



## University of Michigan - Flint Chancellor



### Position Description

November 2023

## **Job Summary**

The University of Michigan (U-M), one of the world's preeminent research universities, is seeking its next UM-Flint Chancellor (hereafter referred to as Chancellor). Reporting to the president of the University of Michigan, Santa Ono, the chancellor exercises broad responsibility for and leadership of all aspects of the academic, student, financial and administrative dimensions of the Flint campus.

Now operating in its third century, U-M continues its mission to serve the public through preeminence in creating, communicating, preserving, and applying knowledge, art and academic values. UM-Flint is one of three campuses of the University of Michigan. UM-Flint is a comprehensive urban university of diverse learners and scholars committed to advancing local and global communities through education, research and service. The university values excellence in teaching, learning and scholarship; is focused on student success; and embodies the importance of engaged citizenship. Through personal attention from dedicated faculty and staff, UM-Flint students become leaders and best in their fields, professions and communities.

The chancellor has a high level of autonomy with respect to leadership and oversight of the Flint campus and serves as an executive officer of the University of Michigan and member of the president's cabinet. The president is strongly committed to the academic mission of the University of Michigan's regional campuses, and has a collaborative approach to institutional leadership that includes the UM-Flint and UM-Dearborn chancellors in deliberations and decisions on matters of common interest and university-wide concern.

## **The University of Michigan - Flint: An Overview**

UM-Flint serves about 6,200 students, of whom 78% are undergraduate and 22% are graduate. More than two-thirds of all students receive financial aid. About half of all students live in Genesee County, and the campus has a small but growing population of residential students creating a vibrant campus life. UM-Flint takes an innovative approach to enrollment through its diverse student body, which features many non-traditional, online and dual-enrollment students.

Undergraduate and graduate degree programs are offered through five schools or colleges: the College of Arts and Sciences, the College of Health Sciences, the College of Innovation and Technology, the School of Nursing and the School of Management. The university offers 178 areas of study, 43 graduate programs and nine doctoral programs. The university also offers many other innovative interdisciplinary undergraduate and graduate programs on campus and abroad.

There are a total of 1,013 faculty and staff at UM-Flint, including 260 full-time and 203 part-time faculty, resulting in about a 13-to-1 student/faculty ratio. Forty percent of the faculty are tenured or on the tenure track. The staff workforce numbers around 470, including full- and part-time positions. Approximately 320 of these positions are represented by a collective bargaining partner, including lecturers, graduate student instructors, police, operating engineers, trades workers and service maintenance staff.

In 2020, UM-Flint was awarded the prestigious Carnegie Classification for Community Engagement for a second time and is recognized as a highly engaged campus with a commitment to “the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.” UM-Flint has a long tradition of community-engaged and applied research funded largely by professional foundations. In fiscal year 2018, sponsored grants and contracts exceeded \$6.2 million across 99 new and active projects. In addition to many other topics, UM-Flint research has responded to the local water crisis with critical research on public water infrastructure, early childhood education and public health resilience initiatives.

In fall 2016, a campuswide committee developed a five-year strategic plan for UM-Flint. In 2018, after a year of broad consultation, the university adopted five high-level strategic priorities:

- A distinctive identity that builds campus pride.
- Excellent education and scholarship across the institution.
- A student-centered culture focused on retention and success.
- Recruitment through high-quality programs and campus life.
- A vital partnership with an engaged community.

UM-Flint’s FY 2024 general fund budget is \$116.5 million, which includes a state appropriation of \$25.2 million. The budget continues to provide significant financial aid for students, with a 9% increase in aid funding from the previous year. Annual in-state tuition and fees for UM-Flint for the 2023-2024 academic year are \$13,644. In addition, the UM-Flint current market value of endowment is \$164.5M. UM-Flint students, faculty and staff benefit from shared services across the three UM campuses, including library, legal and financial services. However, the budgets for UM-Flint, UM-Dearborn and UM-Ann Arbor are separate and independent, allowing autonomy for each campus to serve its constituency best.

The University of Michigan-Flint operates in a highly competitive marketplace. The next chancellor will be expected to determine an appropriate strategy to enhance programs further and continue to raise the profile and reputation of the university, regionally and nationally. Particular attention must be paid to enrollment growth, graduation rate, academic quality and shared governance.

## **Flint and The Region**

The city of Flint has experienced growth, revitalization and development and continues to attract new investments that fuse the region’s strong heritage in industrial technology with its future as an R&D center for autonomous vehicles, hub for fresh foods and an evolving college town. The area is home to three institutions of higher education, resulting in an expanding student population that has encouraged building renovations, modern housing and amenities and an entrepreneurial culture. Among the improvements has been the \$37 million repurposing of the historic Capitol Theatre (2017).

The University of Michigan-Flint plays a prominent role as one of the largest employers in the community, contributing to economic stability and anchoring the ongoing redevelopment of the

town. The university has formed strong partnerships with both public and private entities that have resulted in innovative projects and shared success. One example of this partnership is the Riverfront Hall & Conference Center. Donated to the university by the Uptown Reinvestment Corp., and recently renovated (2021), the 340,000-square-foot facility, contiguous with the campus, features academic space, student housing and a conference center. Among many programs, the building houses the state-of-the-art School of Management, which features technology-based classrooms and a finance lab. There are other similar partnerships, such as the UM-Flint Philosophy Department's involvement with the Insight Institute for Neurosurgery and Neuroscience. It is Michigan's only center to explore the intersections of mind, medicine and morality.

The Flint Riverfront Restoration Project is another example, which has garnered widespread support from public, private and foundation partners, and is transforming the artery running through the city. Through actions such as removing the Hamilton Dam and cleaning up a former industrial site, the plan has rejuvenated the river through recreation improvements, kayak and canoe access, greater access to hiking along the statewide Iron Belle Trail, improved fisheries and fishing access, enhanced community connectivity and ecosystem restoration. In 2021, formerly known Chevy Commons (also known as Chevy in the Hole), located along the Flint River between Chevrolet Avenue and Grand Traverse Street was transformed into Michigan's 104th state park.

The state of Michigan offers abundant recreational opportunities during all seasons. The nearby Genesee Recreation Area encompasses 4,540 acres, including Richfield Park and the 600-acre C.S. Mott Lake. The local parks and recreation commission offers 1,000 programs, more than 80% of which are free. With 11,000 acres of woods, water, trails and beaches, the county provides year-round outdoor adventure in camping, fishing, hiking, cycling, paddling and more.

The Flint area hosts numerous city events drawing huge crowds from across the state. Two such annual events are the Back to the Bricks Car Show and the Crim Festival of Races. Both the city of Flint and Genesee County have become active agricultural showcases, drawing visitors to the region where farm-to-table restaurants and markets feature locally grown foods. The Flint Farmers' Market is home to 50 year-round vendors — restaurants, meat markets, farmers, grocers and boutiques — increasing to 70 during the summer months. Regional wineries and breweries are also popular destinations.

Adjacent to the campus, the Flint Cultural Center is a key educational and entertainment resource. The center is home to eight nationally recognized institutions:

- Flint Institute of the Arts is the second-largest art museum in Michigan and one of the largest museum art schools in the country.
- Flint Institute of Music is the largest community school of the arts in the state and home to the Flint Symphony Orchestra and the Flint School of the Performing Arts.
- Flint Repertory Theatre is a professional, non-profit regional theatre serving all ages of the community with theatrical productions and educational classes and outreach.
- Longway Planetarium is the largest planetarium in Michigan.
- Sloan Museum and Buick Gallery is a showcase of regional history and hands-on science exhibits.

- The Whiting Auditorium is a 2,043-seat professional performing arts venue that attracts the best regional, national and international talent,
- Applewood Estate is the family home of Charles Stewart Mott, one of the founding partners of General Motors.
- Buick Gallery & Research Center is an annex gallery of the Sloan Museum featuring rotating exhibits of classic and concept cars.

A key ally for UM-Flint is the C.S. Mott Foundation, established by one of the founders of General Motors and a long-standing contributor to the city's institutions, including the university. With an endowment currently valued at more than \$3 billion, the foundation continues to be an active partner with UM-Flint. The Mott Foundation helped to launch the Flint campus and has continued to partner on downtown real estate projects, UM-Flint strategic initiatives and shared work that aims at a thriving downtown.

### **The Position**

The chancellor reports to the president of the University of Michigan. Reporting directly to the chancellor are the provost and vice chancellor for academic affairs, a vice chancellor for business and finance, a vice chancellor for student affairs, a vice chancellor for university advancement, chief diversity officer, a director of university communications and marketing.

The Board of Regents of the University of Michigan oversee Flint and Dearborn as well as Ann Arbor and has fiduciary responsibility for each of the campuses. The state of Michigan does not have a state board of higher education. The chancellor is responsible for developing UM-Flint's campus budget, including the revenue sources which primarily include direct state appropriation and tuition. Campus budget plans are approved by the regents, and the chancellor engages directly with the legislature in support of its state budget request.

The state's 15 public universities—including each of the three University of Michigan campuses—coordinate efforts on a range of policy matters through the Michigan Association of State Universities (MASU). The chancellor of the University of Michigan-Flint is a member of the board of this association.

### **Responsibilities**

The chancellor serves as the chief executive officer of the campus, providing vision and leadership to focus the intellectual vitality of the university and to maintain and foster a positive environment for its educational, research, cultural and service goals. The chancellor acts as the university's primary representative to its many constituencies, including the Ann Arbor and Dearborn campuses and their administration, Flint alumni and friends of the university, state and federal agencies and private and corporate foundations. Engagement with local communities, most especially in the greater Flint area, is central to the mission of the University of Michigan-Flint. The chancellor will:

- Maintain the tradition of excellence in all aspects at the University of Michigan-Flint:
- Actively support the strong commitment to a high quality of academic instruction and

- standards, vibrant faculty research activities and robust metropolitan engagement
- Continue and enhance the university's strong commitment to inclusion and diversity
  - Direct the formulation and implementation of strategic plans and policies
  - Cooperate with the University of Michigan, in Ann Arbor and Dearborn, and strengthen UM-Flint's key regional role in these partnerships
  - Supervise the administration and fiscal management of the university:
  - Oversee the development and administration of annual and long-term operating, facilities and research budgets
  - Actively support the recruitment of talented individuals to the university to serve as professors, researchers and administrators, and build a strong staff and delegate authority as appropriate
  - Take an active role in collaborating with state legislators, other government and community leaders and other Michigan college and university executive officers
  - Establish priorities, supervise and participate in the fundraising efforts of the Office of Institutional Advancement and campus-based economic development efforts for the region and state
  - Ensure timeliness and accuracy of operating and academic reporting
  - Continue strong leadership of the university articulating a clear vision for the university, which will inspire faculty, students and administrators to work toward common goals; advocate on behalf of the interests, needs and accomplishments of the university community, particularly its students, both internally and externally; promote the university as a force of change and progress in the community and region; and act as a spokesperson for UM-Flint
  - Develop and maintain effective relationships among the units of the campus and serve as an executive officer of University of Michigan
  - Communicate persuasively the university's mission, goals and needs to all constituents; demonstrate flexibility in dealing with all persons affiliated with the university; and preserve and encourage vital university/community partnerships
  - Foster a culture of civility and professionalism through collaboration, transparency and open communication
  - Respect and learn from diversity, disseminate its teachings and incorporate an inclusive climate throughout the campus community

## **Required Qualifications**

The new chancellor will demonstrate:

- An outstanding profile of intellectual leadership and of distinguished scholarship and teaching, suitable for a tenured appointment as full professor at University of Michigan-Flint and an earned doctorate or other terminal degree
- Significant experience in higher-education leadership and a strong track record of academic administrative accomplishment
- Strong advocacy for academic values, student success and community impact
- Skill in working with all campus stakeholders in a climate of openness and transparency, integrity, trust, mutual respect, and collaborative problem solving.
- A capacity to identify and capture sources for external funding and support for university initiatives and growth

- Exceptional interpersonal skills and superb communication skills
- An ability to lead within UM-Flint’s unique culture, enabling it to make significant contributions to the continued success of the campus as an integral part of the greater Flint region
- A commitment to the goals of UM-Flint and the University of Michigan

The successful candidate will also possess the following qualities and competencies:

- Personal and professional ethics and integrity to the highest degree.
- Demonstrated understanding of and commitment to diversity, equity, and inclusion.
- Ability to lead effectively within a non-hierarchical, de-centralized, and highly collaborative campus community.
- Good political acumen with a keen sense of how and when to engage the participation of different constituencies.
- Demonstrated ability to lead, manage and develop a high-functioning team.
- Outstanding oral and written communications skills with an ability to speak to a variety of audiences, transform ambiguity into clarity, and articulate the President’s priorities with persuasiveness and conviction; excellent listening skills; and the capacity and willingness to engage in intellectual debate and discussion.
- Demonstrated ability to work alongside colleagues, at all levels, respectfully and inclusively to foster a positive environment that promotes employee engagement and recognizes their contributions.
- Ability to model a commitment to personal growth and development, and to nurturing the talents of others through strong mentoring, coaching, and team building.
- Approachable, optimistic, and intellectually curious with personal warmth, generosity of spirit, a can-do attitude, and strong resilience in the face of criticism.

## How to Apply

Representing AGB Search, Senior Executive Search Consultants Sally Mason, and Garry W. Owens will be assisting the University of Michigan - Flint Chancellor Search Committee. Should prospective nominators or potential candidates have questions or wish to seek additional information, they are encouraged to email either Dr. Mason ([sally.mason@agbsearch.com](mailto:sally.mason@agbsearch.com)), or Dr. Owens ([garry.owens@agbsearch.com](mailto:garry.owens@agbsearch.com)) to arrange time for a confidential conversation prior to submitting materials.

To assure full consideration, application materials should be received by **January 15, 2024**, and must include 1) a letter of interest, which addresses specifically how the candidate’s experiences and qualifications intersect with the University of Michigan Flint's listed responsibilities, required qualifications, responsibilities, qualities and competencies, as outlined in the **Position Description**; 2) a curriculum vitae; and 3) a list of five professional references, along with their titles, telephone numbers, and email addresses of for future contact – please also include your professional relationship with each reference listed. No references will be contacted without prior permission granted by the candidate.

*Application materials should be submitted through the AGB Search portal system here: [UM-Flint Chancellor](#).*

Please direct any nominations, expressions of interest or questions regarding the application process to [UMFlintChanc@agbsearch.com](mailto:UMFlintChanc@agbsearch.com) Candidate confidentiality will be respected to the highest degree allowable under the laws of the State of Michigan.

**U-M EEO/AA Statement**

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