

POSITION DESCRIPTION

FOR THE POSITION OF

**ASSOCIATE VICE PRESIDENT FOR CAMPUS
SUSTAINABILITY**



March 2023

Much of this material contained herein is gained in confidence and as such should be regarded as confidential. Accordingly, it is understood that dissemination of this material should be limited to those individuals in your organization who are directly connected with this specific search or whom a reasonable person would agree have a need to know.



POSITION DESCRIPTION

POSITION	Associate Vice President for Campus Sustainability
ORGANIZATION	University of Michigan-Ann Arbor
REPORTS TO	Geoffrey Chatas, Executive Vice President and Chief Financial Officer at the University of Michigan
LOCATION	Ann Arbor, MI
WEBSITE	https://umich.edu/

TABLE OF CONTENTS

EMPLOYER OVERVIEW	02
ROLE SUMMARY	07
CANDIDATE PROFILE	11
SEARCH TEAM	13



UNIVERSITY OVERVIEW

The founders of the State of Michigan created the University of Michigan in 1817 as a constitutional university, on land ceded by the Chippewa, Ottawa, and Potawatomi people. It has emerged as one of the most powerful and impactful intellectual forces in the world with careful stewardship and remarkable stability for much of its 205-year history, meeting the demands of each time. Guided by an elected Board of Regents, loyal to the University, it has attracted a large, diverse, and talented student body and one of the great faculties in the world who are at the forefront of fields spanning the entire breadth of the academy.



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 University of Michigan has prospered in every dimension. It 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, including first among publics in the QS World University Rankings, and U.S. News and World Report ranks 110 of U-M's graduate programs in the top ten. With over 65,000 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. In a comprehensive new ranking, Times Higher Education ranked U-M 16th in the world reputation rankings in 2021. Its \$1.6 billion in sponsored research leads all but one of America's universities. Michigan operates one of the nation's leading academic medical centers, which is home to roughly half the University's faculty and the source of slightly more than half of its revenues. As a fully integrated medical center, the University owns its own hospitals, and it is a force in biomedical discovery with more than \$400 million in annual research funding from the NIH.

With three-campus in Ann Arbor, Dearborn and Flint, U-M creates an unparalleled landscape for student opportunity, success, and innovation throughout the state of Michigan. While the three campuses share the same mission and work in close partnership to provide access to educational programs, each campus makes decisions locally to meet individual needs of the students they serve, the work and research they do, the people they hire, and the markets in which they operate.

U-M is one of the state's largest employers, with 50,000 employees. It draws an exceptional student body, in state, nationally, and globally, attracting over 80,000 applicants per year in recent years. Its athletic teams produce Olympians and win national championships with great regularity. It has 640,000 loyal and



committed alumni, whose generosity is a source of pride for the University as well as its philanthropic success. Its last capital campaign raised \$5.3 billion, more than any other public university, rivaling the most successful private universities. The endowment now exceeds \$17 billion, placing Michigan among a very small set of institutions that are as highly endowed. U-M uses its financial assets to power its future and to realize its mission, including offering free tuition to every household in Michigan that earns less than \$65,000 a year, roughly half the state.

[2021 Annual Report](#)

Financial Statements

<https://2021.annualreport.umich.edu/uploads/fy21-complete-financial-statements.pdf>

Awards and Honors

<https://2021.annualreport.umich.edu/awards-and-honors/building-named-to-honor-president-emerita-mary-sue-coleman/>

[AASHE STARS gold ranking](#)

Major Projects

<https://2021.annualreport.umich.edu/major-projects/ford-motor-company-robotics-building-opens-on-north-campus/>

[Diversity, Equity, Inclusion, and Access](#)

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

In the fall of 2015, the U-M embarked upon a renewed commitment to diversity, equity, and inclusion. After a yearlong period of intense planning, 49 units across campus devised strategic goals and objectives to fulfill the vision set forth by the Board of Regents. The process culminated in fall 2016 with the creation of a five-year diversity, equity, and inclusion strategic plan; the appointment of Robert Sellers as the University's inaugural Chief Diversity Officer; and the development of the Office of Diversity, Equity and Inclusion, which oversees the campus-wide implementation of the unit plans. In April 2019, the William Monroe Trotter Multicultural Center on Ann Arbor's central campus opened as an inclusive space to celebrate diversity and serve students of many cultural identities. The university has a long history of engagement with - and community focus on - issues of social justice, both on and off campus, and this



new center supports that heritage. The campus is now undertaking its second five-year DEI strategic planning process, reaffirming U-M's commitment to these important goals.

Environmental Sustainability and Carbon Neutrality at the University of Michigan

"We are and we should be more cognizant than ever of the irreparable damage we are doing to our planet with this climate emergency. This may discourage some people. Not me. This is the University of Michigan. This is where the leaders and best reside, and where leaders and best graduate from. This institution has the ability, through the intellectual capital of the faculty and staff and students, to really address these existential challenges that affect this world. We will do so together."

Santa J. Ono, President, University of Michigan

The threats posed by the climate crisis extend far beyond the University of Michigan community. By bringing together academics, advocates and community leaders, U-M, as a top public research university, has a distinct opportunity to help chart the path forward. Faculty and students from a wide variety of disciplines are working together, in partnership with those on the front lines in communities, to pursue scalable, transferable, and financially responsible and just approaches to combat climate change.

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

Whether pursuing new practices in carbon sequestration and emissions reduction, furthering renewable energy technologies, or assessing environmental determinants of health, U-M faculty advance research and scholarship on virtually every aspect of the climate crisis and sustainability. U-M leadership in this area spans all three campuses, encompassing university-wide carbon neutrality as well as myriad on-the-ground opportunities toward greater sustainability on campus.

- [Planet Blue](#)

Carbon Neutrality

Since 2021, U-M has been working toward a comprehensive set of carbon neutrality goals that advance the university's commitment to climate action. Following the guidance of the [final report of the President's Commission on Carbon Neutrality](#), commitments include:

- Reducing greenhouse gas emissions from purchased electricity (Scope 2) to net zero by 2025.
- Eliminating campus emissions (Scope 1) by 2040.
- Establishing goals by 2025 for a wide range of indirect emission sources (Scope 3).
- Fostering a university-wide culture of sustainability, with equity and justice as a core principle.



These commitments cover the entire university, including 40 million square feet in buildings, the Ann Arbor, Flint and Dearborn campuses, Athletics and Michigan Medicine.

- [Goals & dashboard](#)
- [Priorities and progress](#)
- [FY22 Climate Action Report](#)

Key strategies pertain to campus planning, building standards and energy conservation, research and education, leadership structures, vehicle decarbonization, culture and communication, external collaboration, and sustainable investing. Notable efforts include planning geo-exchange systems, pursuing 100% renewable purchased electricity by 2025, enacting new maximum building emissions targets to cover new projects over \$10 million, and launching a revolving energy fund to finance energy conservation projects.

[Progress, Engagement and History](#)

While U-M takes action on its carbon neutrality commitments, the university continues to work toward its 2025 sustainability goals for the Ann Arbor campus, established in 2011. U-M met its greenhouse gas reduction goal (to reduce emissions by 25 percent by 2025) at the end of fiscal year 2022—three years ahead of schedule. This progress stems from increasing the capacity to generate energy on campus at the Central Power Plant, purchasing additional renewable energy from local utilities, and continuing to invest in energy efficiency; as recommended by the President’s Greenhouse Gas Reduction Committee in 2015.

In addition, the Ann Arbor campus is working toward [2025 goals](#) in waste reduction, fuel efficiency, healthy environments and community engagement.

- [Read the latest Planet Blue Sustainability Goal Update fact sheet](#)

U-M holds a longstanding commitment to environmentalism and sustainability, including a role in the nation’s first “Environmental Teach-In,” which drew more than 15,000 participants. The event served as a model for the events of the first Earth Day on April 22, 1970. In the 1980s, U-M helped to pioneer the environmental justice discipline. In the 1990s, U-M launched targeted efforts to reduce energy use in buildings, and in the early 2000s, the university began quantifying and reporting its greenhouse gas emissions.

U-M is a founding member of the [Midwest Climate Collaborative](#), which strives to enable a coherent regional response to the climate crisis. U-M serves as the lead institution for the [University Climate Change Coalition](#) (UC3)—which connects 23 North American universities committed to accelerating climate action on campus, in communities, and at a global scale. Additionally, the university is a member of the U.S. Department of Energy [Better Climate Challenge](#) as well as the U.S. EPA [Green Power Partnership](#).



Campus Involvement

U-M boasts more than 8,000 certified Planet Blue Ambassadors, who advance sustainability through their studies, work and life at U-M, on and off-campus. The program recently expanded to cover UM-Flint and UM-Dearborn.

The university also has more than 100 student organizations focusing on sustainability or the environment. Initiatives include:

- The [Student Sustainability Coalition](#), which seeks to connect students and student groups to catalyze university sustainability efforts. The group is facilitated by Student Life in collaboration with the Graham Sustainability Institute and other university partners.
- The [U-M Sustainable Food Program](#), a student-led initiative that aims to build just and resilient campus food systems. This includes helping scale the Campus Farm and expanding the Maize and Blue Cupboard.
- [Planet Blue Student Leaders](#), which focuses on peer-to-peer engagement and culture change, with focus on early undergraduates as well as those who are less familiar with U-M carbon neutrality work or sustainability generally.

Research and Academics

U-M offers more than 800 sustainability courses. In addition, the Graham Sustainability Institute's Carbon Neutrality Acceleration Program has to date awarded \$2.1 million to fourteen multidisciplinary projects with significant potential to help reduce net carbon emissions.

The Office of the Vice President for Research (OVPR) launched its [Bold Challenges](#) initiative in 2021, which includes a significant emphasis on sustainability and carbon neutrality research.

Michigan Engineering and OVPR launched a new [Institute for Energy Solutions](#) that aims to accelerate an equitable transition to a more sustainable energy future.

Michigan Engineering, OVPR, and the School for Environment and Sustainability launched [MI Hydrogen](#), a new initiative to provide the leading research necessary to accelerate the use of hydrogen beyond current industrial limits.



ROLE SUMMARY

The role of the Associate Vice President for Campus Sustainability is one of the most exciting and compelling opportunities for the most talented of sustainability leaders. The University of Michigan, which is internationally renowned for its innovative academics, research and patient care and has an operating budget of more than \$11 billion, is an ideal environment to develop and innovate truly cutting-edge solutions to the university's campus sustainability and carbon neutrality goals. In this newly created position of Associate Vice President for Campus Sustainability (AVPCS), you will report to the university's Executive Vice President and Chief Financial Officer (EVPCFO) Geoff Chatas and serve as a key advisor to University of Michigan President Santa Ono. You will provide critical leadership to advance the university's campus sustainability goals and its commitment to achieve carbon neutrality, with equity and justice as a core principle. In this role, you will be a key member of the Business & Finance (B&F) senior leadership team, which is the portfolio that reports to the EVPCFO. With unrivaled support from university leadership, the community and students and equally generous financial resources, you will be positioned to propel U-M to the top ranks of organizations and companies, not just higher education institutions, for sustainability and carbon neutrality accomplishments.

The university is also home to several prestigious schools, including the School of Environment and Sustainability, the Taubman College of Architecture and Urban Planning, the College of Engineering and the School of Public Health, all of which will be strong collaborators to the successful candidate. The scope of responsibility for this role includes the Ann Arbor campus including Michigan Medicine and the Dearborn and Flint campuses.

Role Responsibilities

You will develop and implement comprehensive strategies for the university to achieve carbon neutrality in its multi-campus operations and create innovative approaches to advance sustainability objectives more broadly in relevant business and administrative practices, such as finance, procurement, investments, etc. As AVPCS, you will also develop accountability mechanisms, report on progress, engage with campus leaders and other stakeholders, and facilitate external partnerships to advance campus carbon neutrality and sustainability priorities.

You will also help bridge campus carbon neutrality strategy and sustainability objectives with the university's efforts to advance sustainability related education, scholarship and thought leadership. Specifically, you will partner with academic and research leaders to apply innovative approaches, models and strategies emerging from faculty research to the university's operational and administrative sustainability challenges and opportunities. You will also consult with university experts and community stakeholders to address equity and environmental justice issues associated with university policies and practices.



You will also serve as an advisor to the university's president in the areas of campus sustainability and carbon neutrality, as well as a consultant and resource to university leaders who have direct responsibility within their domains for aspects of campus sustainability and the university's carbon neutrality goals.

- ▼ Be the EVPCFO's and President's primary advisor on all matters on carbon neutrality, energy efficiency and sustainability in campus operations, facilities, and administrative functions.
- ▼ Work across all campuses to ensure that sustainability, carbon neutrality and environmental justice considerations are central to all university activities and operations overseen by B&F (e.g., operations, facilities, finance, procurement, human resources, investments, etc.).
- ▼ Lead the development and coordination of campus sustainability priorities that are managed within the purview of B&F, including but not limited to campus facilities and operations; ESG considerations in finance, procurement, and investments; and infusing sustainability into institutional culture change efforts among university staff.
- ▼ In coordination with leaders across the three campuses, develop an overarching sustainability and carbon neutrality strategic plan for campus operations consistent with the President's Commission on Carbon Neutrality's final report and recommendations, and determine resources needed to effectively implement it.
- ▼ Engage with schools, colleges and campus units throughout the university to identify and establish sustainability best practices related to the scope of services B&F provides, and work to build buy-in for and implement these practices throughout the institution.
- ▼ Oversee the Revolving Energy Fund and other project funding mechanisms to advance sustainable operations and facilities.
- ▼ Develop and manage collaborations with external business partners to advance shared carbon neutrality and sustainability goals.
- ▼ Represent the EVPCFO in coordinating with other university administration leaders with regard to sustainability and carbon neutrality matters.
- ▼ Represent the EVPCFO in coordinating with other sustainability-oriented academic units, programs, and activities across the university.
- ▼ Oversee campus sustainability and carbon neutrality tracking and reporting to ensure progress and accountability across the division.
- ▼ Supervise a small team of direct reports, as well as provide oversight and support to a wide-range of employees working in functional areas that have responsibility for operational implementation of sustainability strategy.



Advisor To



Santa J. Ono, Ph.D.

President of the University of Michigan

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

A recognized leader in higher education in the United States and Canada, President Ono is an experienced vision researcher whose pioneering work in experimental medicine focuses on the immune system and eye disease. At U-M he is professor of ophthalmology and visual sciences in the Medical School.

He joined U-M from the University of British Columbia, where he served as president and vice chancellor since 2016.

While at UBC, he chaired the U15 Group of Canadian Research Universities and the Research Universities of British Columbia and served on the board of Universities Canada. He also served on the steering committee of the Association of Pacific Rim Universities; Government of Canada's Industry Advisory Ad Hoc Roundtable on COVID-19 Testing; and the boards of Fulbright Canada and Mitacs.

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

Dr. Ono has served as senior vice provost and deputy to the provost at Emory University. He also has taught at Johns Hopkins University, Harvard University and University College London.

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

He serves on the board of directors of the Association of Public and Land-grant Universities. He is the leader of the University Climate Change Coalition, and a member of the International Advisory Board of Keio University and the Terramera Strategic Advisory Board.

He has served on the boards of the American Council on Education and the Council on Competitiveness, as chief innovation adviser to the Province of British Columbia, and as co-chair of the Advisory Committee on Equity, Diversity and Inclusion Policy for the Government of Canada.



He has advised national and regional governments on higher education and mental health. He also has advised companies such as GSK, Johnson & Johnson, Merck and Novartis, and served as director and chief scientific officer of iCo Therapeutics.

President Ono has served on the editorial boards for several peer-reviewed medical and scientific journals, including *Immunology*, *The Journal of Biological Chemistry*, *The Journal of Immunology* and *The Journal of Allergy & Clinical Immunology*.

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

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

Reporting To



Geoff Chatas

Executive Vice President and Chief Financial Officer

Geoff Chatas serves as one of three executive vice presidents reporting to the president and serves as the president's chief advisor on financial matters. He oversees a portfolio inclusive of U-M's investment office, finance and accounting, enterprise strategic risk management, staff ombuds, facilities and campus operations, human resources and shared services.

Prior to joining U-M in October 2021, he served as the senior vice president and chief operating officer for Georgetown University, where he was responsible for a budget of \$1.3 billion and more than 3,000 staff members. While at Georgetown, he served as the chair of the Executive Leadership Committee, co-chaired a health sciences strategic review and led planning for a new downtown Washington, D.C., campus.

He previously served as the senior vice president for business and finance and chief financial officer for The Ohio State University, overseeing a \$6 billion budget and an organization of more than 2,000 staff members. At OSU, he developed innovative financial structures to raise capital and created a successful private sector partnership on energy assets, developing an approach that other higher education institutions have since emulated in their efforts to reduce carbon emissions.

In 2015, Gov. John Kasich appointed him to run Ohio's Task Force on Affordability and Efficiency in Higher Education, a group comprised of nine members charged with examining ways for Ohio's public colleges and universities to lower tuition costs.



Prior to his career in higher education, Chatas served as managing director for the Infrastructure Investment Fund at JP Morgan Asset Management and served in various finance roles at Progress Energy, Inc., American Electric Power, Banc One Capital Corporation, and Citibank.

He received his Bachelor of Arts degree in history and economics from Georgetown University, his Master of Philosophy in history from Oxford University, and his M.B.A. from INSEAD (the European Institute of Business Administration).

CANDIDATE PROFILE

To excel in this role, you will have a broad range of sustainability experience and leadership qualities, including:

- ▼ Depth and breadth of knowledge and expertise in sustainability topics related to organizational operations, including renewable energy sourcing, facilities management, building standards, ESG topics within finance, supplier management and other topics that advance carbon neutrality and/or broad organizational sustainability goals.
- ▼ Experience and comfort in interfacing and presenting complex concepts to high-level and diverse audiences including executive management, the president and board.
- ▼ Demonstrated experience in developing and implementing organizational sustainability strategy.
- ▼ Deep understanding of concepts in areas of operational sustainability and carbon neutrality, as well as thorough knowledge of sustainability practices and applicable laws and regulations.
- ▼ Understanding of clean energy technologies and experience developing climate mitigation strategies.
- ▼ A highly analytical mind with the ability to analyze and understand research and to identify relevant and valuable information.
- ▼ A proven track record of managing people, fostering employee engagement and leading successful teams.
- ▼ Demonstrated experience in initiating and managing change in a large and complex organization, preferably in decentralized environments of comparable size and complexity to the university. Experience with a large complex health care organization would be an added benefit.
- ▼ Experience working with and supporting many units with a diversity of needs and interests in a decentralized, complex organization (e.g., schools, colleges and auxiliary units across multiple campuses).
- ▼ Demonstrated ability to lead strategic and innovative initiatives; convert vision and strategy into action and align operations with institutional objectives.
- ▼ Exceptional written and verbal communications skills



- ▼ Exceptional collaboration skills
- ▼ Commitment to championing the goals of diversity, equity and inclusion, and to working alongside colleagues, at all levels, respectfully and inclusively.

Required Qualifications

- ▼ A bachelor's degree.
- ▼ Fifteen or more years of progressive responsibilities, including managerial responsibilities, in sustainability.

ABOUT THE LOCATION

Located in southeast Michigan's Lower Peninsula, Ann Arbor lies at the center of a greater collection of communities in Washtenaw County. Ann Arbor is 40 miles southwest of Detroit, in the Midwestern state of Michigan and is home to the University of Michigan. The university significantly shapes Ann Arbor's economy as it employs about 30,000 workers, including about 12,000 in the medical center. The city's economy is also centered on high technology, with several companies drawn to the area by the university's research and development infrastructure.



The University of Michigan, known for its research programs. The University of Michigan Museum of Art displays works from around the globe and spanning centuries. Science-focused attractions in the city include the Museum of Natural History and the Ann Arbor Hands-On Museum, with kid-friendly interactive exhibits.

Regularly receiving national attention as one of the best places to live in the nation, Ann Arbor has proven that it's more than just college town charm and football weekends; it is home to more than 100 high tech, research and light-industrial employers. Major employers outside the university and government also call Ann Arbor home.

The Michigan city has claimed the No. 6 spot on Niche's annual list of the best cities to live in America for 2021. In 2021, Ann Arbor received an A+ overall and in the categories of public schools, nightlife, good

POSITION DESCRIPTION

University of Michigan-Ann Arbor | Associate Vice President for Campus Sustainability
Prepared by Lyn Brennan, Managing Director



for families and commute. It received an A- for diversity and outdoor activities, a B+ for jobs and a B in housing. Disappointingly, the city only received a C+ for cost of living and crime and safety.



This diverse community has an array of attractions, with more than 200 restaurants; shopping, including the year-round Ann Arbor Farmers Market; world-class museums; galleries; theaters; and clubs with live music. Annual cultural events include the Ann Arbor Summer Festival, Ann Arbor Blues and Jazz Festival and the Ann Arbor Art Fair, which draws thousands of visitors from all over the globe to the downtown area every summer.

SEARCH TEAM

Lyn Brennan

Managing Director

212.542.2585

Lyn.brennan@divsearch.com

Alison Lebonitte

Vice President & Senior Search Associate

212-542-2588

Alison.lebonitte@divsearch.com

Jill Boccuto

Vice President, Search Operations & Quality - Research

215.656.3577

Jill.boccuto@divsearch.com

Setta Gilkey

Executive Assistant

530.565.6050

Setta.gilkey@divsearch.com

POSITION DESCRIPTION

University of Michigan-Ann Arbor | Associate Vice President for Campus Sustainability
Prepared by Lyn Brennan, Managing Director



15359_MARCH 2023