to occupy this land, we recognize that this acknowledgment does not substitute for the creation of an authentic and sustained relationship with the Indigenous communities and their lands that we occupy. Further, this acknowledgment will not erase the harm and violence that have been done to Indigenous people through the actions and inactions of the institution. However, through a land acknowledgment, U-M is taking an important small step towards the creation of an equitable, sustainable, and self-determined future. In offering this land acknowledgment, we recognize and affirm Indigenous people and communities who live in Michigan now and those who were forcibly removed from their homelands. We also affirm Indigenous histories and experiences, and the historic and ongoing struggles for Indigenous sovereignty.*

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*Heidrick & Struggles serves the executive leadership needs of the world's top organizations as a trusted advisor for leadership consulting, culture shaping, and senior-level executive search services. Our data driven solutions empower senior executives and boards of directors to transform their organizations by leveraging top talent and accelerating performance across all layers of the business.*