

POSITION AND CANDIDATE SPECIFICATION



UNIVERSITY OF MICHIGAN

ATHLETIC DIRECTOR

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Client Company

Founded in 1817 and based in Ann Arbor, Michigan, the University of Michigan is one of the top public universities in the world with a tremendous record of excellence in all of its endeavors. The mission of its Athletic Department is to support and supplement the mission of the University of Michigan by providing intercollegiate sports programs. The development of successful teams and quality sports programs, with a focus on the welfare of its student-athletes, is inherent to its mission. The Athletic Department is dedicated to the principle that the pursuit of excellence in intercollegiate athletics must be accomplished within the framework of an academic community committed to providing equitable opportunities for all its student-athletes.

The University of Michigan's Athletic Department adheres to a number of guiding principles, including:

Integrity - Following the intent and the letter of each rule by which the University has agreed to abide and being honest in its dealings with student-athletes, coaches, staff, opponents, and governing bodies.

Focus on the Individual Participant - Committing to the personal development and well being of its student-athletes, coaches, and staff. The individuals who participate in its department at all levels learn the benefits of teamwork, self-discipline, personal responsibility, the setting of high standards, and the joy of achievement.

Academic and Athletic Excellence - Aspiring to achieve success at the highest level of competitive athletics consistent with our resources and serving young people who aspire to succeed at the highest levels of both academic and athletic performance.

Equity and Access - Achieving equity and diversity in its teams, coaching, and support staffs. Athletic opportunities are a vehicle to heighten personal development and the benefits of athletic participation should be available to as many students, faculty, and staff as possible regardless of gender, race, physical challenges or athletic skill.

Support Services - Providing excellent support services for its student-athletes and fostering and nurturing a staff that is committed to teaching with integrity, passion, and behaves consistently with the academic priorities of the University of Michigan.

The University of Michigan has a rich and storied athletics tradition. Intercollegiate competition officially began in 1865-66 when the baseball team won the first three contests it played that season. In 1879, football started its storied tradition. Women's athletics established formal varsity sports in 1973-74 with the University fielding basketball, field hockey, swimming and diving, tennis and volleyball teams. Men's soccer and women's water polo were added as varsity sports in 2000-01.

Michigan athletic teams have claimed 52 national championships in 12 sports over the years, beginning with football's 1901 national title. Since then, Wolverine dynasties have developed in football, men's swimming and diving and ice hockey. In fact, no other NCAA Division I program boasts more national titles in hockey or men's swimming and diving than the Wolverines. In 2005, Michigan softball captured the nation's attention, winning its first Women's College World Series and becoming the first school east of the Mississippi to do so.

Through the 2008-09 school year, Michigan students have won 286 individual national championships. Including the squads for the Beijing games, 205 University of Michigan students and coaches have participated in the Olympics, representing the U.S. and 23 other countries. One athlete has participated in four Olympiads, 16 have made three appearances and 31 have been two-time Olympians. They have won 133 medals: 65 gold, 30 silver, and 38 bronze. Michigan has had medal winners in every Summer Olympics except 1896 and gold medalists in all but four Summer Olympiads.

Michigan Stadium, also known as "The Big House", is the home of Michigan Football and is one of the country's most classic, widely recognized sporting facilities. Michigan Stadium has come to symbolize the pride, tradition and excellence of the University of Michigan.

Position Description – Key Requirements and Responsibilities

The Department of Intercollegiate Athletics at the University of Michigan supports 25 varsity sports, has 250 employees and a budget of \$94 million, based totally on self-generated revenue, and enjoys facilities that are either new, recently renovated or currently in the process of renovation. The Athletic Director, who will soon retire, is leaving a department in very sound fiscal condition.

The following criteria reflect an array of factors which will be important for athletic director candidates to possess. The list is neither exhaustive nor exclusive and some factors, neither currently identified nor specified, may become critical as deliberations progress.

Candidates will be expected to understand and to be wholly committed to the academic excellence of the University of Michigan. In no small part, candidates will be evaluated by their understanding of the role of intercollegiate athletics at a unique public institution.

Additionally, candidates will be evaluated on their understanding of and commitment to the development of student athletes. The University of Michigan will be interested in the ideas proffered by candidates on how best to promote student welfare via the educational, social, emotional, and physical development of young athletes. Personal experience as a student athlete will be viewed favorably in the evaluation process, but is not a sine qua non.

Candidates will be expected to have demonstrated leadership in managing large and complex organizations. The University is seeking an individual with experience in the development and management of a significant, revenue-based budget; who exhibits documented creativity in exploring and developing revenue streams; and who has a

demonstrated ability to generate revenues through fundraising and other strategies consistent with the mission of the University.

Moreover, candidates will be judged on a demonstrated ability to be a strong, dynamic, and innovative leader; to recruit and develop coaches as well as an excellent administrative team; and to inspire others to achieve goals and to work collectively on behalf of the Department of Intercollegiate Athletics and the University of which it is a part.

The University of Michigan seeks only candidates with demonstrated personal and professional integrity, with evidence of practicing and advocating high ethical standards and of leading others to do likewise.

We anticipate that the successful candidate will have a commitment to diversity in recruiting and retaining staff and likewise be committed to the support and promotion of both men's and women's athletics. The University of Michigan has long been committed to offering a full range of intercollegiate sports programs and will be seeking an individual who understands and appreciates that commitment.

Candidates should possess superior communication and interpersonal skills, with demonstrated ability to interact with, relate to, and work effectively with a diverse group of administrators, faculty, staff, students, alumni and donors.

The University anticipates that the successful candidate will possess a demonstrated ability to represent its Department of Intercollegiate Athletics effectively with the news media and with various constituency groups such as alumni and donors. The successful candidate will possess superior public speaking skills and the ability to wisely exercise discretion.

Finally, the University of Michigan is searching for a candidate who will display an ability to represent its Department of Intercollegiate Athletics with great efficacy in athletic conferences and nationally. The University expects its athletic director to position the University as a leader in a variety of forums and to work cooperatively with NCAA and athletic conference officials.

Critical Competencies for Success

Passion for Student Athlete Development: Display a true devotion to maximizing the student athlete experience at the University of Michigan. Promote the best interests of student athletes in terms of their educational, social, emotional and physical development. Recognize the University's commitment to academic excellence and the important role that intercollegiate athletics plays within the University's overall mission.

Inspirational Leadership: Foster a teamwork environment which stimulates open communication, creativity, imagination and engenders a team spirit. Recruit and mentor world-class coaches and administrators. Display the highest personal integrity and ethics. Possess a sincere, genuine, persuasive and uplifting approach and attitude in dealing with the various constituents. Embrace the University of Michigan's core values and principles.

Superior Business Acumen: Assess important business issues, identify growth opportunities, and take decisive action to enhance the University of Michigan brand. Manage the department's day-to-day business operations and establish processes, systems and controls to drive optimal performance. Ensure that operating budgets are consistently achieved and potential revenue opportunities are maximized consistent with the University's mission. Direct, plan, develop and implement activities that ensure focus on the department's mission and future direction.

All applications should be submitted to Jed Hughes (jhughes@spencerstuart.com) or Phil Murphy (pmmurphy@spencerstuart.com) of SpencerStuart.