



Search for the Dean, College of Literature, Science, and the Arts  
The University of Michigan  
Ann Arbor, Michigan

*The mission of the University of Michigan 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.*

*The College of Literature, Science, and the Arts (LSA) at the University of Michigan is a diverse intellectual community working together to reimagine the world and create positive, purposeful change.*

## **THE SEARCH**

The University of Michigan, an academic powerhouse among public research universities in the United States, and an intellectual force of global significance and impact, seeks a visionary and strategic leader to serve as the next dean of the College of Literature, Science, and the Arts (LSA).

LSA is the largest academic unit within the University of Michigan (U-M) and is located on the university's flagship campus in Ann Arbor, 35 miles west of Detroit. As one of U-M's 19 schools and colleges, LSA has the size and distinction of a top-flight liberal arts and sciences university. It enrolls more than 19,000 undergraduates across 85 majors and sub-majors, over 100 minors in 41 academic departments, and more than 2,700 graduate students. Its distinguished faculty is pursuing cutting-edge research while also working closely with students in classrooms, labs, and research teams. Additionally, LSA has one of the world's largest and most devoted alumni networks, with almost 235,000 living LSA graduates. Few universities in the country, public or private, match the resources and impact of the University of Michigan. LSA plays a central role in the university's work by pushing the boundaries of what is understood about human experience, the built environment, and the natural world. Through its leadership in diversity, equity, and inclusion, it fosters the next generation of rigorous and empathetic thinkers, creators, and contributors to the State of Michigan, the nation, and the world.

The next dean will work in partnership with the LSA community to build on a record of remarkable success. They will articulate and execute a vision for LSA that inspires and advances collaboration among the three academic divisions of the college (the humanities, the natural sciences, and the social sciences) and between LSA and other schools and colleges across U-M. The university's culture of interdisciplinarity is deeply woven into its fabric, and there is tremendous opportunity for LSA to continue to be a leader in producing transformative new knowledge, crafting solutions to the world's most pressing problems, and

improving the lives of its students. The ideal candidate will bring a record of intellectual leadership and scholarly accomplishment, the aptitude and desire to energize stakeholders across LSA and U-M as well as stakeholders external to U-M, a clear dedication to faculty, staff, and student success, a fundamental personal commitment and record of advancing diversity, equity, and inclusion, and a gift for championing the liberal arts and sciences in a rapidly changing world.

The University of Michigan has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. A list of the qualifications and characteristics desired, as well as instructions for submitting applications and inquiries, can be found at the conclusion of this document.

## **THE UNIVERSITY OF MICHIGAN**

The University of Michigan has a long and distinguished history dedicated to public service and engagement. The university 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 200+ year history, it has maintained the highest levels of distinction in education, scholarship, and research while remaining broadly accessible to a range of students.

The university combines a scale that exceeds all but a handful of American universities, with a level of scholarly excellence that is equally rare. It consistently ranks among the top three U.S. public universities, and *U.S. News and World Report* ranks 110 of U-M's graduate programs in the top ten. With over 66,000 undergraduate, graduate, and professional students on three campuses, the breadth and scale of intellectual strength is something that few public or private institutions can match. Its \$1.8 billion in sponsored research leads all but one of America's universities.

U-M is one of the state's largest employers, with 55,000 employees. The Ann Arbor campus draws an exceptional student body, in-state, nationally, and globally, attracting nearly 90,000 undergraduate applicants annually in recent years. Its athletic teams produce Olympians and win national championships with great regularity. It has 670,000 loyal and committed alumni, whose generosity is a source of pride for the university as well as its philanthropic success. U-M is in the process of launching a new capital campaign, following up on the highly successful Victors for Michigan campaign that raised \$5.3 billion. This campaign raised more funds than any other public university, rivaling the most successful private institutions. The endowment now stands at nearly \$18 billion, placing Michigan among a very small set of institutions that are as highly endowed.

Aligned with the university's public mission, U-M is a leader in its commitment to diversity, equity, and inclusion (DEI). These values are embedded and integrated throughout the university to ensure an environment for teaching, learning, and discovery that is free from discrimination and welcomes and supports underserved and underrepresented communities. It is central to the university's mission to

ensure that each community member has an unfettered opportunity to thrive, with the understanding that diversity is key to individual flourishing, educational excellence, and the advancement of knowledge. The University of Michigan embarked upon a renewed commitment to DEI and engaged in a yearlong period of intense planning in the Fall of 2015. In Fall 2016, this planning process culminated with the creation of a five-year diversity, equity, and inclusion [strategic plan](#), the development of the Office of Diversity, Equity, and Inclusion, and the appointment of the university's inaugural Chief Diversity Officer. Today, the university has made earnest and notable strides, and each of the 50 schools, colleges, and units provided [comprehensive summaries](#) highlighting their unique efforts over DEI 1.0 – the first five years of U-M's DEI Strategic Planning and Implementation Process. A few of the many notable accomplishments from DEI 1.0 include the establishment of the Go Blue Guarantee, which currently offers free undergraduate tuition to every household in Michigan that earns less than \$75,000 a year and has assets below \$75,000, roughly half the state; a growing roster of inclusive teaching programs offered through the Center for Research on Learning and Teaching; robust programming and initiatives based on self-assessment and empirical research to support faculty diversity and excellence through the [U-M ADVANCE Program](#); [the President's Postdoctoral Fellowship Program](#); the [LSA Collegiate Fellows Programs](#), which aims to recruit and retain 50 exceptional early-career scholars in all liberal arts and sciences fields with a sustained commitment to building an inclusive and diverse intellectual community; and a new initiative to assist first-generation students in applying for summer internships. The DEI 2.0 [strategic plan](#) represents a continued commitment to ensuring a diverse, equitable, and inclusive community with even more sharply defined goals, new innovations and investments, and enhanced measures of accountability – shaped and informed by the university community.

The University of Michigan also is embarking on an inclusive planning process to realize the future of the Ann Arbor physical campus, [Campus Plan 2050](#). Through this strategic visioning process the university is actively working to define how it will evolve in the coming years and how the campus's physical spaces and places should be designed to support the university's mission and vision. Aligned with the Campus Plan 2050, the university is also in the early stages of charting a pathway to meet the commitment to becoming [carbon neutral by 2040](#). The university is making ambitious, multifaceted progress — advancing climate action through innovative operations, community partnerships, applied research, campus involvement, and sustainable investments.

### **U-M's FLAGSHIP CAMPUS: ANN ARBOR**

U-M's flagship campus in Ann Arbor includes more than 3,100 tenured and tenure-track faculty; more than 4,800 additional academic personnel; and more than 52,000 undergraduate, graduate, and professional students.

Nearly 11,500 students live in the Ann Arbor campus housing. Student life takes advantage of the many green spaces, recreational areas, and study spaces found throughout campus, as well as the many clubs, organizations, and fraternities and sororities. Big Ten athletics provide an opportunity for students to cheer on the Wolverines playing on any of the 29 varsity sports teams. U-M is known for having the largest

football stadium in the country, known as The Big House. It brings U-M students, alumni, and Ann Arbor community members together throughout the season.

Ann Arbor is widely recognized as one of the best college towns in America, and the area boasts exceptional scenery, arts, culture, and industry. The Detroit airport is easily accessible for travel. In and around Ann Arbor, there are plenty of sites to explore as well as scenic strolls along the Huron River or spots where locals can be found kayaking, snowshoeing, and biking when they aren't attending a U-M athletic event.

## **LEADERSHIP**

President Santa J. Ono is the University of Michigan's fifteenth president, beginning his tenure in October of 2022. President Ono is an accomplished researcher in the areas of the immune system and eye disease and has a professorial appointment in the U-M Medical School. During his leadership welcome, President Ono outlined his intentions to extend U-M's diversity, equity, and inclusion initiatives, fortify faculty and staff development, and enhance the university's excellence and impact in teaching, service, and research. Prior to stepping into the presidency at U-M, Dr. Ono served as President and Vice Chancellor at the University of British Columbia and before that as President of the University of Cincinnati. He earned his BA in biological sciences from the University of Chicago and a PhD in experimental medicine from McGill University.

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](#); [biosciences initiative](#); [diversity, equity & inclusion](#); [engaged learning](#); and [enrollment management](#).

During her tenure, the Office of the Provost created new focus areas for the office as identified by faculty groups and the strategic visioning process: the inaugural vice provost for sustainability and climate action is responsible for elevating and coordinating the university's approach to sustainability education and research, and the university's first vice provost for undergraduate education is the primary role responsible for coordinating the Student Success Initiative, which was created as a result of the Initiative Planning Group on Student Academic Success charged by Provost McCauley.

In concert with the Vice President of Information Technology, Provost McCauley charged the university's first committee on generative artificial intelligence. She has been instrumental in U-M's development and implementation of generative AI tools for faculty, staff, and students, for which the university is a recognized national leader.

In partnership with the other executive vice presidents, Provost McCauley leads U-M's Campus Planning 2025 initiative, as well as the university's Strategic Visioning process.

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.

Provost 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.

Provost McCauley has been a champion for diversity, equity, and inclusion, receiving the Ida Gray award for her outstanding efforts in promoting multicultural ideals.

She is also a passionate advocate for the health and well-being of faculty, students, and staff and serves as a leader in the university's Well-Being Collective. Since taking on the role of provost, she has committed to creating a more accessible and inclusive environment for people with disabilities at the university, as well as integrating disability awareness into more educational contexts across campus.

Prior to her appointment as provost, she served as the dean of the [School of Dentistry](#). 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 is the William K. and Mary Anne Najjar Professor of Periodontics in the School of Dentistry and professor of pathology in the Medical School.

Provost 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.

## **THE COLLEGE OF LITERATURE, SCIENCE, AND THE ARTS**

The College of Literature, Science, and the Arts (LSA) is the largest and one of U-M's oldest schools and colleges. In 1841, the university held its first classes in Ann Arbor with a handful of students, featuring a curriculum rooted in literature, science, and the arts – a revolutionary approach that viewed the world through many lenses instead of just one. The college is built upon the idea that a powerful, pragmatic,

and broad education can transform hearts and minds, solve problems in an ever-changing world, and yield ideas and innovation across every discipline.

Today, the college enrolls nearly 22,000 undergraduate and graduate students, and employs over 1,500 faculty and over 1,200 full-time staff. The college has operating revenue of \$1.1 billion and, as of October 2023, an endowment of \$1.8 billion.

### **LSA DEI 2.0 Strategic Plan**

LSA's remarkable set of human and financial resources position it to be at the center of efforts to weave inclusion, diversity, equity, and access into every aspect of its work and across its many constituents. The [LSA DEI 2.0 strategic plan](#) outlines initiatives to make LSA a more inclusive, equitable, and collaborative space to learn, teach, work, discover, and thrive together. It supports the college's commitment to fostering a community where everyone feels welcomed and valued through actionable goals, objectives, and initiatives developed using student, staff, and faculty input. The plan builds upon prior and ongoing initiatives to increase access to higher education, improve systemic policies to support equity, expand DEI knowledge and implementation, and enhance career development. The DEI 2.0 strategic plan connects LSA's local, regional, national, and global missions because diversity, equity, and inclusion are critical and integral to the work of LSA at all scales. Many signature initiatives across LSA discussed throughout this document exemplify the accomplishments and work of DEI 1.0 and 2.0.

### **Faculty**

Faculty within the college are successfully integrating their research, governance, and teaching: solving real-world problems and bringing their expertise and methods of inquiry straight into the classroom. One hundred percent of LSA's tenure-track faculty teach undergraduate students, which results in U-M being consistently regarded as a top teaching university.

For generations, the college has emphasized undergraduate teaching and committed resources to innovations in the undergraduate curriculum. This commitment is evidenced by its Teaching Academy, a program for all new assistant professors within the college to provide support, coaching, and feedback around teaching. The college provides generous support for assistant and associate professors for both professional development and research and attends rigorously to equitable tenure and promotion procedures.

LSA's faculty and leadership consistently produce extraordinary work, contributing to the success of the college. According to the 2023 graduate program rankings issued by *U.S. News & World Report*, 41 LSA graduate programs are ranked in the top 10. LSA faculty members have received numerous awards and distinctions, including but not limited to National Academy of Science Memberships, MacArthur Fellowships, Guggenheim and Fulbright Fellowships, National Medal of Science, and the Nobel Prize.

LSA leadership has built a dynamic and caring academic culture and LSA faculty are continually invested in the health and advancement of the college. Some of the university's most productive and highly regarded scholars have served in various leadership roles in the college as department chairs, associate deans or have served on the college's executive committee.

## Students

LSA is a place of educational excellence for its diverse and talented student body representing more than 100 countries. With record undergraduate and graduate enrollment for Fall 2023, U-M became the largest and most sought-after public research institution in the State of Michigan. For the Fall 2023 incoming class, LSA received approximately 54,700 completed applications for the 4,100 seats available. The median admitted student GPA was 3.9, with a median SAT score of 1440 and an admissions selectivity of 18 percent. With its dedicated faculty and staff, innovative facilities, and access to research opportunities, LSA at U-M remains a top choice for prospective undergraduate students who aspire to a demanding and first-class education in a supportive and public-spirited institution.

Beyond their experience in the classroom, undergraduate and graduate students participate in research with some of the country's most-renowned departments; on average, 1,300 undergraduate students participate in the [Undergraduate Research Opportunity Program](#) annually. LSA students can further expand the sphere of their learning by pursuing internships, finding mentors, and connecting with a broad network of employers and alumni through co-curricular resources like the [LSA Opportunity Hub](#).

Although a large institution, there are many other opportunities for students to find and build community and satisfy the range of their intellectual curiosities, whether through [first-year seminars](#), the [Kessler Scholars Program](#), or [Michigan Learning Communities](#) (such as the [Honors Program](#), [Comprehensive Studies Program](#), and [Residential College](#)). With more than 1,700 student clubs and organizations ranging from opportunities at [Camp Davis](#) to participating in the [Michigan in Washington](#) program and [other service-learning](#) opportunities, there is a place for every student in LSA.

LSA produces global citizens and many LSA students choose to take their curriculum abroad, learning a new language where it is spoken, working with community organizations to implement solutions to persistent challenges, or traveling overseas with a professor to see first-hand how lessons from the classroom can make a difference. Every year, LSA students take courses, volunteer, work, and conduct research in over 50 countries across six continents.

LSA graduate students are emerging leaders in their disciplines and a critical part of the teaching and research missions of the college. All graduate students are part of the university-wide [Rackham Graduate School](#), and the [LSA Office of Graduate Education](#) supports LSA units with recruitment, provides outreach to students, and serves as a liaison between the college and Rackham. Generous 12-month funding and benefit packages ensure that LSA can recruit top graduate students.

## **Staff**

There are approximately 1,200 staff within the college, all of whom play critical roles in the mission of LSA. These employees are true champions of the liberal arts and sciences, supporting the college across its many areas of investment, ranging from academic research to undergraduate education, and sustainability to diversity, equity, and inclusion. Each year LSA staff are recognized as the recipients of numerous university and internal LSA staff achievement awards, recognizing the individual and group contributions that LSA makes to the institution's success. More than 30 staff affinity groups cultivate bonds among employees by providing a forum to connect over shared identities and interests.

## **Alumni**

LSA offers a liberal arts and sciences curriculum that pairs rigor and critical thinking with empathy and collaboration, helping students to build lives and careers with meaning and purpose. LSA alumni include prominent economists, actors, physicists, environmental scientists, novelists, and more.

Employers respect the purposeful and pragmatic liberal arts and sciences education offered at LSA, as they increasingly need employees with broad skill sets who can tackle complex problems, communicate clearly, and think critically. Ninety-six percent of LSA graduates are employed after graduation or go on to attend graduate or professional school and 77 percent of LSA students had an internship that helped them gain additional experience and skills.

## **THE ROLE OF THE DEAN**

With primary oversight of the academic and research enterprise of the College of Literature, Science, and the Arts, the next dean has the opportunity to lead a top-ranked liberal arts and sciences college that is known for its academic rigor, grounding in research, and strong community of collaboration.

The dean directly reports to the provost and works collaboratively with the deans of the other 18 schools and colleges at the university. The dean has nine direct reports within LSA, including five associate deans, one assistant dean, the executive director of administration and chief financial officer, a strategic budgetary affairs advisor, and a chief of staff. The dean oversees an operating budget of over \$1.1 billion and the college's \$1.8 billion endowment that supports students, faculty, and research.

With counsel from the executive committee of LSA, and in consultation with the faculty, the dean will need to strike a balance between launching new initiatives and seeing through consequential, legacy programs that are already underway. The dean must make strategic decisions and employ a high level of administrative and financial acumen to effectively and successfully lead the college into its next chapter, continuing to demonstrate the critical role that the liberal arts and sciences must play in addressing large and complex societal issues, including racial injustice, economic inequality, climate change, and the emergence of artificial intelligence.



## **OPPORTUNITIES AND CHALLENGES FOR THE NEXT DEAN**

The next dean of the College of Literature, Science, and the Arts will face crucial challenges and seize extraordinary opportunities in the years ahead. Listed below are some of the most significant anticipated opportunities and challenges:

### ***Implement a clear strategic vision to move LSA forward and advance its excellence***

The next dean will play a pivotal role in shaping the future of LSA by working collaboratively with faculty, students, staff, and alumni to implement a strategic vision and establish concrete goals to guide the college's next decade and beyond. Positioned as one of the nation's greatest liberal arts and sciences colleges, at the heart of one of the world's finest public research institutions, LSA stands as an exemplar of liberal arts and sciences education, boasting a wide array of disciplines across its three divisions and a wealth of expertise within its highly ranked departments. The next dean will understand and support academic excellence across the natural sciences, social sciences, and humanities, with an appreciation and vision of excellence in each. The next dean must be a bold and undaunted advocate of the liberal arts and sciences – across all disciplines – and by harnessing its robust foundation, advance LSA to be a college of the future that showcases excellence at scale in education, research, and faculty governance.

### ***Advance and enhance the college's long-standing and demonstrated commitments to diversity, equity, inclusion, and sustainability***

Building upon the efforts and learning from DEI 1.0, the first five years of U-M's DEI Strategic Planning and Implementation Process, the dean will continue this critical work through the implementation of the DEI 2.0 strategic plan and support of new DEI initiatives. With a demonstrated and deep commitment to community-building and structural change, the dean will lead and partner with students, faculty, and staff in the continuous pursuit of making LSA a more inclusive, equitable, accessible, diverse, and collaborative space. The new dean will further weave the core principles of DEI into all education, research, and creative activity in the college, with awareness that diversity and excellence are inextricably connected and that there can't be excellence without diverse perspectives.

As the leader of the largest college at the heart of a university committed to bold climate action, the dean is a key change agent for sustainability. The dean will lead LSA at a consequential moment for global climate change action – and a moment of increased excitement for LSA, which has declared 2024 the "Year of Sustainability" for the college. Throughout 2024 and beyond, the dean will refine commitments to sustainability across operations, research, curriculum, culture, and physical space while bolstering LSA's role in the ongoing transition to a low-carbon future in Ann Arbor and at multiple research sites across the country. The dean must prioritize the interconnectedness of climate change and other mission-critical topics, including well-being and environmental justice, and ignite action among LSA's innovative, diverse community of student, faculty, and staff leaders.

***Support an outstanding student body with a steadfast and holistic commitment to student success***

Leading with students at the center, the dean will uphold LSA's commitment to delivering an unparalleled academic and extracurricular experience for all students in the LSA community, including undergraduate students pursuing LSA majors or enrolling in individual courses, transfer students assimilating into the LSA environment, and graduate students engaged in teaching and research. The dean will ensure the curriculum for all students remains relevant, with explicit connections between a traditional liberal arts and sciences approach and post-graduation career success. The dean will also lead with a particular focus on student mental health and well-being, helping students access comprehensive resources that instill the resiliency to thrive in a rapidly changing world.

Upon graduation, LSA students become part of an active and engaged alumni network. The next dean will need to share LSA alumni's passion for helping these students reach their promise once they leave the college. The dean should maintain and strengthen alumni relationships, including alumni as active partners and stakeholders.

***Recruit, support, and retain exceptional faculty, emphasizing stellar teaching, scholarly excellence, and growth of the research enterprise***

The dean will play a pivotal role in leading the faculty across the college's three divisions, including lecturers, research faculty, and tenure-track faculty. The dean will hire world-class faculty who are skilled teachers and outstanding scholars, and be adept at navigating effective faculty retention strategies, balancing the need for consistent policies across a large organization with the importance of tailored approaches for particular units and situations. In addition, the dean will be expected to continue the university's – and LSA's – longstanding tradition of supporting free speech and advocating for academic freedom.

The dean will also leverage the college's strong foundation of scholarly excellence to consider innovative approaches to grow research that are aligned with the university's priorities. In particular, there is an opportunity for the next dean to identify ways to support faculty efforts to increase their submission frequency for external funding and success in securing that funding.

***Effectively lead and manage a strong senior leadership team and professional staff***

LSA has a strong and cohesive senior leadership team and a high-performing, experienced, and lean professional staff supporting the college's operations in both the dean's office and all units in the college. The dean will be a skillful manager as well as a transparent and empowering leader, appropriately delegating to leverage the expertise and institutional knowledge of the dean's office team. The dean will also ensure there is adequate staffing to support the college's ambitions, including those of its many units.

They will thoughtfully approach hiring and professional development for staff across the college in order to recruit and retain talented individuals in support of the college's mission.

***Continue to grow the college's resources to position it for long-term success***

A skilled fundraiser and fiscal manager, the dean will be a strategic steward and generator of resources. U-M has a decentralized budget model at the university level, and deans have an unusual amount of discretion when allocating funds to support college priorities. While undergraduate enrollment management is a centralized function at U-M, the next LSA dean will have ample opportunities to generate resources through new academic program development, incentivizing external grants for research, and fundraising with alumni and other college supporters. The dean will also need to foster strong relationships with various unions on campus, currently lecturers and graduate students, as they manage the strategic and equitable allocation of resources. The new dean should advocate for equity for all of the constituents within the college.

***Support the modernization of LSA's physical infrastructure***

The next dean will be a vital advocate for the college's built infrastructure to ensure that both the university's carbon neutrality commitments by 2040 and the emerging Campus Plan 2050 include the maintenance and renovation of key central campus facilities. LSA departments and units are the primary occupants of 20 buildings across U-M's Ann Arbor campus. Many of these buildings were constructed in the early-to-middle part of the 20th century, and over half have not been significantly refurbished in more than 50 years. These facilities are required for LSA to sustain state-of-the-art teaching, research, creative activity, and inclusivity that is broadly accessible to students, faculty, and staff.

***Build interdisciplinary collaboration within the college and across the university***

In line with the university's long-standing commitment to interdisciplinary collaboration, the dean will seek new and innovative opportunities for such work across the college's departments and units and across the university. As the largest college at U-M, LSA is poised to be a leader in interdisciplinary efforts to address some of the most pressing issues of our time, from sustainability to technology to social justice. To realize this possibility, the dean will minimize barriers to interdisciplinary research and engagement, including bringing greater clarity to tenure and promotion expectations for cross-appointed faculty as well as streamlining service requirements.

***Promote global engagement opportunities***

LSA has long been a global hub for knowledge production, translation, and transfer. Its experts, students, and graduates are leaders on the world stage, with many faculty, students, research staff, and professional staff across all three divisions of the college deeply involved with the global landscape and its urgent problems. People in LSA engage deeply with the global community because of scholarly interests and

personal histories as well as connections as varied as diasporic movement, cultural and technological exchange, and questions of sustainability that affect the global population. LSA is home to the [International Institute](#) and is an integral part of U-M's commitments to international affairs through [Global Michigan](#). The next dean will strengthen, promote, and secure these global connections and efforts.

## **QUALIFICATIONS AND EXPERIENCES**

While no one candidate will embody every quality outlined below, the successful candidate will bring many of the following professional qualifications and personal qualities to address the above priorities:

- A record of university teaching, scholarship, and service sufficient to merit a faculty appointment as a full professor with tenure at the University of Michigan within an LSA unit;
- The vision, energy, and presence to lead and promote the needs of an intellectually engaged, diverse, and active faculty and college committed to academic freedom and freedom of expression;
- Significant, successful senior-level management and leadership experience within a large, complex academic environment;
- A record of success in managing fiscal operations at a large scale;
- A demonstrated commitment to diversity, equity, and inclusion as essential to the vibrancy, excellence, and integrity of an academic enterprise;
- A commitment to promoting sustainability and leading LSA towards the university's pledge to achieve carbon neutrality by 2040;
- A nuanced understanding of the current landscape of a liberal arts and sciences education and the ability to articulate its value successfully across the university, through fundraising, and with the public;
- Astute judgment of academic excellence and an informed grasp of key issues affecting faculty recruitment, retention, promotion, curricular innovation, and scholarly productivity and impact;
- Commitment to the mission of the University of Michigan and LSA, including high-quality teaching and student success, groundbreaking research and creative activity, and public service;
- Intellectual curiosity that demonstrates an appreciation for all of the academic disciplines within LSA's three divisions, and an ability to persuasively articulate a compelling mission and vision, combined with the magnetism to bring others along;
- Successful fundraising experience with alumni and other potential donors;
- An empathic, accessible, and transparent leadership style and a deeply held respect for shared governance;
- Exceptional communication skills and the ability to engage with constituencies on and off campus, especially in the face of challenging events.

## **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

The University of Michigan has engaged Isaacson, Miller to assist in the search. Inquiries, nominations, and applications (including CV and cover letter) should be sent in confidence to:

Jeff Kessner, Lisa Savereid, Kelly McLaughlin, Lehman Robinson, and Jenny Rubin  
Isaacson, Miller

<https://www.imsearch.com/open-searches/university-michigan-college-literature-science-and-arts/dean>

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.*