



**An Invitation to Apply
President, University of Detroit Mercy
Detroit, Michigan**

THE SEARCH

University of Detroit Mercy (Detroit Mercy), a Catholic university in the Jesuit and Mercy traditions, seeks a visionary and strategic academic leader to serve as its 26th President. Founded in 1877 by the Jesuits as the University of Detroit, Detroit Mercy is Michigan's oldest, largest, and most comprehensive Catholic university. In 1990, University of Detroit and Mercy College of Detroit, founded in 1941 by the Religious Sisters of Mercy, consolidated to become University of Detroit Mercy. As a result, Detroit Mercy is one of the few universities in the world that combines the centuries-old commitment to education of the Society of Jesus and the Religious Sisters of Mercy. The two charisms, rooted in the Gospel and the traditions of the Jesuit and Mercy sponsors, strengthen and support each other in their vision of building competent, compassionate leaders ready to serve communities throughout the world. Detroit Mercy provides excellent student-centered undergraduate and graduate education in an urban context where students learn compassion and respect for all voices, especially those that are often muted. Moral and ethical issues are considered with academic and professional disciplines in an education that seeks to integrate the intellectual, spiritual, ethical and social development of students. Collaboration across outstanding programs provide students a local and global vision, helping them understand the difference they can make in their field and the world.

The next President of Detroit Mercy will inherit an energized institution that has been strengthened in significant ways under its current President, Dr. Antoine M. Garibaldi. Dr. Garibaldi, the institution's first lay and African American president, recently announced his decision to step down at the end of June 2022 after a decade of leadership. Under his leadership, the University's endowment has grown from \$25.9 million in 2011 to more than \$94 million today, a 360% increase. This impressive endowment growth is in large part the result of a successful capital campaign that exceeded its goal of \$100 million and raised \$114.6 million a year ahead of schedule in December 2019. Over the last decade, the campus infrastructure has also grown tremendously, including the acquisition of the 40,000 square foot Novi campus, which will be the home of future professional development programs, and a \$56 million investment in the McNichols Campus facilities. These efforts include major renovations and the expansion of the 66-year-old Student Union; upgrades to academic buildings; administrative space and residence halls; additional on-campus student apartments and green space; and a new Center for Excellence in Teaching & Learning among other projects.

The next President will build upon this exciting upward trajectory and positive momentum. The ideal candidate will be a superb administrator and academic leader, extremely cognizant of the challenges confronting higher education. They will envision and actualize opportunities for this University, which has a long history as a force for positive change for its students, the City of Detroit and the state of Michigan. The next President will need to possess the following ideal characteristics: an effective fundraiser; a track

record of increasing management responsibility and skills that will assist the University in growing enrollment and retention; able to articulate the strategic vision of Detroit Mercy and ensure its increased fiscal strength; a champion of equity, diversity and inclusion; a pragmatic and intentional innovator who will work with the provost and vice president for academic affairs, deans, and faculty to launch creative new academic programs responsive to student and workforce demand; and a servant leader and a gifted relationship builder who will engage with community partners in the City of Detroit and beyond bringing new collaborative opportunities to the University and the region. The next President will be expected to lead, inspire and engage the University community and ensure that the Jesuit, Mercy and Catholic mission remains at the forefront of the institution.

The search committee welcomes Jesuits, Sisters of Mercy, other religious, and lay individuals as candidates. The willingness to embrace and represent Detroit Mercy's Jesuit, Mercy and Catholic mission, intellectual traditions and values and the ability to inspire and engage others in this mission is paramount.

The Board of Trustees has established a committee comprised of trustees and other representatives from the University community to conduct this search in consultation with Isaacson, Miller, a national executive search firm. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

ABOUT UNIVERSITY OF DETROIT MERCY

History

Detroit Mercy students understand that Mercy and Jesuit charisms expect them to put their education to work in service of others. The legacy of University of Detroit Mercy began over 144 years ago. The University's founders, the Society of Jesus (Jesuits) and the Religious Sisters of Mercy, have always believed in the power of education to change people and, through them, the world. To that end, each order began institutions of higher learning to improve the lives of men and women through education and to foster the intellectual, social, spiritual and moral development of individuals. They also believed that this education should occur in Detroit, a growing urban center. Here, students would learn in a dynamic community and gain valuable experience that only a major metropolitan area could offer. At the same time, Detroit and the region would benefit from the talents and skill of graduates.

The Society of Jesus, an order known for excellence in education, has a history in Detroit that dates to the 1600s. In 1877, the Jesuits, at the invitation of Bishop Caspar Henry Borgess of Detroit, established Detroit College. Located on a bustling corner of Jefferson Avenue, the College expanded into the University of Detroit. In 1927, under the guidance of Fr. John P. McNichols, the University moved many of its programs to a sprawling campus at Livernois and Six Mile Road (McNichols Road).

In 1940, the Religious Sisters of Mercy, headed by Mother Mary Carmelita Manning, R.S.M., established their Detroit Province at Southfield and West Outer Drive. Mercy College, under the 1934 Charter of Mercy College Nursing, opened its doors in 1941 to prepare young women for careers in nursing and teaching and with a goal of helping graduates contribute intelligently and effectively to the welfare of society. Over the years, it expanded into a comprehensive coeducational liberal arts college.

In 1990, this unique consolidation of the two institutions permitted the University to both maximize and expand academic effectiveness while improving efficiencies in administration. Moreover, it has been widely recognized as an effective, creative response to the challenges confronting private higher education and a new way to carry forth the legacy.

Current Context

Detroit Mercy is one of 27 Jesuit colleges and universities, and 17 Mercy institutions of higher education in the United States. Today, Detroit Mercy is ranked among the top 200 national universities and one of the “best value schools” in the U.S. News & World Report’s “Best Colleges” 2022 edition. Additionally, Detroit Mercy is ranked among the top 20 % of all universities nationwide in The Wall Street Journal’s (WSJ) 2021 Times Higher Education (THE) college rankings.

Dr. Antoine M. Garibaldi is the 25th and first lay and African American president of University of Detroit Mercy. Since June 2011, he has led the University in accomplishing multiple strategic goals in enrollment and retention, academics, fundraising, infrastructure improvement and community engagement. Prior to joining University of Detroit Mercy, Dr. Garibaldi was the sixth President of Gannon University. (Full bio: <http://www.udmercy.edu/about/leadership/president/index.php>)

Campuses

Across southeast Michigan, University of Detroit Mercy has three campuses in Detroit, one campus in the city of Novi, and offers programs at Macomb University Center. In western Michigan, Detroit Mercy offers a direct-admit, four-year Nursing (BSN) degree track in Grand Rapids through Aquinas College.

Most of the University's undergraduate and graduate programs are located on the McNichols Campus, which is also the site of the University's administrative offices, residential, and athletic facilities. Riverfront Campus is home to the School of Law, while Corktown Campus houses both the School of Dentistry and its clinical Dental Center. Novi Campus will be used to expand graduate, health education, and other future academic programs.

Strategic Direction

The President will ensure that the strategic direction and policies of the University continue to be strongly aligned with the values of Jesuit and Mercy Catholic education. The Detroit Mercy *2019-2024 Strategic Plan: Boundlessly Forward* builds on the University’s recent accomplishments and serves as a framework to empower all stakeholders to work together to create the best possible future for the University. The plan was written by the Detroit Mercy community through numerous workshops and forums. More than 435 staff members, administrators, faculty and students, from all three campuses, contributed to creating this shared vision.

Boundlessly Forward is a living document that serves as a touchstone for Detroit Mercy’s ongoing quest to fulfill its mission. It also supports and reinforces significant elements of the Detroit Mercy brand: academic excellence, a values-based education, excellent future outcomes and a thriving urban setting.

This strategic plan emphasizes enrollment growth, greater efficiency, return on investment and prosperity for the institution by:

- Focusing University efforts on building a more vibrant campus that attracts, engages and transforms students;
- Offering dynamic and relevant academic programs that are mission-focused; and
- Enhancing the pride and loyalty felt by the Detroit Mercy community through excellent customer service and a discerning corporate culture.

The plan serves as a guidepost for resource allocation, fundraising efforts and alternative revenue sources. These efforts are aimed at ensuring financial sustainability of the institution.

Current strategic plan: (<https://www.udmercy.edu/academics/academic-affairs/strategic-plan/index.php>)

Finances

The University is in a sound financial position. The FY21 operating budget for the University was \$166 million. In the last 10 years, the University's endowment has increased from \$25.9 million to \$94 million, and is on track to surpass \$100 million by the end of FY22. 72% of University revenue comes from tuition and fees.

The University has made a considerable investment in fundraising personnel and infrastructure under President Garibaldi and has seen impressive results. The University's most recent capital campaign, "Build a Boundless Future: The Campaign for University of Detroit Mercy," began in the spring of 2012 shortly after the inauguration of Dr. Garibaldi. After completing a feasibility study that recommended a \$60 million campaign, the University set an ambitious goal of \$100 million. The campaign reached its goal a year ahead of schedule; and at its conclusion on Dec. 31, 2019, \$114.6 million had been raised. The campaign received gifts of \$1 million or more from 31 donors and \$73.6 million of campaign contributions came from Detroit Mercy alumni. In March 2021, the Council for Advancement and Support of Education (CASE) awarded the University one of only three 2020 Educational Fundraising Awards in Overall Performance to private research/doctoral institutions with less than \$740 million in endowment based on an independent analysis of the prior three years of University fundraising data.

Currently the University is engaged in a \$50 million "bridge" capital campaign targeted at infrastructure, facilities and endowment growth.

Governance

Detroit Mercy is currently governed by a 26-member Board of Trustees, including the President of the University who serves in an ex officio capacity. The University's bylaws call for a board comprised of no fewer than 18 and no more than 36 members and includes 3 members each nominated by the Sisters of Mercy and the Society of Jesus as well as alumni, regional community and business leaders. The Board of Trustees supports and conveys the University's mission, provides long-range planning, ensures responsible management, and communicates the needs of society to the University community. The University's bylaws were amended in October 2014.

Shared Governance

The spirit of shared governance at Detroit Mercy is a dynamic faculty-administrator-staff partnership that promotes collaboration, shared decision-making and accountability. The governance structure provides an opportunity for the ongoing assessment and improvement in many aspects of the University and an expanded communication avenue to enhance the academic and administrative functions of the University.

All University constituencies share in the mission as a Catholic urban university. Central to this common mission is quality teaching and learning supported by an efficient and effective administrative structure.

The McNichols Faculty Assembly (MFA) serves as the representative body of the McNichols campus faculty (all colleges and schools of the University except the School of Law and School of Dentistry) and is an organized structure through which McNichols faculty exercise meaningful decision-making responsibility on fundamental academic issues, develops innovative faculty ideas, and engages in discussions regarding areas of common concern. There are also college-level shared governance bodies within each of the University's colleges and schools including the School of Dentistry and School of Law, located on the Corktown and Riverfront campuses respectively, which have their own faculty assemblies independent of the MFA. (More info: https://udmercy.libguides.com/shared_governance)

The Detroit Mercy faculty and staff are represented by several unions. The University's largest union is the University of Detroit Mercy Professors Union (UDMPU), which represents full-time tenured, tenure-

track, and non-tenure track faculty members on the McNichols campus. The University and the UDMPU recently signed a new 5-year contract that extends from May 2021-May 2026.

Academics

Today, Detroit Mercy offers more than 100 academic degrees and programs of study in seven colleges and schools: School of Architecture + Community Development (the only such college in a Jesuit university), College of Business Administration, School of Dentistry, College of Engineering & Science, College of Health Professions/McAuley School of Nursing, School of Law and College of Liberal Arts & Education.

The University offers many innovative academic programs and several accelerated undergraduate and graduate degree programs including accelerated 5-year bachelor's to master's programs in Architecture, Computer & Information Systems, Criminal Justice, Economics, Engineering, Industrial/Organizational Psychology, Physician Assistant; a six-year undergraduate/JD Law Scholars Program; a seven-year Biology and Chemistry to DDS; and six-year BS or BA to PharmD.

The Detroit Green Technology Institute, an international partnership between Detroit Mercy and China's Hubei University of Technology, offers joint bachelor's degrees in Mechanical Design & Manufacturing and Automation, Electrical Engineering and Automation, Software Engineering, and Environmental Engineering. Students from Hubei University have the opportunity to complete the last two years of their undergraduate degree programs in residence at Detroit Mercy as well as a pathway to earn graduate degrees from Detroit Mercy's College of Engineering & Science.

Detroit Mercy also offers a variety of professional practice and community outreach services that benefit both students and community:

- The School of Law provides more than 20,000 hours of pro bono legal services to residents of Detroit and surrounding communities through first-year clinical experiences and the School's 11 clinics.
- The School of Dentistry, through its two clinics, a mobile clinic and the school-based sealant program, last year completed 59,730 patient visits that included \$732,303 in uncompensated care. The School of Dentistry partners with 14 community sites statewide and provided more than 8,390 patient visits in areas where it is difficult for patients to access care. Students participate in outreach activities throughout the year and provide care to student-run/faculty-supervised free clinics.
- The College of Health Professions and McAuley School of Nursing (MSON) partner with health systems and medical centers throughout southeastern Michigan to provide clinical placements to more than 900 students in undergraduate nursing, graduate leadership, nurse practitioner, clinical nurse specialist, nurse anesthesia, doctor of nursing practice, physician assistant, health services and information management programs.
- Detroit Mercy's Counseling Clinic serves approximately 250 individuals each year, providing no-cost counseling to Detroit residents who otherwise would not have access to mental health services.
- The Advanced Electric Vehicle Graduate Certificate program, available through the College of Engineering & Science, was developed in conjunction with Ford Motor Company to educate aspiring automotive engineers, providing them with the skills and expertise to develop the next generation of advanced electric and hybrid electric vehicles.
- The Detroit Collaborative Design Center (DCDC) is an award-winning program of the School of Architecture + Community Development (SACD) that provides professional design services to nonprofit community and civic organizations throughout Detroit and the world at large. During the past year, DCDC has worked with partners on a range of projects, including designs for outdoor

community landscapes, neighborhood planning and citywide infrastructure and community engagement efforts.

- Detroit Mercy is the lead grantee in the Research Enhancement for Building Infrastructure Leading to Diversity (ReBUILD) project, a consortium with Detroit Mercy, Wayne State University and Henry Ford College funded by The National Institutes of Health to implement a program encouraging more undergraduate students from underrepresented or economically disadvantaged backgrounds to pursue careers in biomedical research.
- Through the Institute for Leadership and Service, approximately 1,500 students provide community service coordinated with classroom study each year.
- The Center for Social Entrepreneurship (CSE) operated through the College of Business Administration: Impacting nearly 7600 individuals per year, the CSE works with entrepreneurs using business techniques to find sustainable solutions to social problems. The CSE has provided nine-week workshops, followed by extensive mentoring from seasoned entrepreneurs to more than 40 new business ventures, helping them raise more than \$1.4 million in financing.

Detroit Mercy has 226 full-time faculty members at the McNichols Campus and 104 faculty teaching at the professional level, 90 % of whom hold doctorate degrees or other terminal degrees available in their fields. The University boasts an 11-to-1 student/faculty ratio that provides small average class sizes and personalized one-on-one interaction between students and nationally recognized teachers and scholars.

Enrollment, Tuition and Financial Aid

As of fall 2021, the University has a total enrollment of approximately 5,000 students. The current freshman class of 573 is the largest in 12 years, a clear indicator of the University's momentum and potential. Of that total enrollment 53% are undergraduates and 47% are graduate and/or professional students. 85% of Detroit Mercy Students are Michigan residents and 89% are from the Metro Detroit region. 6% are out-of-state residents (from 34 states) and 9% are international students. 60% are women, 40% men, and 18% from racial/ethnic minority populations. 89% of the student body are non-residential commuters and 97% of full-time students receive some form of financial aid. Tuition for undergraduate students for the 2020-2021 academic year is \$29,562. In fiscal year 2020-2021, Detroit Mercy designated \$41,637,000 of institutional aid for student scholarships and grants, which represented 25% of the \$166,326,000 of student tuition and fees revenue.

Athletics

Detroit Mercy prides itself on a strong tradition of student-athletes. All 17 University of Detroit Mercy athletic programs exceeded a 3.0 GPA during the 2020 spring semester as the Titans combined for a 3.38 3.51 GPA during the 2019-20 2020-2021 school year. The University sponsors 17 NCAA Division I varsity sports for men and women (Detroit Mercy Titans). Thirteen teams compete in the Horizon League; men's lacrosse competes in the Atlantic Sun Conference Metro Atlantic Athletic; women's lacrosse is in the Mid-American Conference; and men's and women's fencing are in the Midwest Fencing Conference. Athletic facilities include Calihan Hall (multi-sport facility), indoor track, tennis, racquetball, volleyball, and basketball courts, softball and soccer fields, and a multipurpose track and field.

Alumni

Detroit Mercy has more than 100,000 living alumni, represented in every state in the nation and in 78 countries around the world. The current alumni giving rate is 12%, approximately the national average. Last year's annual fund saw a 30% increase over the last two years.

The City of Detroit

Embedded in the mission of Detroit Mercy is a commitment to provide excellent student-centered undergraduate and graduate education in an urban context. This commitment has been central to the University and its predecessor institutions that have called Detroit home for almost 150 years.

Detroit is the largest city in the state of Michigan with a population of over 630,000. Detroit is known as the “motor city” in recognition of the city’s long-cherished role as the center of the United States automotive industry and as key driver of the American economy and our global economic competitiveness. The Detroit region is a dynamic united 11-county area that encompasses more than 300 municipalities with rich geographic, human and business assets. Home to more than 300,000 businesses, including 11 Fortune 500 companies, 5.4 million people, and numerous educational institutions, the Detroit region has the talent, resources and cutting-edge facilities to drive innovation. Anchored by the city of Detroit, the region is an international gateway to the world that is supported by a robust international logistics infrastructure, including the Port of Detroit and the Detroit Metropolitan Wayne County Airport, offering unrivaled opportunities to compete in the global economy. The region is home to several world-class museums including the Detroit Institute of Arts, the Charles. H. Wright Museum of African American History, the Michigan Science Center, The Henry Ford, the Motown Museum and one of the world’s finest symphonies, the Detroit Symphony Orchestra. Detroit is also home to five professional sports teams. (Source: Detroit Regional Chamber of Commerce)

As with many urban centers, Detroit has grappled with its share of social, economic, and infrastructure challenges in recent decades. However, the city and the region are going through an exciting period of growth and renewal—some call it a renaissance. As an institution with deep roots in the city and region, and an anchor institution for the Livernore and Six Mile corridor in northwest Detroit, Detroit Mercy has long been committed to contributing to the strengthening of the city and the region through providing a high-quality, comprehensive liberal arts and professional education to its students, 89 % of whom are from the Detroit metropolitan area. The University boasts more than 100,000 alumni, many of whom are leaders across the region’s civic, cultural, and commercial sectors. The University’s regional economic impact, which totaled more than \$340 million in FY 2021, and through its community focused programs, centers and institutes, students contributed more than 7,500 volunteer hours to more than 100 metro Detroit community service agencies in FY 2021.

THE ROLE, OPPORTUNITIES AND CHALLENGES FOR THE NEXT PRESIDENT

To guide the institution’s next period of growth, University of Detroit Mercy seeks a visionary, inspiring, collaborative, pragmatic and faithful leader with a sense of urgency regarding the challenges facing higher education. Candidates should have a history of organizational leadership; a superb ability to build and cultivate financial support for the University and its programs; a record of accomplishment in creating and supporting an inclusive climate of community, understanding, and excellence and a thorough understanding of recruitment, retention and enrollment. The search committee welcomes interest from both religious and lay leaders committed to advancing the Jesuit and Mercy Catholic mission of the University.

The President’s Council includes the Provost and Vice President for Academic Affairs, Vice President for Finance and Administration, Vice President for Enrollment Management and Student Affairs, Vice President for University Advancement, Assistant to the President for Mission Integration, and Executive Assistant to the President. Additional direct reports to the President include the Senior Attorney & University Secretary, Director of Diversity, Equity, and Inclusion; Director of University Ministry, and Director of Athletics. In addition to members of the President’s Council and direct reports to the President,

the University Leadership Team is comprised of the deans of the seven colleges and schools, Dean of University Libraries and Instructional Technology, and Dean of Students as well as associate vice presidents, and directors with expertise in critical areas necessary to guide the University. (University leadership chart: <https://www.udmercy.edu/about/leadership/leaders.php>.)

The next President of University of Detroit Mercy has the tremendous opportunity to build upon and accelerate the institution's upward trajectory. To fulfill this mission, there are several key leadership expectations, outlined below, that the next President will be expected to embrace. They include:

Advance the Jesuit and Mercy traditions that are integral to Detroit Mercy's identity and mission

The next President must have a deep commitment to Detroit Mercy's Jesuit and Mercy Catholic mission and identity and be eager and able to lead and advance that tradition. This individual must likewise ensure that the University's choices about the future are rooted in and informed by a commitment to these values and intellectual traditions. It will be important for the next President to articulate both internally and externally the benefits of a Jesuit and Mercy Catholic liberal arts education with strong professional and graduate programs. The President will demonstrate the value of a Detroit Mercy education, its commitment to serve a broader community and will be a model of these values, including a strong lived experience promoting the mission. As the face of the University, the President will be an integral part of events on campus and strongly articulate the distinctiveness of Detroit Mercy broadly in the city of Detroit, the region and nationally, and ensure this message is reflected in University communications and branding.

The Detroit Mercy community is the heart and soul of the University, requiring an engaged and compassionate leader who can enthusiastically build on remarkable recent accomplishments and guide the University forward in uncertain times. Detroit Mercy has a strong commitment to shared governance, and the next President should continue to strengthen that tradition through process and practice as an open, transparent communicator who values input from the greater community. The President will need to ensure that faculty, staff, students, alumni and the broader community are engaged in the dialogue, as appropriate, and are informed on how and when decisions are made. The impacts of the continuing global pandemic are unknown, and the University community will be looking to its next President to be thoughtful and informed in decision-making and messaging.

Articulate the strategic vision for Detroit Mercy's next chapter and ensure its implementation

Detroit Mercy's current strategic plan, *Boundlessly Forward: 2019-2024*, is a roadmap of the University's recent accomplishments and serves as a framework to empower all stakeholders to work together to create the best possible future for the University. The next President will lead the continued execution of the current strategic plan while developing and articulating a clear vision, deeply rooted in Jesuit and Mercy traditions and in the context of the City of Detroit. The President will engage University stakeholders in the planning and implementation of the next strategic plan with a focus on where Detroit Mercy can continue to distinguish itself from its peers and gain regional and national recognition for its academic programs and commitment to educating the whole person in accordance with its core values. The next President will emphasize the University as a source for positive change for its students and the City, ensure that Detroit Mercy becomes a destination of choice for students, partners, and donors and is a leader of best practices for both higher education and among Catholic institutions.

Working in partnership with the faculty, cabinet, Board, staff and students, the next President will ensure that the strategic plan and vision align with academic and capital planning and resource allocation. The President will continue to charge the Provost and the academic leadership team to promote a culture of evaluation to ensure academic programs remain rigorous, innovative and responsive to student demands and future marketplace realities.

Ensure the University's future financial strength and stability

The next President, in close collaboration with the Board of Trustees, President's Council, and University Leadership Team, will be responsible for ensuring that the University's short- and long-term financial condition continues to strengthen. Like many private universities, Detroit Mercy is a tuition-dependent institution and increasingly concerned about the rising costs of education, upcoming demographic challenges and the recent economic impacts of the global pandemic. Developing the talented team in place, the President will build, maintain and direct an effective and efficient leadership team to allow the University to make sound decisions regarding enrollment goals, recruiting targets and new and existing programs. The President will be fiscally astute and exercise consistent financial and business oversight with a focus on accountability. The President must consider new revenue streams and critically analyze how to balance academic quality and access and affordability. Building upon current momentum, increased philanthropic support will be crucial to increase Detroit Mercy's endowment and provide more flexibility for the University to prosper in this challenging economy. The President will be expected to relish ongoing development efforts of the University.

Champion the recruitment, retention, and support of students, faculty, and staff as well as University's commitment to providing a relevant and high-quality education

In collaboration with the Provost and Vice President for Academic Affairs and other University leaders, the next President will move to strategically invest in Detroit Mercy's existing portfolio of academic programs and identify opportunities to develop and launch new programs that meet rapidly changing societal needs and bolster enrollment growth.

Key priorities include:

- Expanding the pool of potential Detroit Mercy students through increased resources and funding allocations to support marketing, outreach and recruitment efforts; and
- Developing opportunities for enhanced internships and cooperative education programs, and career services, to ensure that students are set up for success post-graduation.

In addition, the President will champion efforts to:

- Continue to grow and diversify the faculty, with a particular emphasis on recruiting and retaining faculty from underrepresented backgrounds;
- Provide robust support of faculty teaching, research, and service across the academic disciplines; and
- Foster a safe and inclusive environment where students, faculty, and staff from all backgrounds can thrive. The President will support professional development of faculty and staff at all levels.

Cultivate and strengthen external partnerships while being an engaged leader in the Detroit community

Through ongoing efforts focused on fulfilling its historic commitment to the City of Detroit and based on the results of Dr. Garibaldi's leadership and deep commitment to serve the community, Detroit Mercy has built key partnerships with civic and business leaders and organizations in the City and the broader Metro Detroit region. Detroit is a dynamic and diverse city with a rich history and a wealth of opportunities for research, service, and collaborative opportunities between the University, the City, and its residents, organizations, corporations, and institutions. Detroit Mercy students regularly participate in volunteer and service activities, including Detroit Mercy's highly regarded cooperative education program. The University also offers a variety of professional practice and community outreach services through its

schools and colleges, but the University community is eager to do more. The University also serves as an active civic partner and anchor institution for the Livernois and McNichols communities in northwest Detroit, including serving as a founding partner of the Live6 Alliance, a non-profit economic development organization that is now separately incorporated. Detroit Mercy's next President should thrive as the face of the University and embrace a public leadership role that will resonate in both the University community and the broader local and regional communities.

Strengthen Detroit Mercy's institutional commitment and action on issues of diversity, equity, and inclusion

Detroit Mercy has made it a priority to address issues of equity, diversity, and inclusion in its community. While there has been progress, most notably the establishment of an Anti-Racism Task Force and the active recruitment of a director of diversity, equity, and inclusion, there is much more work to be done. Detroit Mercy expects its next President to continue to push the community forward to support this critically important work. This requires a deep respect and appreciation for a diverse community of individuals and a sophisticated understanding of the needs of the diverse communities that Detroit Mercy serves. By influence and example, the President will foster an informed campus culture that pursues and celebrates diversity, equity, and inclusion as foundations for excellence.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will bring many of the following experiences, abilities, and qualities:

- A visionary, strategic servant leader with a demonstrated record of success that will inspire the Detroit Mercy community and advance the core mission of the University;
- Thorough understanding of the goals and values of Jesuit, Mercy, and Catholic higher education, and appreciation for how such an education complements and intersects with personal, spiritual and professional preparation;
- Commitment to academic excellence and innovation across the liberal arts and humanities, pre-professional, and professional education; intellectual presence and vitality; passion for teaching, learning and scholarship; and belief in the transformative power of education for students, community, and society at large;
- An established record in fundraising, including an ability to engage a broader community in support of the University, and an enthusiasm for and successful experience with major donor, foundation, and corporate relationships, or evidence of such capacity;
- Deep knowledge of the issues and challenges facing higher education, including finances, athletics, and shifting market dynamics; understanding of the interplay between academic priorities and resource requirements; and experience setting and overseeing budgets;
- A proven commitment to embracing and fostering the success of a diverse student, faculty, and staff community and the will to embrace diversity in all aspects within the Detroit Mercy community;
- Significant and successful experience managing, allocating, and prioritizing financial, physical, technological, and human resources;
- A collaborative and transparent leadership style that fosters an environment of trust, empowerment, and shared governance; proven experience and leadership in times of crisis and uncertainty; ability to connect with others and to create meaningful dialogue;
- A strong communicator and meaningful listener with the ability to build, maintain, and grow relationships internally and externally; a compelling and genuine communication style and ability

to connect with a variety of audiences, and the ability to create meaningful dialogue around important issues;

- Qualities of personability, honesty, integrity, and courageous leadership;
- Moral leadership, courage, ability to uplift and comfort the community in times of celebration and grief;
- An earned terminal degree, preferably a doctorate, in candidate's chosen field, and 15 years of proven managerial and leadership experience, preferably managing the complexity of multiple constituencies, such as those found in higher education.

TO APPLY

Confidential inquiries, nominations/referrals, and résumés/curriculum vitae with cover letters can be sent electronically and in confidence to:

Jacqueline Mildner, Partner
Ernest A. Brooks III, Managing Associate
Isaacson, Miller
<http://www.imsearch.com/8132>

University of Detroit Mercy is an Equal Opportunity Employer

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