



for what's next ▶
Look to Michigan

“Today, the *world* needs the
University of Michigan *more than ever*.
The world is searching for *solutions*.
Let them *look to Michigan*.”

SANTA J. ONO, PRESIDENT
Inauguration Address
March 7, 2023

The *world* is calling on someone,

The world is calling on someone, something, to be the change we need now.

To tackle urgent challenges, ignite innovation, and make a meaningful difference.

Now is the time to look to Michigan.

This very moment needs Michigan's unrivaled excellence to forge real change, generate new knowledge, and answer the defining questions of our time. And we are prepared to meet the moment.

Pressing issues demand our attention: a sustainable future, civic engagement, health and well-being, quality education for all. With our unmatched academic distinction, diverse community of passionate students, network of dedicated partners and alumni, and more than 200 years of serving the public good, Michigan is leading the charge.

For transformative discoveries that disrupt the status quo.

For collaborative solutions to create a brighter tomorrow.

For a new way forward with diverse perspectives.

Look to Michigan.

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For collaborative solutions to create a brighter tomorrow.

The University of Michigan has always been characterized by two profound ideals: the pursuit of excellence and serving the public good.

These ambitious aspirations resonate deeply with the entire U-M community and are a tremendous source of pride. Today, we aim to advance these goals even further with a bold new road map—Vision 2034, an innovative plan outlining creative actions for dramatic progress.

Our focus: to find solutions to the defining challenges of our time. Providing a transformative education for learners of every background; improving health care access and patient outcomes for all; reinvigorating community participation and democratic awareness; and tackling climate change with equitable solutions.

Michigan is uniquely poised to take these on through our extraordinary strengths: Unmatched expertise across fields and excellence at scale. A spirit of collaboration across disciplines, communities, and partners. Dedication to giving students the resources they need to thrive, to fostering a culture of inclusion, and to engaging with the arts as a catalyst for learning. A strong partnership with our donor community, whose exceptional generosity and thought leadership enables us to develop the solutions that are needed today.

It is in this remarkable moment in time that we embark on the Look to Michigan campaign to bring this vision to life, together. Our distinctive abilities, together with the unparalleled commitment of donors like you, open up endless opportunities to make our goals a reality.

Solving these problems will take perseverance. It will take resolve. We must be forward-thinking and open-minded to discover what's needed to tackle these challenges. To discover What's Next.





*for life-changing education
for health & well-being
for democracy, civic & global engagement
for sustainability & climate action*

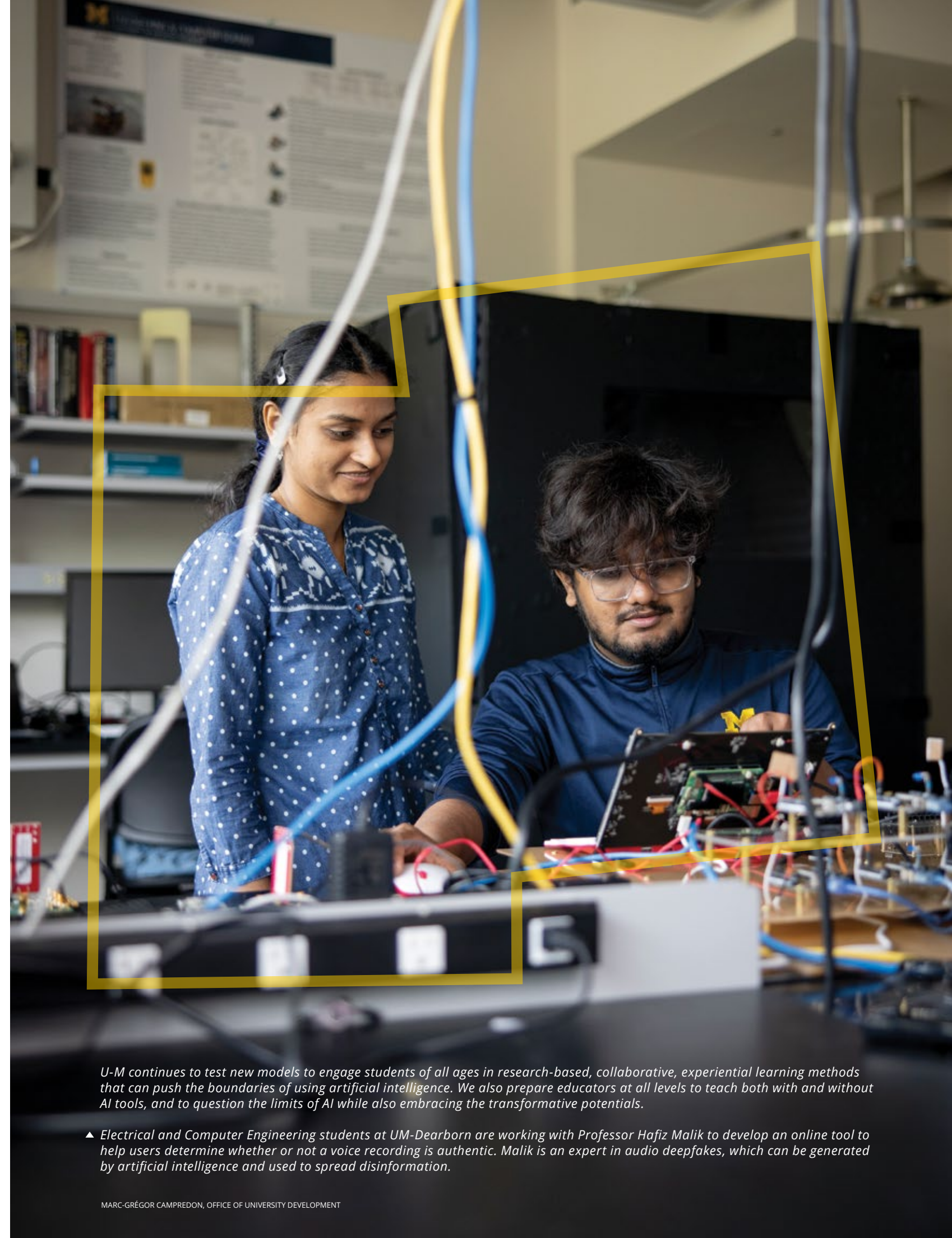
Life-Changing Education

Education has the power to transform everything it touches. It builds understanding across differences. It opens doors of opportunity. It equips individuals with the knowledge and skills they need to reach their full potential.

Education is also a tremendous catalyst for positive social change. Quality learning experiences—at all stages of a person's life—inform and enlighten in palpable ways that can lead to better awareness and discernment and, ultimately, a more equitable and just world.

U-M aspires to make these experiences available to everyone, confronting the barriers to access and creating a future where all learners will thrive. We can elevate the educational landscape for all by driving innovative advancements in pedagogy, delivering interdisciplinary and experiential learning in novel and creative ways, supporting a broad population of teachers throughout their careers and in school districts everywhere, and building robust partnerships with schools and communities.

Never has the need for equal access to the benefits of quality education been more acute. Critical-thinking skills developed through high-caliber education are imperative to evaluate and question today's information-overloaded environment. Serious shortages of well-prepared educators and broad disparities in resources, among other challenges, are plaguing our school districts.



U-M continues to test new models to engage students of all ages in research-based, collaborative, experiential learning methods that can push the boundaries of using artificial intelligence. We also prepare educators at all levels to teach both with and without AI tools, and to question the limits of AI while also embracing the transformative potentials.

▲ *Electrical and Computer Engineering students at UM-Dearborn are working with Professor Hafiz Malik to develop an online tool to help users determine whether or not a voice recording is authentic. Malik is an expert in audio deepfakes, which can be generated by artificial intelligence and used to spread disinformation.*



TOGETHER WE CAN

- Continue to address the issue of affordability and build robust programs to support student success, ensuring that every aspiring, qualified student has an equal opportunity to access and fully immerse in the transformative U-M experience, regardless of their background.
- Support the numerous academic pathways for U-M students who want to make a difference in education as K-12 and postsecondary teachers, scholars, policymakers, executives, and thought leaders, preparing them to teach and inspire students, create learning opportunities, conduct research, and lead education reform.
- Leverage our robust expertise across education, academic innovation, research, technology, athletics, and the arts to reshape the educational experience and invest in innovative, evidence-based teaching methods, and in experiential and place-based learning opportunities that meet the needs of today's learners.
- Build support of U-M's innovative Arts Initiative to expand the integration of arts within the curriculum to enhance learning and instruction, and to continue to bring world-renowned artists to campus to inspire and interact with students.

Education at U-M doesn't merely happen inside of a classroom, lecture hall, or lab. The extra- and co-curricular offerings—including access to the arts, clinics, studios, libraries, athletics, recreational sports, clubs, and civic organizations—are an essential part of university life. We offer rich experiences for students—and the entire community—through investment in public art, inclusive exhibits, and cultural institutions like the university's renowned museums and libraries.

▲ *The Museum of Natural History is dedicated to sharing the wonders of science and the natural world with all visitors through interactive exhibits, accessible attractions, and a live view into working labs, where cutting-edge research happens daily.*

MARC-GRÉGOR CAMPREDON, OFFICE OF UNIVERSITY DEVELOPMENT



Our comprehensive approach will redefine all levels of education, including medical residency programs, as a complex continuum of growth, education, and vocational, professional, and lifelong learning opportunities aimed at enabling every individual to lead a fulfilling and productive life.

Michelle Caird, MD (BSEMS '93, MD '98), chair of the Department of Orthopaedic Surgery, is a passionate advocate for diversity, equity, and inclusion. Determined to create opportunities for anyone interested in the field, which will greatly benefit patients, her team's bold commitment to creating an equitable and diverse pipeline of physicians and scientists has cultivated a program with unparalleled representation. ▶

COURTESY OF MICHIGAN MEDICINE

The Marsal Family School of Education's partnerships with local public schools in Detroit (the Marygrove Learning Community) and Ann Arbor (Mitchell-Scarlett-Huron) transform learning opportunities for children, youth, and child-serving professionals. ►

We believe that every student deserves the opportunity to pursue a wide range of professional and academic pathways. Programs like Wolverine Pathways break down the barriers that limit the college and career aspirations of students from under-resourced communities. ►



COURTESY OF THE MARSAL FAMILY SCHOOL OF EDUCATION



Each year, nearly 5,000 students gain invaluable insights through U-M study abroad programs in more than 100 countries. These international experiences increase intercultural understanding, broaden worldviews, help students become better contributors to diverse teams, and strengthen qualifications for future employment. ►

Moreover, our global partnerships yield significant benefits for all involved. The Center for Global Health Equity works alongside changemakers to improve health outcomes in low- and middle-income countries, as exemplified by HaEun Lee (PhD '21), School of Nursing assistant professor, and Dr. Priscilla Busingye, an obstetrician and gynecologist committed to developing an OB/GYN health center of excellence in Rwibaale, Uganda. ►

COURTESY OF THE CENTER FOR GLOBAL HEALTH EQUITY

Health & Well-Being

We believe that health and well-being are fundamental human rights, and that access to quality, affordable health care—including mental health support—is an absolute necessity for a flourishing community.

Significant health challenges afflict our society today, from infectious disease threats to the health effects of climate change to gun violence, and more. Communities are impacted differently by these issues, with under-resourced populations often experiencing the most detrimental consequences.

U-M strives to be a model of excellence for meeting today's health challenges by taking a holistic approach to both prevention and treatment. We must work to mitigate the inequities and the negative outcomes caused by social determinants of health. And we continue in our purposeful efforts to save lives and improve the quality of life for our communities through research and innovation, advancing science to cure devastating diseases, as well as optimizing patient care and advancing medical education.

We must aim to find the upstream causes of poor health and work to prevent illness and disease before they manifest. At the same time, we can make a tremendous positive impact on treatment outcomes for all by driving new discoveries, harnessing data and artificial intelligence, rethinking models for traditional health care delivery, opening up access to care, and taking on the high cost of health care.

With a goal to better serve society, Michigan Robotics, housed in the Ford Robotics building, is leading the future of robotics through collaborative research in artificial intelligence, autonomous and connected vehicles, deep learning, human-robot interaction, rehabilitation robotics, safe autonomy, and more.

The Open-Source Leg is a first-of-its-kind artificially intelligent platform that aims to advance prosthetics, improve patient outcomes, and accelerate research. Elliott Rouse, lead designer and associate professor of robotics and mechanical engineering, hopes the bionic leg will serve as a unified platform to help researchers discover innovative solutions intended to improve patients' lives. ▶



TOGETHER WE CAN

- Transform public health with leading developments in preventive health strategies and by cultivating collaborations to confront and overcome critical health challenges both locally and globally.
- Close the health equity gap by directing research, clinical breakthroughs, and policy changes toward the needs of the under-resourced, making a lasting and positive difference in the lives of those most in need.
- Set the national benchmark for health care delivery by excelling in equity, safety, quality, and patient outcomes through groundbreaking research and clinical excellence.
- Pioneer the discoveries, develop the technology, and create the treatments that will redefine prevention, diagnosis, and therapies leveraging today's huge leaps forward in technology, artificial intelligence, data science, and discovery science that are transforming our understanding of biology and changing the course of health care.
- 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.

The Well-being Collective is a collaborative effort focused on making U-M a better place to live, work, and learn. This entails implementing a systemwide approach to supporting well-being across our campus, including recognizing the critical role of access to the arts, as well as investing in mental health resources.

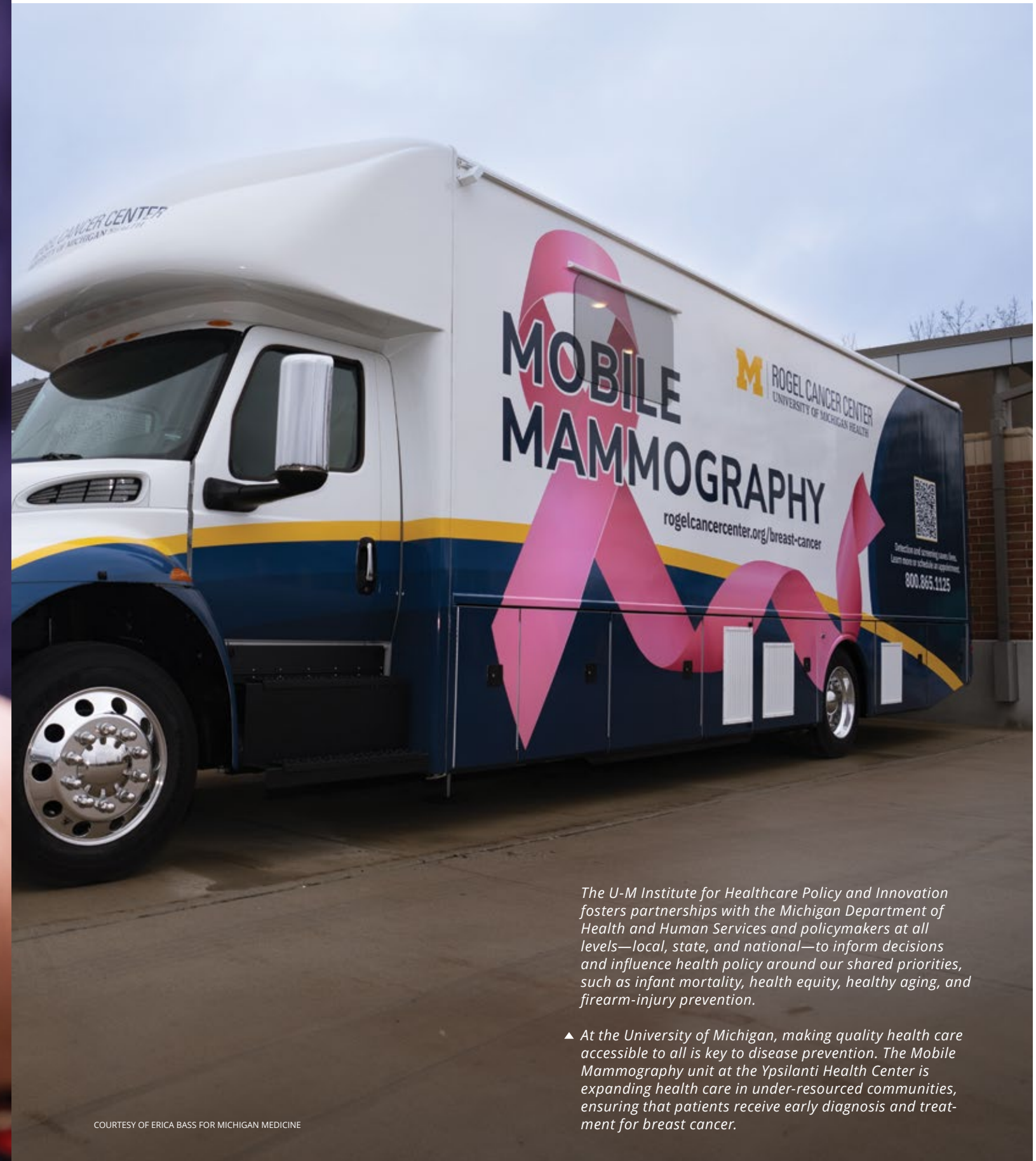
A meditation nook is planned for the Campus Farm at Matthaei Botanical Gardens. Designed through a partnership with the University of Michigan Museum of Art and the Civil and Environmental Engineering Department, the glass alcove will serve as a safe space for people to find calm. ▶



e-HAIL, a joint Michigan Medicine and College of Engineering initiative, aims to make U-M a premier hub for research that innovates in health through artificial intelligence. The focus is on collaboration, grant development, and infrastructure to support a multidisciplinary approach to innovations in health care and AI and machine learning methodologies.

PrivacyLens, a camera developed by U-M engineers, could make chronic health monitoring safer by forbidding companies from gathering personal photos and videos of patients from smart devices. Using a heat-sensing camera, the device can replace a person in an image with a stick figure to conceal their identity and help reduce patient anxiety. ▼

BRENDA AHEARN, COLLEGE OF ENGINEERING, COMMUNICATIONS AND MARKETING



The U-M Institute for Healthcare Policy and Innovation fosters partnerships with the Michigan Department of Health and Human Services and policymakers at all levels—local, state, and national—to inform decisions and influence health policy around our shared priorities, such as infant mortality, health equity, healthy aging, and firearm-injury prevention.

▲ *At the University of Michigan, making quality health care accessible to all is key to disease prevention. The Mobile Mammography unit at the Ypsilanti Health Center is expanding health care in under-resourced communities, ensuring that patients receive early diagnosis and treatment for breast cancer.*

COURTESY OF ERICA BASS FOR MICHIGAN MEDICINE



The School of Public Health is leading an interdisciplinary initiative called Public Health IDEAS (Interdisciplinary Discovery, Engagement, and Actions for Society) to invest in solutions for today's pressing health issues. IDEAS works with partners on campus and beyond to create healthy cities, prevent fire-arm injuries, combat infectious diseases, and build health equity.

Wolverine Street Medicine is a medical student group addressing health disparities for people experiencing housing instability. It provides free medical services through mobile outreach and at barrier-free shelter clinics in Detroit, Ann Arbor, and Ypsilanti. The group also organizes foot care clinics, hosts educational events, and manages an elective course for clinical medical students. ▶

Democracy, Civic & Global Engagement

Democratic principles, institutions, and practices are under assault in the U.S. and around the world. While there is broad agreement that problems exist, there is little consensus about what should be done.

Amid growing polarization and disillusionment, when extreme ideas are finding wider audiences, the need to foster balanced, productive, respectful discourse is more important than ever, as is the urgent need to encourage active participation in our communities and our government.

We believe that an informed, engaged citizenry is vital for these interactions and for a thriving democracy. U-M is enthusiastic about reinvigorating civic engagement—among students and the wider community.

As a public institution with a deep commitment to and history of community leadership, student involvement, and service to the public good, the University of Michigan is strongly positioned to take on this challenge. U-M's excellence at scale—across disciplines—makes us uniquely poised to achieve this vision, both in the classroom and in experiential settings, from local partnerships to global initiatives.

From reinforcing the vital role of the arts in challenging the way we perceive and experience the world to the critical function of journalism to illuminate truths and prompt accountability to the essential work of public policy, law, science, business, and other disciplines to research, validate, and offer frameworks, Michigan will inspire a renewed commitment to civic engagement.



U-M's active 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 via associations like the Ginsberg Center for Community Service and Learning.

Community activists and leaders working to draw attention to poor air quality in the 48217 zip code in Detroit teamed up with Penny W. Stamps School of Art & Design Professor Joe Trumpey (MFA '92) and his students to create a series of murals that raise awareness of the ongoing issues residents face daily.

At the Gerald R. Ford School of Public Policy, Conversations Across Differences and the Resilient Democracies initiative bring together speakers who bridge ideological and identity gaps and provide constructive debate on policy issues that affect our communities and the world. Additionally, new curriculum and leadership training, along with co-curricular programming, encourages students to build skills in communication, critical thinking, leadership, and teamwork.

Each July, Ford School alumni, students, faculty, staff, and friends gather in memory of former president Gerald Ford (AB '35, HLLD '74) on or near his birthday (July 14) to socialize, network, and, most importantly, celebrate what binds them together—their collective Ford School experiences. ▶



TOGETHER WE CAN

- Expand our community's understanding of democratic practices and principles and equip students with the necessary skills to advocate for equal and active democratic participation among all citizens.
- Elevate the quality of public conversation at U-M by providing spaces and opportunities for respectful and meaningful dialogue to flourish—where every voice matters and where the principles of free speech and mutual respect are upheld across all our communities.
- Ignite a passion for civic action in U-M students by providing opportunities, resources, and support for service learning, community collaborations, and partnerships to enable 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.
- Harness the immense power of the arts on campus to help students come together across differences, and strengthen empathy for people with different points of view.



U-M enthusiastically embraces its responsibility to stimulate and support a wide range of ideas and model how to constructively engage with varied viewpoints as part of our commitment to nurturing a diverse, equitable, and inclusive community. We are enhancing 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.

◀ *A nonpartisan coalition across all three U-M campuses, UMICH Votes focuses on getting students to the polls. At engagement events like this one at Michigan Law, volunteers help students navigate the voting process and understand why their votes matter. The coalition includes a student organization called Turn Up Turnout; Creative Campus Voting Project based in the Penny W. Stamps School of Art & Design; and partnerships with the University of Michigan Museum of Art, the Ginsberg Center for Community Service and Learning, and the Ann Arbor City Clerk's Office.*

DUSTIN JOHNSTON, MICHIGAN LAW



◀ *“Hey, We Need to Talk!” is a social practice artwork at the University of Michigan Museum of Art that invites honest, courageous, common sense dialogue with people who might not share the same worldview. Artist Philippa Pham Hughes delves into what it means to be American, aiming to strengthen democracy through art-driven conversations that can repair the social fabric of our country. Hughes facilitates discussions against a backdrop of vibrant state flower wallpaper designed by artist Ouizi that symbolizes national unity and the diverse beauty found across America.*

MARC-GREGOR CAMPREDON, OFFICE OF UNIVERSITY DEVELOPMENT

Sustainability & Climate Action

Climate change and environmental degradation are among the most devastating crises of our time, creating existential risks to the Earth's life-support systems and our ability to thrive. The drastic impacts of climate change are no longer a distant menace, but instead an ongoing emergency happening daily at an accelerated rate. What's more, these challenges affect marginalized and under-resourced populations and habitats disproportionately—with dire consequences for all.

With Michigan's vast resources and profound mission as a public university, we are committed to being a major force in building sustainable climate resilience, halting further climate change, addressing its effects on human health, and educating the workforce that will lead in these efforts. Strong collaborations with our vast network of major public- and private-sector partners will further facilitate and accelerate our developing solutions that are needed today.

Harnessing our capabilities as a leading research institution, we can take on the defining environmental challenges of our time, from rising temperatures to extreme weather, biodiversity loss to fragile food systems and water quality, outdated transportation and energy technologies, and more. And, with our own commitments to carbon neutrality and campus sustainability, our campuses will be examples and proving grounds for many exciting sustainability practices for the future.

A greener future is a prosperous one, and we are providing researchers and entrepreneurs guidance to successfully commercialize their findings through efforts like the Erb Institute for Sustainable Global Enterprise. It's the right thing to do for our planet and for our 21st-century economy.

Rebecca Toniazzo, associate professor of biology at UM-Flint, and collaborators are studying the effects of replacing turf-grass lawns with native plants. Funded by the U.S. National Science Foundation and Paul G. Allen Family Foundation, the project aims to bolster pollinator support, water filtration, and carbon sequestration in urban areas. ▼





TOGETHER WE CAN

- Lead the effort to mitigate climate change through groundbreaking research, revolutionary education, model campus operations, and creative programming designed to increase resilience, minimize avoidable impacts, and inform and influence policymakers at every level.
- Lay the educational groundwork for all students to become environmental stewards, regardless of their chosen profession, and educate our community to understand our impact on the environment and aspire to help protect it.
- Collaborate across disciplines to unlock new technologies and generate just and sustainable solutions in areas critical for preserving the planet, including energy, transportation, construction, and food and water insecurity.
- Partner with the state of Michigan in a significant way to protect the Great Lakes.
- Deepen our commitment to environmental justice, working with local, national, and global partners and communities to create action-oriented strategies that have real and sustained impact.

In 2024, the College of Literature, Science, and the Arts launched the Year of Sustainability to center and support campus climate goals by evaluating actions to advance sustainability and carbon neutrality through teaching, college culture, research, operations, facilities, and more. We recognize the need to employ a holistic approach to cultural change, including altering practices of consumption, energy usage, and the pivotal role the arts and humanities play in this work.

◀ *For more than 100 years, the U-M Biological Station has hosted scientists and students to explore and examine the natural world while addressing issues related to organisms and the environment in Michigan's Northern Lower Peninsula. Visiting students are challenged to develop their own research projects as they learn from the land, instructors, and each other.*



The U-M Water Center addresses critical and emerging water resource challenges through user-driven research. The 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.

◀ *The Global Center for Understanding Climate Change Impacts on Transboundary Waters is an international effort to strengthen the climate change resilience of vulnerable communities spanning international boundaries and jurisdictions. The center is now focused on the Great Lakes region—with an emphasis on Indigenous communities—and will expand its work to other North American multinational watersheds and beyond.*

Campus Plan 2050 lays the ground-work for how U-M will sustainably evolve the Ann Arbor campus to provide the living, learning, and working environments necessary to fulfill the university's strategic vision. U-M began accounting for its greenhouse gas emissions in the 2000s and committed to reaching carbon neutrality by 2040.

U-M is home to more than 100 sustainability-focused student organizations, covering everything from food security to electric cars and clean water. Students for Clean Energy promotes renewable energy on campus and, through the Planet Blue Student Innovation Fund, helped establish solar-powered charging stations at the Life Sciences Plaza. ▶



MARC-GRÉGOR CAMPREDON, OFFICE OF UNIVERSITY DEVELOPMENT

Our Core Commitments

As one of the country's leading research universities, dedicated to academic excellence and to serving the public good, we embrace our unique ability to take on society's biggest challenges and work toward solutions to make the world a better place. To fully realize this goal, we will make strategic investments in core commitment areas that will advance our mission and affirm the role of higher education in society well into the future.

- Supporting students with the resources they need to thrive and succeed at U-M and providing an exceptional educational experience that supports intellectual growth and prepares them to be tomorrow's leaders.
- Engaging with the arts as an essential part of academics and a creative catalyst for learning and engagement.
- Fostering a campus culture of inclusivity so every member of our community feels they belong and where a diversity of ideas and perspectives enriches our programs and practices.



student experience



Students at U-M are a special group. With a rare combination of passion, insight, and commitment, they are compelled to change the world—and they can!

That's why we are committed to ensuring all students have the resources they need to succeed and to thrive.

Unfortunately, financial need can be a real barrier to a Michigan education for many talented students. We know that talent and ability are spread widely across society, but opportunity and means are not. Scholarship support can provide the resources needed to allow these students to pursue their dreams and experience the life-changing education U-M provides.

Endless possibilities and experiences await these amazing students once they arrive on campus. Internships, global study, student organizations that will make their academic journey and career path even stronger. Classes that will challenge and inspire them, and prepare them to excel in their chosen fields.

Finding community, reinforcement, and guidance for everything from social connections to mental health support is essential if students are to not just succeed, but flourish—making the absolute most of their time at Michigan and going on to make the world a better place when they leave.

Students are at the heart of everything we do. And we want the best students in our state, nation, and world, from a variety of backgrounds and life experiences, to choose to come to U-M knowing they will be supported financially, academically, and with regard to their health and well-being.

This strong, comprehensive, and uniquely Michigan support system is fueled by philanthropy—by your uncanny ability to discern a particular need or determine a unique opportunity, and step in to help in ways that will make an extraordinary difference in the lives of Michigan students. Together, we can continue this commitment to cultivate an ecosystem on campus that promotes growth and vitality, and that fosters an exceptional learning environment for all U-M students.

the arts



The arts play a vital role in our lives. They illuminate the human experience and show us connections we may not have realized. They help us examine and challenge our own perceptions about each other and the world around us. They show a unique way of thinking, approaching issues, and solving problems. They enrich our lives by providing beauty and joy.

As we reframe the role of the arts at U-M as an essential component of our academics, we tap into creative thinking as a catalyst for research and scholarship, innovation and learning, building a sense of community and wellness. Creativity and imagination are fundamental to discovery in all disciplines, from the humanities to STEM to social sciences and more. And connecting the power and potential of the arts to the entire university will dramatically advance the inspiration and insights needed to address our biggest challenges.

The Arts Initiative will make the arts central to the university's identity and mission by expanding access to the arts on campus and beyond, activating the arts in student learning, and integrating the arts into research across disciplines.

Engagement with the arts is already creating extraordinary experiences on campus. A cross-disciplinary mural project in the Department of Nuclear Engineering provided STEM students with a vibrant, creative, hands-on art-making outlet beyond their research. Sophie's Place at C.S. Mott Children's Hospital provides a music therapy environment for creative expression and solace for patients and their families throughout the healing process.

Recognizing that the arts belong at the very heart of this world-class research university, we seek a more expansive arts foundation reaching across the breadth and depth of our campus. This goal can truly make the arts a distinctive identifier of the University of Michigan: a force of imagination that stretches the boundaries of knowledge, that gives our work deeper meaning, and that better connects the campus community to our mission of service and our shared global humanity.

diversity, equity & inclusion



PHOTO BY SYDNEY VERLINDE

The principles of diversity, equity, and inclusion are woven into the fabric of everything we do at U-M and are inseparable from our deeply rooted dedication to academic excellence in service to the public good. We are committed to maintaining a community where the variety of human experiences, perspectives, and backgrounds are respected and celebrated; where campus members can feel they belong and that their participation is welcome; and where all have opportunities for growth and success.

We know—from scholarly research and from our own history—that a range of opinions and of identities is essential to advancing knowledge. This also helps our students, alumni, faculty, and staff to use their Michigan experiences to make positive contributions to society.

Support of programs specifically designed to expand opportunity and a sense of belonging is crucial. Wolverine Pathways, for example, confronts the barriers that limit the college aspirations of students from under-resourced communities. The Go Blue Guarantee funds free and reduced tuition for qualified, in-state, undergraduate students. The Spectrum Center is dedicated to supporting the university's LGBTQ+ community.

Equally as important are initiatives whose missions include these principles, like working toward environmental justice in climate action, promoting equitable access to health care, bridging disparities in quality K-12 education, and supporting awareness around religious and cultural bias and oppression that impact our society.

U-M is a leader in advancing positive cultural transformation on our campus and beyond. As an institution of higher learning, we are a place for civic engagement around a diversity of ideas, a place where all differing viewpoints are welcome. We are open to challenging conversations and welcome ideas from all backgrounds on global and local issues. With your support, these efforts will continue to foster a community that reflects our vision and values, and will improve the experiences of everyone who interacts with the university.

for what's next ▶
Look to Michigan

Today, we find ourselves at the threshold of a transformative time. The opportunities before us have more tremendous possibilities, and the choices we make are more consequential than ever before.

This is a unique moment for the University of Michigan. Leadership is strong, unified, and visionary. The **Look to Michigan** campaign priorities align with the university's Vision 2034 and Campus Plan 2050, supporting the future of the university in its mission to serve the public good.

We turn to you, our philanthropic leaders, to join with us and propel that vision forward.

Together, we have the potential to make a dramatic impact on the future of U-M and its impact on the world. **M**



for what's next ▶ **Look to Michigan**

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