

**VISION  
2034**

# Look to Michigan



UNIVERSITY OF  
MICHIGAN

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# Wherever Wolverines go, progress follows.

Since before Michigan became a state, the University of Michigan sought solutions to the greatest challenges of our time, always questioning the status quo, and always finding a way forward.

In November 2022, I announced the start of a year long process called Vision 2034 — a first in our history — to develop a 10 year strategic vision for the entire university, including all three campuses and Michigan Medicine. Its driving idea? To strengthen and advance our mission and values well into the future.

Our Vision 2034 is not a strategic plan. Instead, it is a guide for the U M community to inform where and how the university will focus its impact to realize our vision to be the defining public university, boldly exemplified by our innovation and service to the common good.

Over the next 10 years, we will harness our unparalleled excellence and vast intellectual resources to make dramatic, focused, and demonstrable advancements in service to humanity.

We will make strategic investments designed not only to energize our work, but also to boldly affirm the critical role of higher education. We will continue to push the boundaries of knowledge and lead the way in scientific discovery.

In the founding spirit of our university, it's time for Wolverines everywhere to rise, to serve, and to further the greater good. It's time to do more with our strengths than we've ever imagined, to harness more than 200 years of unrivaled excellence, to venture beyond the conventions of our past and to exceed our expectations for the future.

It's time to decide how our actions in this moment will fuel advancements for the century to come — so that for every new challenge that arises in our time, the sightlines toward solutions will all start the same way: **Look to Michigan.**

**SANTA J. ONO**  
President, University of Michigan



# Informed by thousands. In service to all.

Vision 2034 was guided by the U-M community and reflects our mission and values.

## OUR VISION

The University of Michigan will be the defining public university, boldly exemplified by our innovation and service to the common good. We will leverage our interdisciplinarity and excellence at scale to educate learners, advance society, and make groundbreaking discoveries to impact the greatest challenges facing humanity.

The collective visioning process for Vision 2034 took place in 2023 alongside important U-M efforts, such as [Campus Planning](#) — which explores how the physical campus must evolve to support the future of U-M. Our process built upon the insights and lessons learned from other ongoing university engagement efforts, such as:

- ✓ [Bold Challenges](#), a university initiative that focuses on conducting large-scale and highly impactful interdisciplinary research;
- ✓ Bold Ideas, where development engaged many across our Ann Arbor campus, and included alumni and donors in their aspirations for our future;
- ✓ [Culture Journey](#), which delivered our core values and expectations for accountability; and
- ✓ [Diversity, Equity and Inclusion](#), which is a firm commitment and foundation for our university.

Vision 2034 also incorporated the robust and inclusive strategic planning efforts occurring across all campuses — including UM-Dearborn's [GoBLUEprint for Success](#) strategic plan, UM-Flint's [Strategic Transformation Plan](#), and [Michigan Medicine's](#) Strategic Plan.

## OUR OBJECTIVES

**Engage the university community** at large in crafting a compelling vision for our shared future, grounded in our mission and values.

**Generate big ideas** through town halls, surveys, focus groups, and other forums.

**Incorporate key themes** from recent campuswide engagement efforts and other planning initiatives to inform the vision.

**Deliver a shared vision** for charting the path of the university for the next 10 years.

The University of Michigan's regional campuses, UM-Dearborn and UM-Flint, exemplify the university's educational commitment by offering an esteemed Michigan degree to a diverse array of students with a focus on student success. Bolstering the state's vitality and embracing an accessible, top-tier education ethos, UM-Dearborn and UM-Flint create dynamic learning environments where students contribute meaningfully to the future of society.

## OUR MISSION

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.

## OUR VALUES

Our Vision 2034 is anchored to the values that were developed by the university community through the Culture Journey initiative:

### Integrity

We act with honesty and take responsibility for our actions.

### Respect

We act in a way that acknowledges the humanity and contributions of each individual.

### Inclusion

We create an environment where all can participate, are invited to contribute, and have a sense of belonging.

### Equity

We create conditions that provide everyone an opportunity to thrive.

### Diversity

We welcome, acknowledge, and appreciate our similarities and differences.

### Innovation

We promote creativity and curiosity to tackle challenges and inspire new ideas.

## The Timeline



25,000+ individuals engaged

1,000+ ideas shared

+80 idea-generation events hosted

**VISION  
2034**

# Look to Michigan

By 2034, we will be the defining public university, boldly exemplified by our innovation and service to the common good. We will leverage our interdisciplinarity and excellence at scale to educate learners, advance society, and make groundbreaking discoveries to impact the greatest challenges facing humanity.

## Our Excellence At Scale: **Impact Areas**

Over the next 10 years, we will harness our unparalleled excellence and vast intellectual resources to make dramatic, focused, and demonstrable advancements in service to humanity.

**Life-Changing  
Education**

**Human Health  
and Well-Being**

**Democracy,  
Civic and Global  
Engagement**

**Climate Action,  
Sustainability,  
and Environmental Justice**

## Investing In Our Vision: **Commitments**

To fully realize our vision as the defining public university, we will make strategic investments in core commitments designed to advance our mission and boldly affirm the critical role of higher education in society for generations to come.

**Purpose-Driven  
Education and  
Student Experience**

**Research, Scholarship,  
Discovery, and  
Artificial Intelligence**

**Community Health  
Support, Prevention,  
and Performance**

**Arts and  
Creative  
Expression**

**Diversity,  
Equity, and  
Inclusion**

**Faculty and Staff  
Engagement and  
Experience**

**Innovation,  
Partnerships, and  
Economic Development**

## Foundation: **Foundational Supports**

We will implement cross-campus strategies and plans designed to build momentum, unlock resources, and provide critical infrastructure to enable our vision.

**Campus Plan  
2050**

**Operational and  
Financial Strategy**

**Development  
Campaign**

**Communications  
Strategy**

**Technological  
Infrastructure Plan**

# Excellence at Scale

Over the next 10 years, we will harness our unparalleled excellence and vast intellectual resources to make dramatic, focused, and demonstrable advancements in service to humanity.

- 01 Life-Changing Education
- 02 Human Health and Well-Being
- 03 Democracy, Civic and Global Engagement
- 04 Climate Action, Sustainability, and Environmental Justice



## Life-Changing Education

# Look to the Advocates of opportunity who expand the boundaries of learning for all.

**Learning has the power to transform everything it touches. Access to education and life-changing experiences expands knowledge and improves lives to create a positive impact on the future of our society.**



As the world's population grows and more people seek new knowledge, skills, and experiences that will define who they are, our nation faces opportunities and challenges in education. Accessibility gaps limit human potential. Troves of information — available at a keystroke — reinforce the importance of thinking critically about the world. Educators who will mentor our future leaders are in short supply and broad disparities within education persist.

U-M views equal access to education as a key stepping stone to active citizenship, societal contribution, and personal fulfillment. As a public institution, we welcome the opportunity to support leveling the ground for all, regardless of circumstances.

With this understanding, U-M will work to expand access by addressing affordability and student success for individuals from all backgrounds, while also leading the way in transforming educational models.

In the next decade, U-M will become the place where others turn to see what revolutionizing education can look like. We will continue to leverage our robust expertise across education, academic innovation, research, technology, athletics, and the arts to educate the next generation of leaders who one day will redefine their fields by pushing the boundaries of research, education, and clinical care.

We also recognize that education doesn't merely happen inside of a classroom. The extracurricular offerings on all of our campuses — including access to the arts, clinics, studios, libraries, athletics, recreational sports, clubs, and civic organizations — are an essential part of what makes a U-M experience special. We are committed to supporting our faculty and staff in their development through best-in-class training, support, and continuing education.

In keeping with our commitment to drive change, U-M continues to test new models to deliver collaborative, interdisciplinary, and experiential learning in novel, creative ways. We deliver education that allows our

learners to engage from a global and multidisciplinary perspective, and an action-based approach that provides extensive opportunities for international experiences.

Our comprehensive approach will redefine post-secondary education as a complex continuum of lifelong growth and learning opportunities.



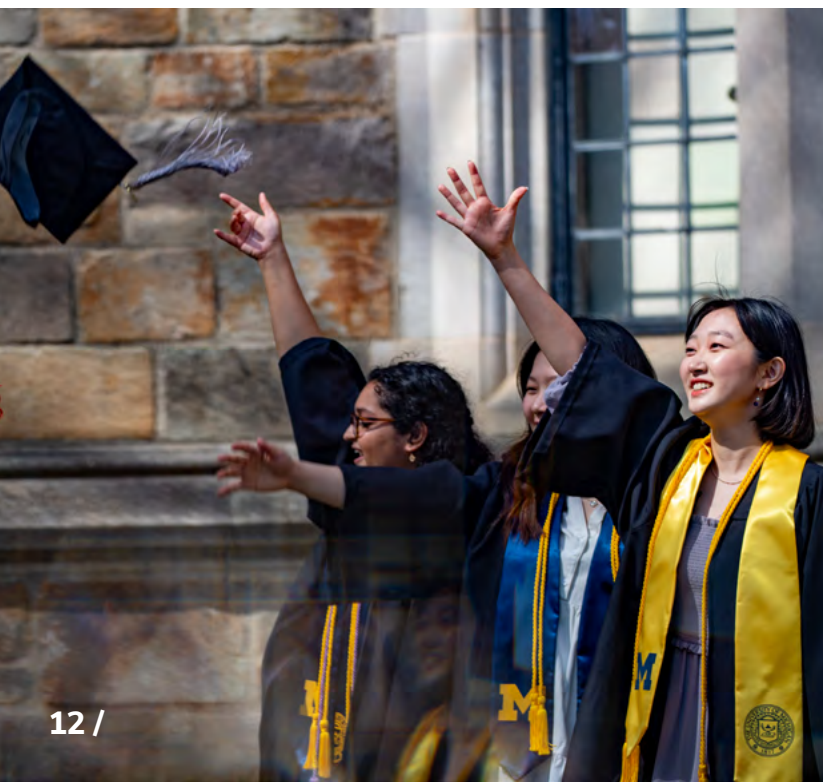
# Life-Changing Education

Develop a nurturing environment for learners that promotes comprehensive growth and extends the educational journey beyond academics to the full array of experiences at U-M.

Create a future in which a U-M education connects and empowers learners everywhere to reach their full potential by expanding access, offerings, and delivery to a more diverse community of individuals.

Transform the educational experience by investing in innovative teaching methods, educational models and modalities, and experiential learning opportunities that meet the needs of today's learners.

Continue to address the issue of affordability and build robust programs to support student success, ensuring that all aspiring students have an equal opportunity to access and fully immerse themselves in the transformative U-M experience, regardless of their background.



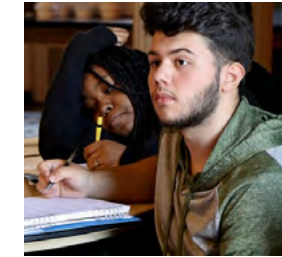
## THE CURRICULUM OF TOMORROW

Central to its commitment to drive change, U-M continues to test new models to deliver collaborative, experiential, action-based learning and push the boundaries of how and where artificial intelligence will be used. This revolution intends to be inclusive, extending beyond our campus walls, thus opening up lifelong learning opportunities that offer individuals the opportunity to thrive, flourish, and achieve personal fulfillment through new academic models of learning. As an example, U-M offers free online courses to all faculty, staff, students and alumni through the Center for Academic Innovation.



## HELPING NON-TRADITIONAL STUDENTS EARN A U-M DEGREE

At U-M, we believe that every student deserves the opportunity to pursue a wide range of professional and academic pathways. Through Wolverine Pathways, we seek to confront the barriers that limit the college and career aspirations of highly motivated students from under-resourced communities, by offering free college preparatory enrichment and guidance available to some 7th through 12th-grade students in Detroit, Southfield, Ypsilanti, and Grand Rapids.



## UM-DEARBORN HIGH-IMPACT PRACTICES

U-M recognizes that the undergraduate student experience is about more than choosing a major and taking classes. UM-Dearborn High-Impact Practices provide hands-on experiences to undergraduates — seminars, engaging programs, and community experiences — that add even more to academic majors and result in more successful outcomes for the students who engage with them.

## UNLOCKING GLOBAL EXPERIENCES

Each year, nearly 5,000 students gain the invaluable experience of knowledge, cultural interchange and enriching personal growth offered through U-M study abroad programs in more than 100 countries around the globe. Research supports that students who participate in international experiences increase their intercultural understanding, broaden their worldviews, become better contributors to diverse teams, and strengthen their qualifications for future employment.



/ Look to Michigan

## HIGHLIGHTS

**No. 1 U.S. public university** for five years in a row

(QS World rankings 2019-2023)

**11 million global lifelong learners** from 195+ countries

**668,000+ alumni** worldwide

**\$290 million** in financial aid for undergraduates (FY2024)

## EXAMPLE INITIATIVES

[Center for Academic Innovation](#)

[Undergraduate Research Opportunity Program](#)

[Go Blue Guarantee](#)

[Student Success](#)

[Global Michigan](#)

## Human Health and Well-Being

# Look to the Leaders helping people and communities thrive.

**Health and well-being is a fundamental human right. With this principle in mind, U-M aspires to become a model of excellence for meeting the public health challenges facing our society, as well as addressing the needs within our U-M campus communities.**

Issues such as health disparities, high cost and restricted access to care — including mental health support — all raise questions regarding the future models for traditional healthcare delivery institutions. We will rise to these challenges using innovative approaches that are both multidisciplinary and holistic.

Our work on campus will continue to emphasize health equity and making care accessible to our campus community. As an early adopter of the Okanagan Charter in the United States, we are committed to continuing to embed health into all aspects of our culture. We will continue to lead health promotion, action, and collaboration both

locally and globally. Further, we will challenge the status quo and envision a future where health and wellness are an organic part of every individual's life as societal norms and healthcare structures evolve.

Looking beyond campus, U-M will shift the focus from disease management to illness prevention and wellness promotion. We will continue to prepare healthcare providers to deliver a comprehensive, holistic, multidisciplinary approach on a global scale to yield the best patient outcomes.

U-M will lead the charge by fostering mental health and well-being support and creating healthy communities through prevention action. In the next 10 years, we will lead in the transformation of healthcare delivery to become the innovation destination for translational research, future technologies and the use of artificial intelligence.

By combining the breadth of disciplines across the university with our academic excellence in health education and our inherent collaboration that supports our interdisciplinary strength, we will create the ideal conditions for pioneering approaches in healthcare delivery and education.





# Human Health and Well-Being

**Promote a vibrant and health-conscious campus culture** by integrating well-being into every facet of the U-M experience, comprehensively addressing the mental, physical and emotional wellness of our community.

**Transform public health** by leading the way to make breakthroughs in improving patient care, advocating for preventive health, and cultivating strategic collaborations to confront and overcome critical health challenges both locally and globally.

**Close the health equity gap by directing research and clinical breakthroughs** toward the needs of the underserved, making a lasting and positive difference in the lives of those most in need.

**Become the leaders and best of healthcare delivery innovation** by setting the national benchmark for safety, quality, and patient outcomes through ground-breaking research and clinical excellence.

**Generate innovative discoveries that enhance health outcomes** and propel scientific progress by fostering a world-leading research ecosystem that encourages scholarly excellence and translates findings into real-world applications.



## AT THE LEADING EDGE OF PRECISION HEALTH

Since 2017, U-M has been a pioneer in the field of Precision Health, which uses 7+ types of data to inform medical decisions and interventions tailored to the individual patient based on risk levels. As our strength in this area grows, U-M researchers and practitioners are benefiting cancer care and other critical areas that will continue to become more precision-focused.



## INFLUENCING POLICY AT THE STATE AND NATIONAL LEVELS

U-M fosters partnerships with the state department, health and human services, and policymakers at all levels — state and national — to inform decisions and influence policy around our shared priorities, such as infant mortality and firearm injury prevention.

## MAKING INVESTMENTS IN MENTAL HEALTH

The *Well-being Collective* at U-M is a collaborative effort focused on making U-M a better place to live, work, and learn for our students, faculty, and staff. This entails implementing a system-wide approach to supporting well-being across our campuses, as well as investing in mental health resources for students, faculty, and staff.



## HIGHLIGHTS

**12 top-ranked schools and colleges** providing direct health sciences education

**Michigan's #1 ranked hospital** (US News & World Report) with 2.5 million patients served

**National model of a health-promoting campus** through an institutional commitment to well-being at a systems level

## EXAMPLE INITIATIVES

[Okanagan Charter & Well-being Collective](#)

[Center for Global Health Equity](#)

[Poverty Solutions](#)

[Center for Interprofessional Education](#)

[Opioid Research Institute](#)

[Firearm Injury Prevention](#)

[U-M Health D. Dan and Betty Kahn Health Care Pavilion](#)

## Democracy, Civic and Global Engagement

# Look to the Champions of freedom for all.

**As democratic principles, institutions, and practices are facing significant challenges amidst growing polarization, the call to foster balanced, productive, and respectful discourse is more important than ever.**

As the defining public institution, U-M promotes democratic ideals, such as freedom of expression, civil engagement, equal protection, and respect across differences. Our campuses are abuzz each day with individuals from all regions of the globe, each bringing unique experiences, perspectives and values to our community.

At a moment when extreme ideas are finding audiences, it is our responsibility to prepare and educate our community to engage in respectful, productive dialogue and to embrace the opportunity to learn from people's differences. U-M is where significant conversations happen, where our campus members are challenged in new ways that can lead to expanded viewpoints and positive ripple effects that impact the world.

In the next decade, U-M will continue to focus on expanding our community's understanding of democratic practices and principles to foster more creative outcomes and boost participation in

democratic processes. We are dedicated to equipping our students with the necessary skills to make substantial contributions to society and ardently advocate for equal and active democratic participation among all citizens.

We also commit to empowering individuals to become catalysts for positive change by engaging with local initiatives and global experiences. Through these interactions, our learners will return transformed, inspired, and strengthened with the ability to enrich their communities and the world through broader perspectives.

We will enhance the quality of public debate by leveraging our interactions with leaders and government at all levels to extend our impact well beyond our university and our state. Technological advancement, including generative artificial intelligence, is rapidly altering the information landscape. This calls into question the access to and accuracy of information, exerting significant pressure on social, political, educational, and cultural institutions that strive to create forums for true dialogue.

Embracing our responsibility as educators, we firmly believe that restoring trust in democracy demands courageous and decisive leadership from public institutions and those that we educate. To resolve the myriad of problems our society faces, and to encourage greater public involvement in democratic processes, U-M — as always — will rise to the occasion and lead by example.



# Democracy, Civic and Global Engagement

Empower students to become active and informed contributors to democracy by deepening their understanding of its practices, principles, and processes; committing to the essential act of voting; and fostering a new generation of leaders committed to making a significant difference.

Enhance public conversation at U-M by nurturing spaces where respectful and meaningful dialogue can flourish, where every voice is heard, and where the principles of free speech and mutual respect are upheld across all our campuses.

Ignite a passion for civic action in our students by providing opportunities, resources, and support for service learning, community collaborations, and partnerships to empower individuals to tackle real-world challenges and drive meaningful impact.

Strengthen partnerships and alliances at every level — local, state, and national — to mobilize support for democratic ideals and inspire civic engagement that leads to informed and responsible voting actions.

Continue to cultivate a welcoming and inclusive atmosphere on our campuses that recognizes and addresses the needs of varied communities.



## DEFINING U-M'S "PRINCIPLES ON DIVERSITY OF THOUGHT AND FREEDOM OF EXPRESSION"

As a defining public university, U-M embraces its responsibility to stimulate and support diverse ideas and model how to constructively engage with many different viewpoints as part of our commitment to nurturing a diverse, equitable, and inclusive community.



## STRENGTHENING PARTNERSHIPS WITH COMMUNITY INSTITUTIONS

U-M's engagement with local libraries, museums, community colleges, and historical societies helps residents experience the value of democracy in their communities. U-M endeavors to increase student and unit engagement with community-serving organizations through efforts such as those of the [Ginsberg Center](#).

## PREPARING STUDENTS TO LISTEN AND LEAD ACROSS DIFFERENCES

An initiative called "Resilient Democracies" at the Ford School of Public Policy brings additional resources and urgency to the school's core work of preparing leaders for the public good through efforts such as classroom dialogue and an ongoing speaker series and faculty training to facilitate constructive dialogue across differences.



/ Look to Michigan

## HIGHLIGHTS

**78% Student voter turnout** in 2020 presidential election (according to a report released by the Institute for Democracy & Higher Education at Tufts University)

**All 83 counties in the state of Michigan, 50 states and 125+ countries represented** in undergraduate class

**200+ study-abroad programs**

## EXAMPLE INITIATIVES

[Weiser Center for Emerging Democracies](#)

[UM-Dearborn Difference Makers](#)

[U-M Flint Urban Institute for Racial, Economic and Environmental Justice](#)

[Inclusive History Project](#)

[Raoul Wallenberg Institute](#)

[Wallace House](#)

[UMich Votes](#)

## Climate Action, Sustainability, and Environmental Justice

# Look to the Innovators working toward a more sustainable world.

**From rising temperatures to extreme weather events, the challenges caused by climate change and environmental degradation are posing serious risks to life and ecosystems on Earth.**

U-M is uniquely positioned to lead the effort of mitigating and adapting to climate change through groundbreaking research, revolutionary education, campus operations, and creative programming designed to increase resilience and minimize avoidable impacts.

We envision a future where the education that all students receive will lay the groundwork for them to become environmental stewards. Our community will understand our impact on the environment and feel inspired to take the lead in protecting it. We will unlock new technologies and generate just and sustainable solutions in areas critical for preserving the planet, including energy, transportation, food, and water insecurity.

U-M is deeply committed to climate action and environmental justice. We intend to make measurable and sustainable progress in these areas in numerous ways, including building stronger

relationships and deepening our ties with local, national, and international communities. Operationally, we will utilize a multi-strategy approach to achieve carbon neutrality by 2040 through energy efficiency, electricity from renewables, and fossil-free heating and cooling strategies. Zooming out, we envision a significant role for U-M as a partner to the state of Michigan to protect the Great Lakes, providing support with a focus on tackling water-related challenges.

We choose to view these critical challenges as opportunities, with the aim to empower students, faculty, staff, and community members to proactively participate in addressing the underlying issues. By enhancing lives through sustainability action — and being leaders for climate and environmental justice — U-M commits to making significant strides towards a more resilient and sustainable world.



# Climate Action, Sustainability, and Environmental Justice

Invest in solving issues that position U-M as a global leader in higher education campus sustainability, focusing on our infrastructure and our pursuit to become carbon neutral.

Deepen our commitment to environmental justice by acknowledging that frontline and fenceline communities are disproportionately impacted by the climate crisis and strengthening connections with local, national and global communities to create action-oriented strategies that have real and sustained impact.

Nurture future leaders in sustainability through educational programs and a culture of environmental responsibility that ensures all members of our community are empowered to contribute to a more sustainable future.

Tackle the defining environmental challenges of our time by harnessing our capabilities as a leading research institution — from addressing climate change and biodiversity loss to addressing the pressing issues of food security, water quality, and sustainable transportation — by harnessing our capabilities as a leading research institution.



## TAPPING COLLABORATIONS TO PRESERVE THE WORLD'S WATER

U-M channels our interdisciplinary strengths — our excellence at scale — to serve the greater good. One powerful example is the U-M Water Center, which addresses critical and emerging water resource challenges through user-driven research. The Water Center's work informs policy and management decisions at all levels, from mitigating the dangers of lead and other toxins in community water supplies to preserving estuaries along coastal waterways.

## A BLUEPRINT FOR SUSTAINABLE LIVING AND LEARNING

Campus Plan 2050 lays the groundwork for how U-M will sustainably evolve our Ann Arbor campus to provide the living, learning, and working environments necessary to fulfill the university's strategic vision. We began tracking our greenhouse gas emissions in the 2000s and we are committed to eliminating direct campus emissions by 2040.



## MAKING 2024 "THE YEAR OF SUSTAINABILITY"

The College of Literature, Science, and the Arts has designated 2024 the "Year of Sustainability." A launchpad for new classes and research, the initiative's goals are to center sustainability in college operations and support campus climate goals to advance sustainability and carbon neutrality through teaching, college culture, research, operations, facilities, and more.

## HIGHLIGHTS

**Committed to becoming carbon neutral by 2040**

**9,000+ Planet Blue Ambassadors** who advance sustainability through their studies, work, and life at U-M both on and off-campus

**800+ sustainability-related courses**

**650+ faculty actively working on sustainability research**

## EXAMPLE INITIATIVES

[Graham Sustainability Institute](#)

[Institute for Energy Solutions](#)

[Erb Institute](#)

[Global CO2 Initiative](#)

[Planet Blue Ambassador Program](#)

# Investing In Our Vision

To fully realize our vision as the defining public university, we will make strategic investments in core commitments designed to advance our mission and boldly affirm the critical role of higher education in society for generations to come.

01 Purpose-Driven Education and Student Experience

02 Research, Scholarship, Discovery, and Artificial Intelligence

03 Community Health Support, Prevention, and Performance

04 Arts and Creative Expression

05 Diversity, Equity, and Inclusion

06 Faculty and Staff Engagement and Experience

07 Innovation, Partnerships, and Economic Development

## COMMITMENTS

## Purpose-Driven Education and Student Experience

# Look to the Educators preparing for tomorrow.

In our rapidly advancing world, students need an educational experience that empowers them to flourish and take on complex challenges.



U-M will lead the way in this transformative endeavor to deliver a holistic approach to supporting intellectual growth and well-being while also preparing learners for careers and diverse experiential opportunities that are valuable and meaningful.

Our vision will inspire and shape transformative educational spaces that foster learning and ignite experiences that align with our academic mission.

We know learning takes place both inside and outside the classroom. A key step in expanding the dynamic and engaging U-M student experience requires continuing to leverage the breadth of our extracurricular offerings, including the arts, libraries, recreational sports, athletics, clubs, advocacy groups, and more.

We remain steadfast in our commitment to our students and community with the pledge to foster an accessible and collaborative environment, fulfill the objectives outlined in our DEI 2.0 plan, and offer a secure and supportive sanctuary for all.

As the delivery of education evolves — and the needs of students change — U-M remains committed to supporting the continual growth and development of the individuals who deliver instruction. We are determined to cultivate a thriving ecosystem that promotes comprehensive growth and community vitality. In the process, U-M stands ready to positively disrupt the educational sphere with a range of offerings and experiences that balance personal growth with professional success.

### IN THE NEXT DECADE, WE WILL:

✓ **Create dynamic and inclusive learning environments** tailored to our educational goals that provide space where engagement thrives and every member of our community is equipped to excel.

✓ **Break new ground in academic excellence** by implementing cutting-edge policies that elevate student success, promote interdisciplinary learning, and foster critical thinking.

✓ **Enrich the educational journey with a robust array of extracurricular activities** in a secure and supportive atmosphere, enabling students to explore, innovate, and develop beyond traditional academic settings.

### HIGHLIGHTS

**280+ undergraduate degree programs**

**180 graduate degree programs with 110 ranked in the Top 10**

More than **1,600 student organizations**

**50+ national championships across 12 sports**

### EXAMPLE INITIATIVES

[M-Learning Communities](#)

[Summer Undergraduate Research Experience \(SURE\)](#)

[UM-Flint Learning Communities](#)

[University of Michigan NCAA Division I Athletics](#)

Expansive Campus Involvement Opportunities — [UM-Ann Arbor](#), [UM-Dearborn](#), [U-M Flint](#)



## COMMITMENTS

## Research, Scholarship, Discovery, and Artificial Intelligence

# Look to the Experts turning breakthroughs into hope.

The research enterprise at U-M generates knowledge that advances society. In the coming years, we will be more committed than ever to investing in new learning, design, technologies, and approaches that empower transdisciplinary research at a tremendous scale.

U-M's ambitious journey is built on bold research endeavors, rendering us a catalyst for transformation in areas from drug discovery and driverless vehicle technologies to artificial intelligence advancements and climate change remedies. We champion a research outlook that is anchored in support of our workforce and community, coupled with a patient-centered approach, and relentlessly aimed at addressing global issues in close collaboration with our valued partners.

We place enormous value on ensuring robust support structures for our faculty, staff, and students. This includes promoting safety and compliance while also fostering a deep understanding of the intricacies of research methodologies and challenges. We envision a landscape where teams from diverse backgrounds converge, fostering a collaborative environment of mutual growth and exploration. We will devote resources to bolstering the research community's needs and facilitating accessibility to research opportunities.

U-M aspires to elevate its reputation as an international destination renowned for its exceptional facilities that are designed to encourage vibrant research collaborations.

We will become ever more innovative and collaborative, catalyzing our positive impact on humanity, entrepreneurship, and partnerships with industries and communities in new and dynamic ways.

We will uphold our reputation as the beacon of research and creative practice — the institution that defines opportunities, spurs innovation, and enhances the quality of life on a global scale.



### IN THE NEXT DECADE, WE WILL:

✓ **Advance university-wide research goals** by increasing U-M's capacity for large-scale, cross-unit interdisciplinary research and managing a dynamic portfolio of frontier-defining research institutes that will lead the world in defined areas of inquiry.

✓ **Implement strategic approaches to recruiting, retaining, and mentoring** talent across the research community to expand institutional research capacity and develop strong external relationships to expand U-M's leadership in emerging areas of study.

✓ **Expand the development and deployment of artificial intelligence and data science** by investing in supercomputing infrastructure, state-of-the-art high-speed storage, and specialized generative AI tools that will expand university-wide capabilities.

✓ **Foster a vibrant culture of creative expression and discovery** that serves to advance research, scholarship, and creative practice by blending traditional academic rigor with innovative approaches to unlock potential within the areas of human experience and understanding.

### HIGHLIGHTS

**\$1.86B** in total research volume (FY23)

**\$1B** in federally sponsored research (FY23)

**1st university in the world to debut custom AI services** to its community in 2023

### EXAMPLE INITIATIVES

Creation of [UM-GPT](#) and establishment of [Gen AI Advisory Committee](#)

[Bold Challenges Boost Program](#)

[Generative AI](#)

[Provost's Early Tenure-Track Faculty Research Support Initiative](#)

[Online courses about GenAI](#)



## COMMITMENTS

## Community Health Support, Prevention, and Performance

# Look to the Healers helping communities flourish.

U-M's commitment to the health and well-being of our community is paramount to supporting an environment where people thrive.



We will focus our efforts on providing access to state-of-the-art facilities, technologies, and equipment that give our community members opportunities to improve their health and support their well-being. Building on the excellence of our athletics programs, we will continue to support the expansion of recreational facilities, programs, and initiatives that not only attract outstanding student-athletes but continue to serve our entire community.

U-M schools and colleges focusing on health and well-being will continue to expand educational programming that supports our community and ensures that the future healthcare providers we teach today approach patient care through a multidisciplinary lens throughout their careers.

We will embrace the value of interprofessional education, allowing for greater collaboration in delivering care. We will continue to provide experiential learning for students entering healthcare fields who will provide clinical care and services to our community.

Across the state of Michigan, we will continue to expand access to healthcare by building on the excellence of our world-renowned health system. Our approach will cover the full continuum of care, serving communities holistically and focusing on prevention efforts for patients who seek our services.

U-M will lead in higher education by putting the health and well-being of our community front and center, providing best-in-class care with a keen focus on overall prevention.

### IN THE NEXT DECADE, WE WILL:

✓ **Broaden efforts for improved access to health and prevention services for our community** by continuing to evaluate and implement strategic alliances that provide more individuals access to the full continuum of clinical care.

✓ **Enhance the wellness support and prevention infrastructure** across all U-M campuses through improved quality and access to facilities and technologies along with a broad range of opportunities that promote physical and mental health as well as overall well-being.

✓ **Cultivate greater interdisciplinarity within healthcare education** by continuing to strengthen collaborative programming and increasing intersectionality for those schools and colleges directly involved in delivering health and well-being care.

### HIGHLIGHTS

**900+ student-athletes** participating in **29 varsity sports**

**4 competitive adaptive sports teams, 16 intramural sports teams, 30 club teams**

**11 acute care hospitals, 190 ambulatory care sites, 5,700 providers, 2,200 licensed beds**

**27,000 individuals used the M-Healthy Portal (CY23)**

**16,000+** faculty and staff supported by Michigan Medicine Office of Workplace Resilience (2022)

### EXAMPLE INITIATIVES

[M-Healthy](#)

[U-M Student-Run Free Clinic](#)

[Hadley Family Recreation and Well-being Center](#)

[HEART at UM-Flint](#)

[Adaptive Sports & Fitness](#)



## COMMITMENTS

## Arts and Creative Expression

# Look to the Visionaries who remind us what it means to be human.

The arts and humanities are essential to the flourishing of a society and its people. They deepen our understanding of the human condition, spark joy through shared wonder, and even open space for critical conversations that strengthen our democracy.

Recognizing the vital role the arts play in our lives — from illuminating the human experience and solving problems with creativity and innovation to fostering well-being and building a more just and equitable world — we commit not only to elevating artistic creation, but also to nurturing the environments that allow for the sharing and freedom of creative expression.

By reframing the role of the arts within the university, we deepen our mission. We aim to build an academy where the arts are integral and serve as a catalyst for research and scholarship, innovation and learning, wellness, and community. Further, we will work to establish the university as a leading institution for the arts through our celebration of their power to inspire collaboration, bolster economic activity, and foster individual and collective growth.

U-M commits to supporting the creation of art and cutting-edge spaces essential to artistic innovation and rich public engagement. We will cultivate both humanistic exploration and creative practice across disciplines and a curriculum that integrates more opportunities for personal exploration through creative expression. Knowing the power of the arts to drive inclusivity, equity, and social justice, we will center these values within arts-related endeavors. Across the breadth of our campuses, we will support

arts-centered inquiry in the research and scholarship that propels our mission forward.

We believe that the arts are critical for a dynamic, engaged, and productive society. Looking ahead, we intend to spur community involvement — nurturing the fusion of arts with STEM, the social sciences, and the humanities — and build bridges between different academic partners and communities. This will transform our culture, helping us fulfill our mission of education, research, and public service that meets societal needs now and in the future. Most of all, we endeavor to create a vibrant arts culture at Michigan that reflects, engages, and inspires the diverse and dynamic world around us.



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### IN THE NEXT DECADE, WE WILL:

Establish the university as a leading institution for the arts — studying, practicing, promoting, and supporting the arts — by allocating resources and expanding initiatives that provide more opportunities for experiences and participation.

Encourage greater participation in the arts by cultivating programming that is inclusive and promotes the breadth of experience and interests of our community.

Inspire art-focused research and curriculum creation that supports the university's mission and continually assess programming to maximize engagement and meet community needs.

Develop the service mission of the arts to foster a more vibrant, just, and joyful state of Michigan and the world.

### HIGHLIGHTS

**+55 grants totaling \$576K funded through the Arts Initiative** to create a vibrant and energizing cross-campus celebration (Fall 2023)

**\$2.5M in arts research awards will be made over five years** through a partnership between the Arts Initiative and OVPR

**330,000+ attendees to performances and exhibits annually**

**1,650+ arts events annually free to the campus community** across all campuses in more than a dozen galleries and 19 performance venues

### EXAMPLE INITIATIVES

[Arts Initiative](#)

[Prison Creative Arts Project](#)

[Culture Core](#)

[Extensive Museum and Library Offerings](#)

[Arts Engine](#)

[University Musical Society \(UMS\)](#)

## COMMITMENTS

**Diversity, Equity,  
and Inclusion****Look to the Allies developing  
solutions together.**

**We believe that academic excellence is uniquely connected to diversity. More than three decades of research demonstrate how diversity sharpens problem-solving, improves learning outcomes, strengthens organizational culture, and enhances performance and innovation.**

U-M's commitment to the success of an ever-more diverse, equitable, inclusive, and accessible environment is deeply rooted. In the next decade, our efforts will be dedicated to fostering a community that reflects our vision, enriches our programs, policies, and practices, and fundamentally improves the experiences of all who interact with our institution. Our course of action will be implemented through our Diversity, Equity, and Inclusion (DEI) 2.0 Plan, the Culture Journey, and successive iterations of both — positioning U-M as an exemplar of evidence-based approaches for advancing positive cultural transformation in higher education.

Creating a more inclusive community extends beyond just tolerance. In this spirit, U-M embraces the principles of accessibility, belonging, free expression, and justice to ensure every individual, regardless of their background, feels recognized, valued, and empowered to use their voice. Bridging disparities — whether financial, informational, or others — requires that we continue to expand opportunities for all, ensuring that talented, qualified individuals from all walks of life have equitable opportunities to access, succeed, and thrive at our university.



U-M will continue to educate and increase dialogue on these topics as a reflection of our values and demonstration of our commitment to fostering an environment that embraces individual self-expression and rigorous engagement of diverse viewpoints. These efforts are critical for cultivating a culture of mutual respect and acceptance of differences to encourage our solidarity as a university community.

We aspire for our U-M community to be more representative of historically underrepresented and underserved populations, from our student body to our faculty and staff. We will promote how this essential work demonstrates the benefits of diversity, equity, and inclusion for all communities as we lead the way.



## IN THE NEXT DECADE, WE WILL:

- ✓ **Infuse value-driven and evidence-based decision-making** into our university's units, functions, and practices to drive positive change and strengthen our culture and climate.
- ✓ **Advance campus-wide action items from the Ann Arbor DEI 2.0 Strategic Plan** by working closely with university leaders and units.
- ✓ **Expand efforts to enhance college affordability**, including addressing financial disparities among our student body that serve as barriers to success and thriving.
- ✓ **Ensure our university's DEI principles and efforts are aligned** to support free speech and academic freedom through collaboration with leaders and units in curricular, co-curricular, workplace, and other community activities, programs, and practices.



/ Look to Michigan

## HIGHLIGHTS

**2nd highest institutional financial aid** among American Association of Universities public universities

**1,300 students pay no tuition through Go Blue Guarantee**

**44% of Fall 2023 incoming class identified as first-generation, from low-income backgrounds, or are historically under-represented**

## EXAMPLE INITIATIVES

[DEI 2.0](#)

[Services for Students with Disabilities](#)

[Spectrum Center](#)

[Michigan Program for Advancing Cultural Transformation in the Health Sciences \(M-PACT\)](#)

[Wolverines for Social Justice & Diversity Residential Learning Community](#)

[Community Impact Banking Program](#)

## COMMITMENTS

## Faculty and Staff Engagement and Experience

# Look to the Community making way for future leaders.

U-M's exceptional educational experience makes us one of the world's leading institutions. Our excellence is reflective of the extraordinary passion, dedication, and expertise our faculty and staff bring to their work every day.



To build on this excellence, we commit ourselves to cultivating a culture that's rooted in trust, respect, care, and shared values. That involves investing in the well-being and engagement of the very people who are the backbone of our institution.

In the next decade, U-M will promote systems and structures that improve accountability and adaptability, fostering a sustainable environment that stands the test of time. We will strengthen relationships within and across teams while fostering a tangible sense of community. This will be accomplished by strategically investing in — and planning for — professional growth at every stage of career trajectory for our faculty and staff.

We will simplify processes and procedures to support a working environment that supports the needs of our faculty and staff. In recognizing and acting swiftly to address concerns about dependent care, or the draw of higher-paying jobs elsewhere, we aim to foster trust and cultivate a sense of belonging for those who commit so much to our university.

By nurturing an ecosystem that encourages professional growth and personal well-being, U-M team members can perform at their best. Our future depends on a faculty and staff community that feels valued, engaged, and truly a part of our Michigan family.



### IN THE NEXT DECADE, WE WILL:

- Develop plans that support our faculty and staff through the employment cycle, from successful recruitment to active retention and support of professional growth and development to eventual retirement or departure.
- Infuse the Culture Journey values into our campus ethos by creating clear expectations to foster a supportive community where all feel safe and will thrive.
- Create further consistency in the faculty and staff experience by investing in systems, structures, and processes, such as access to professional development resources and accountability for creating supportive work environments.

### HIGHLIGHTS

**10 Straight Years as a Top University Workplace**

(Chronicle of Higher Education)

**#3 Best In-State Employer**

(Forbes, 2023)

**Thousands** of online and in-person professional development courses

### EXAMPLE INITIATIVES

[Climate Survey for Faculty, Staff, and Students](#)

[Culture Journey](#)

[PACE Pilot Coaching Program](#)

[Faculty Public Engagement Initiative](#)

[Staff Development Fund](#)

COMMITMENTS

# Innovation, Partnerships, and Economic Development

## Look to the Partners of public purpose.

**U-M is so much more than a place for us to live, work, and learn. We strive to be a dynamic force for positive change — an innovative community that thrives on engagement, collaboration, and partnerships that make a difference in our state, our region, and our world.**

Rooted in our public commitment, U-M fuels economic vitality across the state of Michigan. We aim to discover and nurture our community's talents, collaborate on solving common issues, and seize opportunities to invigorate our community and society. Through strategic partnerships that strengthen the bridge between academia, government, and industries, we aim to generate a pulse of innovation and growth that reverberates across the state.

Through the ideation and development of an innovation district, we will foster private sector involvement and governmental support to ignite the entrepreneurial spirit, generate job opportunities, and spur local investments — all while creating experiential learning opportunities for our community. By implementing “smart growth” strategies and a standardized framework that emphasizes financial returns and social benefits, we aim to ensure that U-M efficiently uses our land for sustainable development. This model will address societal needs, such as affordable housing, community partnerships, and other impactful programs within our community.

Our vision, however, is not confined to regional boundaries. U-M aims to broaden the university's footprint globally. We plan to pursue partnerships with national laboratories, forge international research alliances, expand exchange programs, and build additional collaborations with diverse commercial, educational, and governmental entities. As we grow our vibrant research setting, we will be positioned more than ever to make transformative discoveries that will enrich the quality of life for Michigan residents and people around the world.



### IN THE NEXT DECADE, WE WILL:

Develop an **innovation district** that will expand partnerships for new ventures, experiential learning, job opportunities, and local investments.

Build **stronger community partnerships** throughout our state — including Dearborn, Flint, Detroit, and other cities — to emphasize local impact and fulfill our role as a public university.

Expand our **vibrant research enterprise** to encourage risk-taking, spark transformative discoveries, and communicate our impact locally, nationally, and globally.

Enhance **partnerships with national laboratories** to create jobs and position Michigan at the forefront of breakthroughs in science and technology.

### HIGHLIGHTS

**580 new inventions** based on U-M research (FY23)

**25 new startups** based on U-M research (FY23)

**6,600+ (2,900 in Michigan) jobs** created by U-M startups

### EXAMPLE INITIATIVES

[U-M Center for Innovation](#)

[University Research Corridor](#)

[Automotive Research Center](#)

[UM-Dearborn Urban Futures](#)

[Summer Works](#)

# Planning for our Future.

We will implement strategies and plans across all our campuses designed to build momentum, unlock resources, and provide critical infrastructure to enable our vision. The success of Vision 2034 relies on a robust and integrated strategy for essential functions that provide the scaffolding for all we do.

- Campus Plan 2050
- Operational and Financial Strategy
- Development Campaign
- Communications Strategy
- Technological Infrastructure Plan

These functions provide the architecture of our future, build our brand, grow and steward our resources, and fuel the success of our campuses. With the strength and support of these key fundamentals, we will not only realize Vision 2034, but set up U-M for the near future, and for centuries to come.



# It's Time for Wolverines to Rise.

The U-M community has been leading, driving, and changing the world for more than 200 years. Our history, impact, and longevity demonstrate why U-M is the defining public university of our time. Building on our legacy as leaders, paired with our interdisciplinarity and willingness to collaborate, we will tackle the world's most pressing challenges.

Our Vision 2034 is just the first phase of the important work to come over the next 10 years. Like a North Star, it will direct our decision-making, financial planning, and resource allocation with the goal of creating a positive impact on campus and beyond. Vision 2034 is our guide for what we aspire to achieve together as a community — setting our course of action and guiding our work to expand and unite our efforts both across our campuses and beyond.

This is not a strategic plan; it is our first step in sharing with the world where our university will focus our collective impact to be the defining public university, boldly exemplified by our innovation and service to the common good. **Because wherever we go, progress follows.**

VISION 2034

# Look to Michigan



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