**Executive Director**
**Michigan Neuroscience Institute**
**University of Michigan**
Ann Arbor

## THE SEARCH

The University of Michigan (U-M) seeks to appoint an internationally renowned neuroscientist and academic leader to serve as the Executive Director for the newly named Michigan Neuroscience Institute (MNI). This is an extraordinary opportunity to lead a distinguished institute as it charts a course for its future. With the creative dexterity offered by its interdisciplinary curriculum and the academic rigor and breadth of opportunity provided by a world-class university, MNI is well positioned to address the most pressing questions in neuroscience at the foundational, translational, and clinical levels, while also educating future leaders in the field.

U-M has longstanding strengths in the neurosciences and internationally recognized research programs in key areas of the field. Significant opportunities have recently accelerated efforts to invest in, coalesce, and unite the neuroscience community across the University. In 2020, the Regents approved changing the name and expanding the scope of the previous iteration of the institute, then known as the Molecular and Behavioral Neurosciences Institute (MBNI), to become the Michigan Neuroscience Institute. U-M now seeks new leadership to catalyze increased collaboration among neuroscientists and neuroscience-related programs across campus. U-M aims to leverage the well-established neuroscience foundation and other campus-wide research strengths by establishing the newly configured MNI with both a physical home and a virtual reach across the university. Working in this dynamic environment, the Executive Director will find passionate, committed colleagues, proud of the institute's history and eager to advance its mission.

As the leader of the MNI, the Executive Director will develop, implement, and effectively communicate a vision for the institute that promotes and encourages robust collaborations across the university. As an advocate for the MNI, the Executive Director will enthusiastically broadcast the institute's compelling story to further generate wide-ranging philanthropic support for the institute's growth and expansion.

The Executive Director will bring a demonstrated record of multidisciplinary team-building experience and a collaborative, inspirational, and engaging leadership style. Experience such as launching and sustaining multidisciplinary programs, building sustainable infrastructure, exercising sound fiscal management, and fostering positive organizational cultures are necessary to the Executive Director's success, as well as a keen ability to, and interest in, working across traditional boundaries.

U-M has retained Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

## THE MICHIGAN NEUROSCIENCE INSTITUTE

The University of Michigan has a distinguished history in the field of neuroscience dating back to 1888. Indeed, the word "Neuroscience" was coined at U-M by Dr. Ralph Gerard, the founding president of the Society for Neuroscience. Since then, the U-M neuroscience community has made innumerable, seminal contributions to the field that address one of the great challenges of modern science—understanding how the brain gives rise to ideas, emotions, perceptions, motivations, and consciousness. This knowledge is not only intrinsically fascinating, but also key to understanding, treating, and preventing brain disorders, which present a staggering burden on humankind.

Significant opportunities and leadership changes have recently accelerated efforts to invest in, coalesce, and unite the neuroscience community across the university. When Dr. Huda Akil and Dr. Stanley J. Watson, Co-Directors since 1995, announced their intention to step down as leaders of the MBNI, they expressed the hope that this next stage of the MNI would serve to further catalyze increased collaboration between neuroscientists and neuroscience-related programs across campus. The University then set out to identify new leadership that would develop a robust, cross-campus neuroscience institute. As a first step in this process, the Regents changed the name of MBNI to the Michigan Neuroscience Institute (MNI) in December 2019 and appointed Dr. Henry Paulson and Dr. Shelly Flagel to serve as interim Co-Directors until a new Executive Director could be appointed.

To learn more about the history and evolution of the MNI please visit the appendix of this document or visit here.

### Research at the MNI

The MNI is committed to advancing understanding of the nervous system across multiple levels of organization, from molecules and cells to circuits and behavior. Solving the many puzzles of the brain requires interdisciplinary approaches, which are central to the success of the MNI. Working together across disciplines, MNI researchers are seeking to understand the biological causes of brain disorders and paving the way to their prevention and treatment.

The research portfolio of the MNI is divided into seven highly interdisciplinary areas, encompassing behavioral and systems neuroscience, cognitive neuroscience, molecular and cellular neuroscience, clinical neuroscience, developmental neuroscience, sensory neuroscience, and computational neuroscience. These research areas require approaches ranging from molecular mechanisms to behavioral and social analyses and they demand state of the art technologies, novel tools, computational expertise, and imaging power. Increasingly, they require the disruption of barriers that stand in the way of collaboration between research groups and disciplines.

The U-M, comprised of top-tier schools and colleges spanning all levels of human knowledge, represents a unique setting for a powerful, far-reaching, and collaborative campus-wide neuroscience enterprise. The depth and breadth of neuroscience research and training in Michigan is currently found at seven different schools and colleges, 27 departments, and 15 institutes and centers. Some of the neuroscience affiliated institutes and centers include the Alzheimer's Disease Center, the ALS Research Center, the Cognitive Science Research Center, the Institute for Social Research, the Kresge Hearing Research Institute, the Life Sciences Institute, the Psychiatry and Depression Center, and the Michigan Institute for

Computational Discovery and Engineering (MICDE). Research at the MNI is supported by affiliated cores such as the Functional MRI Laboratory and the U-M Brain Bank and Neuropathology Core.

The MNI is also a key node of the Pritzker Neuropsychiatric Research Consortium, a national collaboration consisting of over 100 scientists across five institutions, aimed at understanding the brain biology of neurobiological and genetic causes of Major Depressive Disorder, Bipolar Disorder, and Schizophrenia. The Pritzker Consortium performs collaborative research using state-of-the-art techniques to dissect these psychiatric disorders and has made several significant accomplishments that fuel the translational approach to discover biomarkers and novel targets for the treatment of psychiatric disorders.

### MNI Education and Faculty Programs

One of the great strengths of the MNI is the Neuroscience Graduate Program (NGP), which just celebrated 50 years (1971-2021) of existence, making it the longest standing neuroscience graduate program in the United States. It is a collegial and interactive group of 80+ students and 150+ faculty, representing both basic science and clinical departments across U-M's various schools and colleges. Neuroscience graduate students form a cohesive group, which promotes interactions between faculty, making the graduate program the nexus of the neuroscience community. There are more than 100 alumni of the program who work in academic research, industrial research and development, academic medicine, and biotechnology. To learn more about the Neuroscience Graduate Program please visit here.

In 2015, the MBNI received funding from the Kavli Foundation that supported the creation of the Kavli Neuroscience Innovators, a forum initiated by early-career scientists to foster collaborative and innovative research across U-M's neuroscience community. In 2022 this group was renamed to U-M Neuroscience Innovators but continues to function as a support system for junior faculty, providing early career advice and promoting collaborations between researchers who cover the wide breadth of research areas that constitute U-M neuroscience.

## THE ROLE: EXECUTIVE DIRECTOR

Reporting to the Dean of the Medical School/Executive Vice President for Medical Affairs, the Executive Director will provide broad leadership and administrative oversight of the MNI's research initiatives, facilities, resources, and programs. The Executive Director will work collaboratively with U-M leadership and neuroscientists across the university to lay the groundwork for acceleration and the broadening of the MNI vision and mission.

The vision for the future of MNI encompasses a broad virtual entity that serves to link and enhance neuroscience across the entire UM campus, as well as a physical research site that houses core neuroscience faculty and resources. The MNI will be provided designated space to house an administrative office and faculty laboratories and to establish a virtual reach across campus, using an affiliation model that serves other major U-M centers and institutes, in order to support a culture that is highly inclusive and far reaching. Existing primary MNI faculty will continue their membership in MNI under the terms presently established and will be integral to building bridges across other units within Michigan Medicine and across the campus. The MNI will invest in synergistic infrastructure and recruitment packages aimed at enriching neuroscience across the entire campus. Academic appointments

of newly affiliated faculty and faculty recruitments will be made by the appropriate academic departments in the various schools and/or colleges, which will maintain the salary lines, space costs, and funds from grants and indirect costs.

Given these broad charges, the Executive Director will be supported by and engaged with a core Executive Committee comprised of university stakeholders from the College of Engineering, LSA, the School of Public Health, and the Medical School. To that end, the Executive Director will possess an innately collaborative nature and an appreciation for the synergies created through partnerships with other entities on campus. Having the opportunity to lead this cross-campus institute, the Executive Director will integrate the entire spectrum of research - from basic science discovery to translational application in the clinic.

## OPPORTUNITIES AND CHALLENGES

It is expected that the new Executive Director of the Michigan Neuroscience Institute will have the ability to address a set of opportunities and challenges that include, but are not limited to:

### *Develop and implement a unifying strategic vision for the future*

The distribution of the MNI's expertise is a great strength, but it can also dilute the cohesion and visibility of the institute. The Executive Director will, therefore, promote and leverage synergies that capitalize on the full depth and breadth of U-M neurosciences and identify and further develop signature research programs in collaboration with a critical mass of investigators and relevant stakeholders. To do so will require the Executive Director to use sound scientific judgement in recruiting faculty who foster and contribute to high-impact research that extends from fundamental discovery to clinical translation and improved prevention and treatment of disease.

### *Cultivate a highly-collaborative, inclusive, diverse, and communicative culture*

The MNI is a place where physician scientists can fully engage in a robust neuroscience community where groups of trainees and neuroscientists work together to make ground-breaking discoveries. However, the sheer size of the community can at times become fragmented and splintered from the larger identity. Currently, there is a strong desire for a more centralized structure that supports and formally encourages coalescence between researchers and for stronger communication among the neuroscience community.

The next Executive Director will have the opportunity to unite people from different units across the university into a culture that provides rich and dynamic intellectual engagement, support for innovation and multidisciplinary work, and development of new collaborations, initiatives, infrastructure, and services. These elements can function as a bridge across neuroscience disciplines and neuroscience units on campus and attract a wide range of outstanding investigators to the institute.

### *Build and expand research and education infrastructure*

While the state of neuroscience research at U-M is strong, sustainability of research requires a keen and knowledgeable focus on grant and research infrastructure. The next Executive Director will actively promote the submission of multidisciplinary, multi-school, large-scale grant proposals and provide project management and supplemental pre- and post-award administrative support to achieve sustainability. In

developing new, focused cores such as behavior, microscopy, bioinformatics, electrophysiology, surgery, advanced imaging, genetics/genomics and shared equipment cores, the Executive Director will establish stronger partnerships and service pathways with existing campus cores and resources. Prioritizing new initiatives that enhance faculty scholarship, increase academic excellence, and expand and diversify extramural funding will be key to this endeavor.

The Neuroscience Graduate Program (NGP) is inclusive of the breadth of neuroscience studies across U-M. The MNI and the NGP currently work closely together, but the MNI does not serve as the administrative home for the NGP. The potential exists for the MNI to partner with the Office of Graduate and Postdoctoral Studies and school/college stakeholders to become a home for the NGP with the goal of promoting graduate education in the neurosciences and raising the program's national stature. The Executive Director will provide incentives, support, and organizational structure with an eye toward increasing interaction between faculty and trainees and securing the growth of the program. The Executive Director will ensure strong research options and financial support exists for trainees. Educational opportunities for the broader neuroscience community of learners and faculty could be offered in the form of neuroscience boot camp, short courses on novel techniques, data analysis workshops, and lecture/symposium series.

### *Champion equity, diversity, and inclusion*

The Executive Director will bring an innate commitment to the value of diversity within the MNI. While diversity can be increased in all facets, the need is most notable within the faculty. U-M aims not only to recruit faculty, trainees, and staff from diverse backgrounds – it will actively promote a culture of equity and inclusion. As with faculty recruitment, initiatives will be undertaken to ensure a diverse student population that encounters a culture of inclusivity and engagement within the neuroscience community. These efforts are already ongoing and will need substantial attention, resources, and clear leadership from the Executive Director.

### *Increase visibility of the institute through recruitment and faculty development*

The Executive Director will be responsible for nurturing the next generation of faculty by working in partnership with academic departments on strategic recruitments, identifying areas where faculty appointments could bolster current weaknesses and capture future opportunities. The Executive Director will apply excellent judgement in recognizing science talent and be adept at attracting, recruiting, and retaining those at the cutting edge of discovery. To retain this stellar faculty the Executive Director will create and implement a robust system for accessible and strong mentorship and faculty development. MNI members work collaboratively with the Executive Director in providing excellent educational programs and research opportunities.

### *Attract and steward the financial resources to sustainably support the institute*

The Executive Director will play a crucial advocacy role for the U-M neuroscience community and MNI, identifying and pursuing strategic public and private partnerships that enable MNI to flourish. The Executive Director will embrace philanthropy and partner with the Development and Alumni Relations Office to engage major donors and to leverage a robust existing development program. The Executive

Director will be called upon to speak and engage as an expert in the field, conveying a compelling vision for how the MNI can contribute to addressing important public health issues and new areas of inquiry.

## PROFESSIONAL AND PERSONAL QUALIFICATIONS

- A Ph.D. and/or M.D with a distinguished record of extramural funding and an exemplary portfolio of leadership, mentorship, and scholarly work; International recognition as a scholar in neuroscience
- With an administrative appointment in MNI, and an academic appointment in the Medical School, salary and rank will be commensurate with experience and qualifications.
- Demonstrated track record of a multidisciplinary approach to foundational questions in neuroscience and evidence of working across translational phases.
- A leadership style that is collaborative, highly communicative, innovative, and open to new ideas. Strong commitment to cultural diversity and inclusivity and equity.
- Strong record of administrative, managerial, and operational experience in oversight and development of collaborative research and education programs.
- An ability to traverse the fields of research and education while building collaborative relationships and a proven capacity to partner and collaborate with other leaders at both the strategic and operational level.
- A true bridge builder who can readily coalesce a group toward a common goal.
- Commitment to promoting a culture that nurtures diverse forms of inquiry and scholarship and assures ongoing faculty development.
- Proven track record of strong fiduciary and regulatory compliance with experience managing resources wisely and transparently
- Excellent interpersonal, organizational, and oral/written communication skills.

## TO APPLY

All inquiries, nominations, and applications, should be directed in confidence to:

Patricia Hastie, Partner
Jane McInerney, Senior Associate

ISAACSON, MILLER
40th Anniversary 1982-2022

https://www.imsearch.com/search-detail/S8-491
Electronic submission of materials is strongly encouraged.

## APPENDIX

## THE UNIVERSITY OF MICHIGAN

The University of Michigan has a long and distinguished history. It was founded in 1817, 20 years before the territory became a state and 45 years before the Morrill Act of 1862 established the modern, public land-grant university system. It was one of the first public universities in the nation, and throughout its 200-year history, it has maintained the highest levels of education, scholarship, and research. The university sustains top programs in the arts and humanities, social sciences, biomedical sciences, business, law, and engineering, and is the home of one of the largest and most distinguished academic medical centers in the world. The main campus is located in Ann Arbor, 35 miles southwest of Detroit, with regional campuses located in Dearborn and Flint. Today, the university has one of the largest alumni networks, with over 640,000 total alumni around the globe.

The University has grown to include 19 schools and colleges on the Ann Arbor campus covering the liberal arts and sciences as well as most professions. The Fall 2021 enrollment of undergraduate, graduate and professional students surpassed 50,000 for the first time in the university's history. Based on the Fall 2020 count, the university has 3,202 tenured or tenure track faculty. Lecturers, clinical faculty, research professors, librarians, and archivists add 4,465 to the Ann Arbor campus academic staff.

U-M has a total FY2022 budget of $10.7 billion which includes operating revenues from state appropriation, tuition, research grants and contracts, gifts, and other sources reaching $4.7 billion for the Ann Arbor campus, with the Michigan Medicine revenues adding $5.7 billion. In addition, the university has an endowment of $12.5 billion, among the largest in the nation. U-M has ranked No. 1 in research volume among public universities for nine consecutive years, with total research expenditures at over $1.62 billion for the fiscal year 2020. No other public university spends more on research, which makes it possible for undergraduate students to engage in hands-on research experiences.

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 16$^{th}$ 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. To learn more about U-M please visit https://umich.edu/.

### Research

U-M Ann Arbor is ranked as the top public research university in the U.S. by the National Science Foundation, and second overall: its vast volume of research expenditures totaled nearly $1.6 billion in

fiscal year 2021. More than half of the University's annual research volume is sponsored by the federal government. This year, U-M also helped generate 502 new inventions and launch 23 start-up companies. Research awards in 2021 increased to 1,949, contributing to Ann Arbor's mission as a Carnegie-designated "very high research activity" doctoral institution. UM-Flint and Dearborn generate an additional $12 million for the research enterprise, with strategic plans emphasizing student success and innovation.

The largest external sponsor of U-M research in FY 2021 was the Department of Health and Human Services, which accounts for more than $600 million in research funding, including more than $570 million from the National Institutes of Health. This included several projects that explored the causes, diagnoses, and prevention of the novel coronavirus. Among nearly $900 million total in federally sponsored research, NSF grants constituted approximately $100 million or 11% of funding, the Department of Defense constituted nearly $80 million or 9%, the Department of Energy constituted $42 million or 5%, and NASA constituted about $28 million or 3%, with Transportation and others making up the balance. The University also boasts strong non-federal research support with nearly $100 million in industry research support and $69 million from private foundations and other non-federal agencies.

The University is widely recognized for the breadth and excellence of its research enterprise as well as for the exceptional level of cooperation across disciplines, which allows faculty and students to address the full complexity of real-world challenges. U-M Ann Arbor has one of the largest Ph.D. cohorts in the country, with approximately 5,500 Ph.D. students. Across all campuses, U-M researchers use their experience and expertise to address important challenges with broad societal impact – from social justice and poverty to climate change and the COVID-19 pandemic. The University also focuses on ensuring that research discoveries are translated to its communities in ways that benefit society.

### The History of Neuroscience at Michigan

Neuroscience research started at Michigan in 1888 when WJ Herdman was appointed professor of diseases of the mind and nervous system. In 1906, separate departments of Psychiatry and Neurology were established within the Medical School. Over the following half century advances in the emerging discipline of neuropathology and the use of electroencephalography (EEG) propelled forward the knowledge of nervous system diseases. In 1955, to address the needs of the mentally ill, a partnership between the state and the University of Michigan was launched and the regental-approved Mental Health Research Institute (MHRI) was created, one of the nation's first programs to coordinate basic research into brain function and dysfunction. Housed under the department of psychiatry, the MHRI brought together psychologists, psychiatrists, biochemists, anatomists, physiologists, pharmacologists, geneticists, social scientists, law faculty, and clinical investigators to conduct basic and applied research within the broadly defined problem of mental illness, while also educating students and advising the state legislature.

Early leaders of the MHRI adopted the broadest possible definition of the emerging discipline of neuroscience. Their vision was that rigorous basic research can enhance our fundamental knowledge of how the brain works, and drive evidence-based solutions to psychiatric problems. Participating faculty were encouraged to explore a wide range of basic and clinical research topics, from logic and games theory to molecular biology to memory research to neuroplasticity.

Continuing to leverage U-M's breadth the MHRI's next leader, Dr. Gardner Quarton (1968-1983), pursued a wide range of behavioral and biological studies, making him well-suited to recruit and mentor MHRI's

growing mix of basic and clinical faculty investigators. Then Dr. Bernard Agranoff, serving as MHRI's third director (1983-1995), emphasized translational research in biological psychiatry and emerging technologies in animal and human brain imaging. Leadership of the institute was then appointed to Drs. Huda Akil and Stanley J. Watson, Jr. and they built new structures and new teams to support basic and translational studies in the age of neuro-genomics and neuro-informatics. While primary faculty of the MHRI existed in a physical space and were appointed in partnership with numerous departments across schools, a great number of secondary faculty appointments improved the link between the Institute and the U-M Medical School's clinical and basic science departments as well as the U-M College of Literature, Sciences, and the Arts (LSA).

In 2005, when the Institute celebrated its 50th anniversary, the Regents of U-M changed its name to the Molecular and Behavioral Neuroscience Institute (MBNI) to better reflect the evolution of its collaborative research mission and its cornerstone research in the areas of neural organization and signaling and the dynamically changing brain across the lifespan. The MBNI served for over 60 years as one of the key nodes of neuroscience research on campus with seminal contributions to neuroscience, distinguished national and international leadership, and important partnerships both within Michigan Medicine and across colleges.

## ANN ARBOR, MICHIGAN

The vibrant and active city of Ann Arbor is an eclectic urban oasis in the heart of the Midwest that is consistently rated as one of the nation's top college towns. In addition to its world-class university, Ann Arbor is home to high-tech research companies and charming neighborhoods with a rich mix of cultures. People from across the country and around the world come to Ann Arbor to study, work and thrive. Downtown Detroit—with its eclectic mix of entertainment and professional sports—is less than an hour's drive away, and Detroit Metro Airport (DTW) offers a nearby gateway to the globe.

Although geographically small, the Ann Arbor area is perhaps most renowned for its cultural offerings and nightlife. It boasts a vibrant arts sector with renowned galleries, museums, and arts non-profits as well as theatrical and musical organizations, such as the Ann Arbor Symphony. The University Musical Society is among the top three or four university presenters in the nation and features 70–80 performances by world class artists each season, such as the Berlin Philharmonic, Ballet Preljocaj, and the Royal Shakespeare Company. From independent bookstores and cutting-edge art exhibits to performances by local, regional, and international artists, there are abundant opportunities to enjoy arts and culture throughout the community. Every July, the award-winning Ann Arbor Art Fair transforms the campus and downtown into an art gallery featuring thousands of juried artists and drawing nearly 500,000 visitors. The Ann Arbor Summer Festival hosts a month-long schedule of performances, many of which are outdoors and free each June.

## Websites for Additional Information

Michigan Neuroscience Institute: https://medicine.umich.edu/dept/michigan-neuroscience-institute
Neuroscience Graduate Program: https://neuroscience.med.umich.edu/
University of Michigan Medical School: https://medicine.umich.edu/medschool/
Michigan Medicine: http://www.med.umich.edu/
Michigan Medicine Office of Health Equity and Inclusion: https://ohei.med.umich.edu/
The University of Michigan: https://umich.edu/