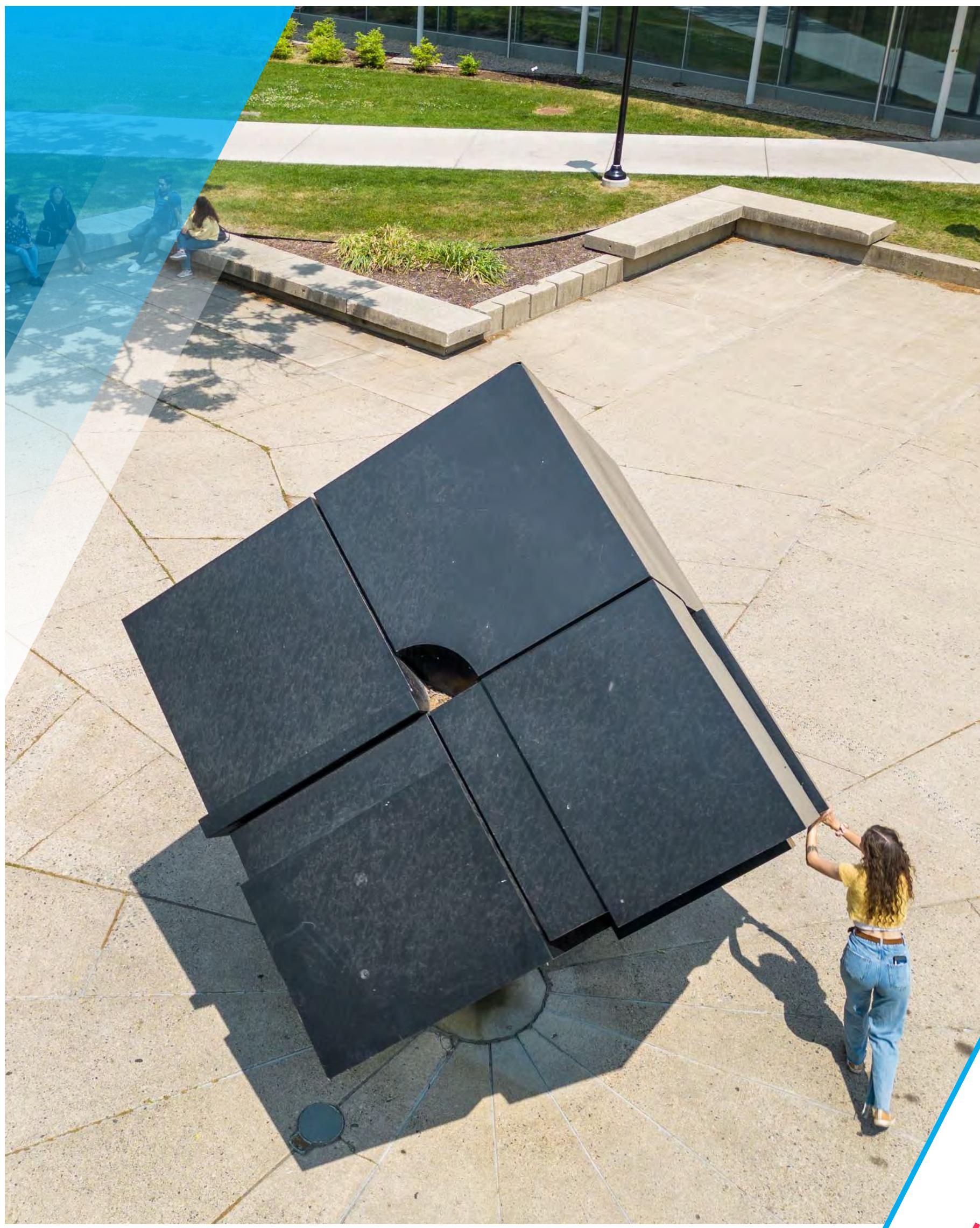
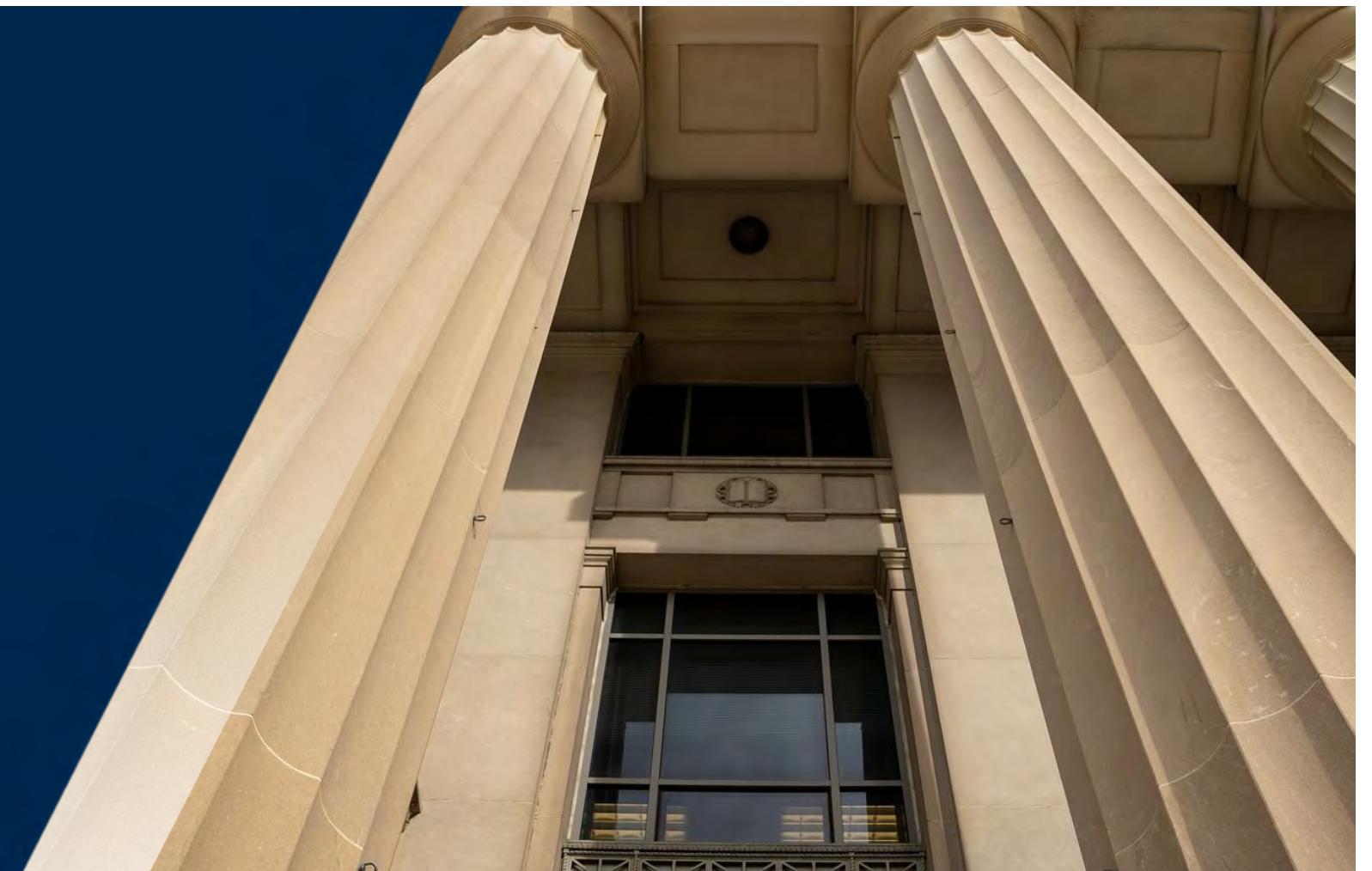


The Liberal Arts are the Launchpad

Embedded at the center of the University of Michigan since its founding in 1875, the College of Literature, Science, and the Arts (LSA) sets the standard in liberal arts and sciences teaching, foundational knowledge, and research.

Students excel in the rigorous educational environment that LSA champions, guided by empathy and steered by a dedication to addressing the pivotal global issues of our time—and the great questions of all time. By intertwining liberal arts and sciences, we attract top students, faculty and researchers, and nurture leaders equipped with both critical thinking skills and a humanitarian perspective.

For more than 150 years, when the world has looked for answers, it has looked to Michigan—and to LSA.



As a public liberal arts college, LSA's mission is twofold:

- 1 To push the boundaries of what is understood about human experience and the natural world.
- 2 To foster the next generation of rigorous and empathetic thinkers, creators, and contributors to the state of Michigan, the nation, and the world.

The college's core excellence is derived from our people—the students, faculty, and researchers who explore the human and natural worlds with a **rare combination of wonder and intellectual rigor**.

for the foundational knowledge and experience to ignite purposeful change.

Look to Michigan.

WITH NEARLY

20,000 current undergraduates

2,700 graduate students

235,000 living alumni

LSA is the largest and most academically varied of the University of Michigan's nineteen schools and colleges.

We deliver an education that prepares students for rich lives and meaningful careers, and for continuing to make discoveries that help us reimagine the world and ignite positive, purposeful change that benefits all. LSA's diverse intellectual community and extensive network of alumni and donors are **leaders, creators, and contributors** who are making a difference in virtually every field of human endeavor, from medicine and public health, to education, consulting, law, marketing and advertising, politics, technology, arts and entertainment, and research, and working in every part of the world, on every continent.



True to its mission and legacy, LSA's scope prompts undergraduates to take a wide-ranging, interdisciplinary, evidence-based approach to understanding the world we live in, and the experiences of all those who live in it along with us. We offer **more than 85 majors and sub-majors** and over **100 minors in 41 academic departments** across the humanities, the natural sciences, and the social sciences.

Eighteen of LSA's graduate programs are ranked among the top five in the nation, and three of those, the social sciences American Politics, Historical Sociology, and Social Psychology, are ranked number one.

100% of LSA tenure-track faculty actively teach undergraduates. LSA undergraduates are also encouraged to engage directly with the wider world, to participate in experiential learning, and to embrace global perspectives through one of **over 120 global study-abroad learning opportunities in 45 countries across four regions of the world**, as well as international research trips and internships. Students can study more than 50 languages, including many less commonly taught languages like Ojibwe and Yoruba.



NEARLY **Half**

of U-M's 25
Fulbright Scholars
in 2022-23 were
LSA students

LSA's academic and intellectual breadth is rivaled only by its depth; its global influence is felt in every field of study. LSA is consistently among the top-producing institutions for the prestigious Fulbright grant to fund overseas research.

Of 15 U-M
Fulbright Scholars
in 2021-22

9
WERE
from LSA

LSA faculty from each area of the liberal arts have recently been awarded impressive and sizable grants from the Mellon Foundation, the MacArthur Foundation (Genius Grant), and the Guggenheim Foundation for their groundbreaking projects on digital social and racial inequalities; addressing racism, inequality, and injustice affecting Black and indigenous populations; food-gene interactions; political philosophy; and increasing communities' and citizens' engagement with the arts to improve knowledge about contemporary cultural controversies and concerns.

The college's six research museums—which preserve millions of specimens that represent the collective work of thousands of scientists over more than 100 years, in anthropological archaeology, natural history, paleontology, zoology, pathogens and infectious diseases, and plant and fungal diversity—serve as valuable teaching, training, and research resources, and attract scholars from around the world.



Look to Michigan.

When the world looks to Michigan for foundational knowledge, it looks to LSA

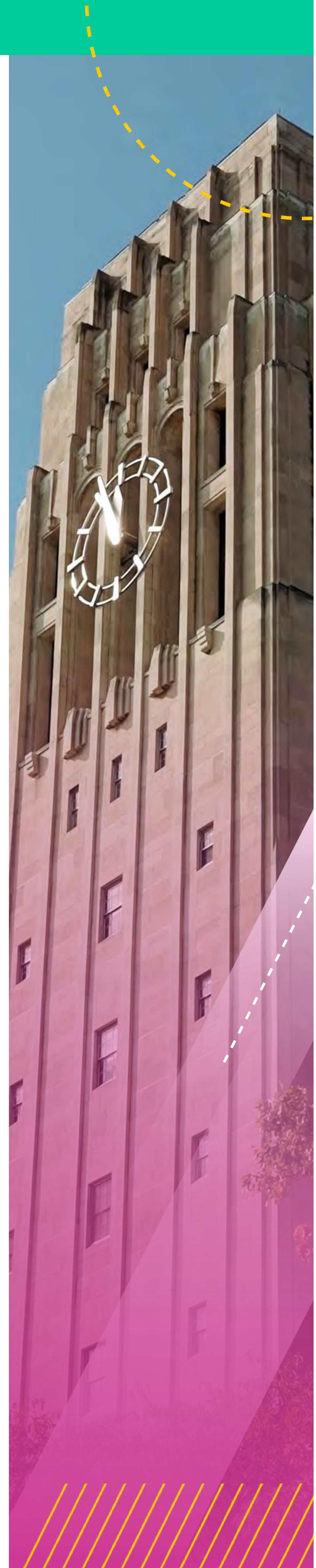
At LSA, the liberal arts and sciences provide a unique foundation for solving complex problems. The essence of LSA's approach is evident in our curriculum, which draws from the humanities, social sciences, and natural sciences to create a fusion of knowledge that transcends traditional boundaries.

Students bring to LSA an enthusiasm to learn, a wealth of knowledge, and rich lived experiences. Through further exposure to an array of cultures, academic disciplines, and some of the greatest scholars in their respective fields, we encourage them to think critically, creatively, and ethically, and to ask the hard questions. We commit to understanding our role and relationship within society and the universe, fostering knowledge that not only observes the world but also has the courage to confront and improve it.

When the world looks to Michigan for the human and the humane, it looks to LSA

LSA is committed to an educational experience that aims to support students from a wide range of academic and social backgrounds and give them the space to explore their academic interests, delve into their passions, and discover and channel their purpose into meaningful action. Central to LSA's ethos is the recognition that without a multitude of perspectives, our journey toward discovery and impact is incomplete.

Grounded in our mission is the effort to ensure that LSA is a place where its people (including students, faculty, researchers, and staff) fully represent the world, are academically inspired and professionally challenged to do their best work, and can thrive personally, while making their world a better place for all who live in it.



Look to Michigan.

When the world looks to Michigan for visionary teaching and high-impact learning, it looks to LSA

LSA is known for our ability to predict emerging needs and meet the challenges and opportunities of the ever-changing academic landscape head-on. Through comprehensive support for students that goes beyond academic guidance to include mental health, well-being, and preparation for life after graduation, we are cultivating informed citizens who are equipped to forge a new path forward with the resilience and understanding of the human condition that a robust liberal arts education provides.

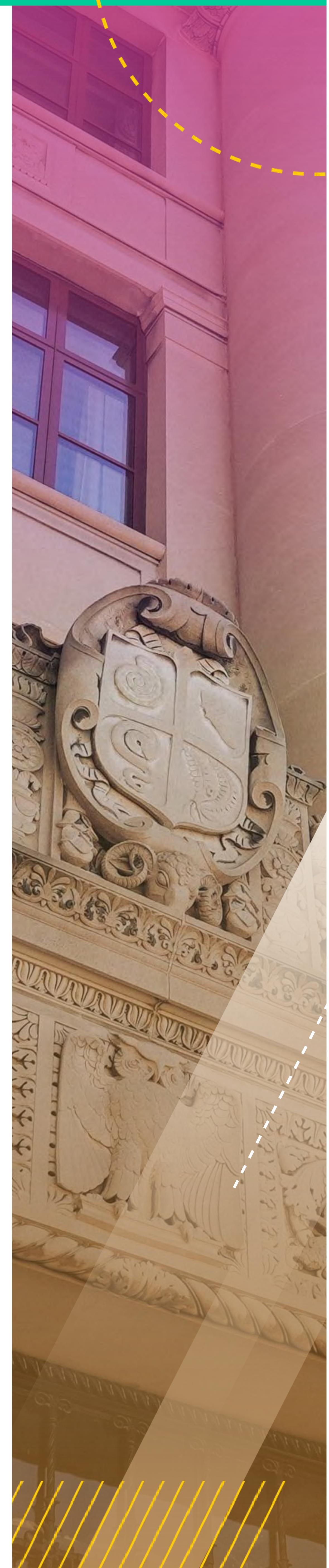
We have set new standards in higher education by redesigning the way we educate students, to make learning experiences more engaging, inclusive, and equitable. Of the many visionary programs piloted in LSA to allow every student to further explore their interests and thrive in their chosen disciplines, some notable examples have been adapted and emulated by other institutions, impacting the lives of college students at a much larger scale:

The Kessler Scholars Program, now a leading nationwide support model for first-generation college students, eases the undergraduate experience for first-gen students by providing comprehensive support through wrap-around, multi-tiered services to ensure students' success from admissions through graduation.

The Program on Intergroup Relations (IGR) blends theory and experiential learning to facilitate students' learning about social group identity, social inequality, and intergroup relations.

The Undergraduate Research Opportunities Program (UROP) creates research partnerships between undergraduate students, who bring distinct skills and perspectives from their different backgrounds, and U-M researchers and community partners and organizations, to help students gain research competency.

The Foundational Course Initiative (FCI) aims to address structural inequities, disparate outcomes, and historical exclusion in foundational courses that act as the gateways into a field of study to ensure engaging and deep learning experiences for all students.



Our Look to Michigan campaign goals will sustain and expand LSA's ability to provide a life-changing education:

- Eliminate Student Financial Need
- Enrich the Student Experience
- Support Transformative Teaching,
Research, and Programs



As one of the nation's leading liberal arts colleges,

LSA has the responsibility to enable equitable access for all talented students, as well as achieve evidence-driven support of their well-being and academic success. We are poised to take the bold strides necessary to ensure that promising students can access an LSA education and thrive here, and to advance LSA's excellence as a community where every voice is heard, every potential is realized, and every achievement contributes to a more equitable society—a society that benefits from the collective success that springs from the University of Michigan campus. We are committed to connecting our rich past to a boundless and bright future, and to ensuring that LSA's strong legacy of making a powerful and positive difference in our nation and the world endures.



At the close of our last capital campaign, Victors for Michigan, **39,000 donors made gifts totalling an historic \$559 million to LSA**. Since then, we've increased awards of student scholarships, improved facilities, attracted more of the best and brightest faculty, and increased the depth and breadth of our research across the liberal arts and sciences.

With an overall fundraising goal of \$750 million in the Look to Michigan campaign, we can do more.

PRIORITY

Eliminate Student Financial Need



While every LSA student's path to graduation and employment is different, the inability to afford college without financial aid is a reality that many students share. Providing access to an LSA education for students with financial need remains a critical priority. The cost of a college education in the United States continues to rise, and state support for public institutions like U-M has, for decades, not been keeping up. In the last academic year, over 2,600 LSA students (two out of three) received financial aid to help pay for their education, through a combination of scholarships, loans, and other financial aid. **Our goal is to meet the financial need for all admitted students.**



Donors have already made a huge impact in this area, by making possible the Go Blue Guarantee and substantial LSA-based scholarships. However, a sizable number of admitted students have financial need that we simply cannot afford to cover. We need to close that gap.

To cover annual unmet need would cost \$11-\$13M a year, which could be covered by endowment funds of \$250-\$300M.

That is an ambitious but achievable goal. Donors in the Victors for Michigan campaign gave \$279 million to student support, moving us significantly closer to that objective. To eliminate *all* student need *including* loans, we need to raise \$1B in endowment support—a longer term ambition.

Higher education is one of the greatest drivers of social mobility, and financial aid plays a crucial part in making higher education more inclusive for students from all socioeconomic backgrounds. Donor support for scholarships levels the playing field, making it possible for students to take full advantage of their LSA education and graduate without the crushing debt that can limit their ability to pursue work that matters to them and to the world.

By reducing the financial barriers to attending LSA and the amount of debt students face after graduation, we can attract and support students with a broad range of backgrounds and financial circumstances, ensuring that LSA is a vibrant microcosm of the world.



PRIORITY

Enrich the Student Experience

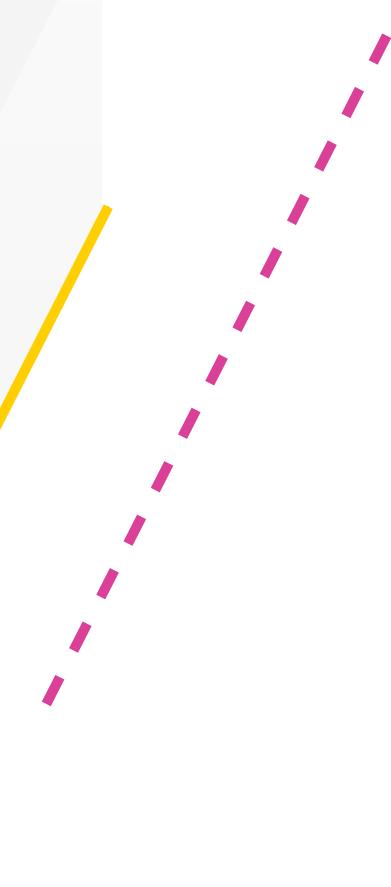


It is also crucial that all students receive sufficient financial support to allow them the freedom to fully immerse themselves in their LSA education. They must have ample opportunity to engage in academic research; spend a summer gaining valuable experience at an internship; study in another country or in an immersive off-campus learning environment, such as the University of Michigan Biological Station, the Camp Davis Rocky Mountain Field Station, and the New England Literature Program on Lake Winnipesaukee in New Hampshire (NELP); travel to do field research; join and lead student organizations; advocate for causes they believe in; and develop their leadership skills—ensuring a comprehensive and enriching educational experience for every student. Participation in these activities is more challenging if the majority of their time outside of class or in the summer is spent working to pay for college or worrying about debt.

1. Wraparound Supports

LSA has a lot to offer students and is committed to ensuring that all students, especially those who are first-generation, transfer, non-traditional, and from under-resourced schools or communities have access to staff, programming, events, and other opportunities that are tailored to their needs and experiences. From long-standing programs like Comprehensive Studies and Kessler Scholars, to the five-year-old U.P. Scholars Program, and the new LSA First-Gen Commitment, LSA strives to continue to expand its nationally recognized leadership in providing spaces and services that truly bolster student success. Students who participate in these cohorts consistently agree that they ease their transition to college, increase feelings of belonging on campus, and help them more smoothly navigate their undergraduate years all the way to graduation.

Among LSA initiatives to increase accessibility and awareness of post-secondary education that have been recognized for their excellence are Transfer Bridges to the Humanities. The program—for community college students who wish to study the humanities and humanistic social sciences for two years at Henry Ford College in Dearborn, Michigan, and then transfer to LSA—was awarded a \$2.75M grant from the Mellon Foundation. A newer initiative, LSA's Intend to Attend (I2A) program, supports any Michigan student in grades 8-12 interested in exploring their options for continued learning after high school with digital tools, personalized coaching, and interactive learning experiences. Through Look to Michigan, we can accelerate the development of innovative solutions like these that address students' needs from multiple angles, and allow us to create additional pathways and foster partnerships that increase access to higher education.



2. From Interest to Purpose

LSA fosters students' ability to connect what they're studying to their career and life goals. The LSA Opportunity Hub, housed in the LSA Building Addition, hums continually with students who visit to have their headshots taken, and to participate in special courses on finding and maximizing internship opportunities, resume workshops, and one-on-one coaching. Semester-long residence programs like Michigan in Washington and Semester in Detroit give students immersive hands-on, community-based experiences. Undergraduate research opportunities demystify academic research and expose students to the wide-ranging effects research can have on societies and environments. By helping students understand the value of their education and its potential impact, we embolden them to become changemakers in their communities and beyond. With Look to Michigan support, LSA will continue to hone and develop programs like these that mentor and guide students, connect them to real-world challenges and experiences, and provide them with additional tools necessary to find and pursue opportunities after graduation.

3. Well-Being

In LSA we prioritize the well-being of our students and strive to support their mental health and personal growth. LSA students are high achievers who possess a strong work ethic and seek challenging academic experiences. We recognize that such success can be accompanied by stress. We understand that, for students to not only succeed academically, but also thrive emotionally and socially, we must cultivate a culture of student well-being that nurtures individuals to flourish personally so that they can reach their full potential.

LSA's Mental Health and Well-Being Student Advocates are working to help students understand how to take care of their mental health while busy with classes and extracurriculars, as well as advocate for college-wide practices and policies to equitably improve student well-being. But emotional mental well-being is only one spoke on the wellness wheel. While College Consensus ranks the University of Michigan second in the Best Disability Friendly Colleges and Universities category, we also know there is still much work to do in this important space. LSA has recently established Disability Navigators, a pilot program to identify and address workplace issues that impact LSA community members with disabilities. Just as vital to emotional and mental well-being are safe, accessible spaces and vibrant opportunities to connect, relax, and study; organized peer and alumni mentoring; responsive academic advising; and tutoring and academic support services. Look to Michigan can help us rise to the challenge of expanding and supporting programs and resources that promote wellness in every aspect of an individual's life.

PRIORITY

Support Transformative Teaching, Research, and Programs

1. Groundbreaking Research

LSA is a research powerhouse, making scientific discoveries, advancing knowledge, influencing policy, establishing societal initiatives, and driving positive change on a global scale. Every day, faculty and researchers are pursuing groundbreaking discoveries and innovative solutions across various fields, including sustainability and social justice. The Collegiate Fellows program has been expanded to include mid-career scholars from nontraditional backgrounds and pathways, who bring expertise, insight, and scholarly understanding of communities that are underrepresented or marginalized in higher education to make innovations in the college's scholarship.

LSA researchers are exploring everything from the link between fish pee and global food security, to our link to the universe with the help of the aptly named Extremely Large Telescope (ELT). Recognition of LSA's faculty research excellence is evident in every area of study, from a prestigious \$75,000 Sloan Research Fellowship awarded to mathematics faculty Sarah Peluse, one of three (out of 126 nationwide) made to U-M faculty in 2024; to the (one of only 13 nationwide) 2024 Mellon Foundation New Directions Fellowships, which comes with \$300,000 to support scholarly research, awarded to Ava Purkiss in American Culture; and assistant professor of astronomy Lia Corrales' Cottrell Scholars award, with a \$120,000 grant, which recognizes exceptional teacher-scholars in the sciences each year (19 were awarded in 2024).

Look to Michigan support for research will continue to leverage the revolutionary discoveries that are being made in LSA to obtain even greater funding through grants. Support for research will also help build and maintain labs; fund attendance at conferences where our researchers connect, collaborate, and share their discoveries; enable researchers to plan and conduct field research around the globe; and provide access to international archives.



2. Professorships

Many of the most highly regarded academic departments at the University of Michigan reside in LSA. Professorships play a vital role in attracting top faculty, advancing research and innovation, and enhancing the learning experience for students. Recent new professorships in the Departments of History of Art; Communication and Media; and Film, Television, and Media are continuing to elevate the level of teaching and research, innovation, thinking, and learning we do in LSA.

Look to Michigan will help LSA recruit talented scholars and recognize outstanding faculty in key disciplines whose work is essential to our mission as a liberal arts college.

Our Look to Michigan campaign goals include establishing the first endowed professorships in the Departments of Afroamerican and African Studies, Women's and Gender Studies, and American Culture's Ethnic Studies Programs, which are globally recognized centers of academic excellence. Such professorships will cement LSA's place at the forefront of original scholarship in these areas, expand the college's lasting and meaningful impact on society, enhance reputation and academic standing and propel the departments to national prominence, and strengthen partnerships with other academic institutions.

3. Programs and Departments

Support of department and unit priorities is intrinsic to the success of the college. With programs that are among the best in the United States (including 45 programs ranked in the top ten), LSA sets a high bar for excellence in enabling students and faculty to "follow their wonder" and delve deeply into their fields of study—through established departments and new programs alike. In response to student interest in computing and programming, LSA established the Program in Computing for the Arts and Sciences (PCAS), offering two new minors that teach students to understand the task of software development, know the language and specialty terms of programmers, and facilitate communication between software developers and other parts of an organization.

Look to Michigan will help LSA maintain (and increase) the strength of our departments, each of which sets its own unique priorities, ensuring that LSA can continue to recruit top faculty and postgraduate talent, attract undergraduate applicants, and secure grant funding.

4. Sustainability

Every field in LSA has a role in understanding and responding to the world we encounter to create more sustainable environments. For example, LSA chemistry professor Anne McNeil's work studying how microplastic pollution is plaguing the state of Michigan and the Great Lakes, which was expanded with a \$2 million grant from the National Science Foundation in 2020, led to a 2024 public museum exhibit, *Microplastics: Here, There, Everywhere*, at the Dossin Great Lakes Museum in Detroit. The exhibit asks visitors to consider, *"How do these microplastics end up in our drinking water – what effect could this have on our health?"*

Sustainability is so important that we've declared 2024 as LSA's Year of Sustainability

We are supporting all manner of research, curriculum development, and university-wide initiatives that promote a culture of sustainability, to help achieve the goal of carbon neutrality on campus and address global climate change. From covered bike racks to new Biological Station programs, support for this work extends beyond the natural sciences to the social sciences and humanities to ensure that the reach of our work can be felt more widely, beyond the state of Michigan, and its impact more broadly, stretching into communities that face the most negative consequences.



PRIORITY

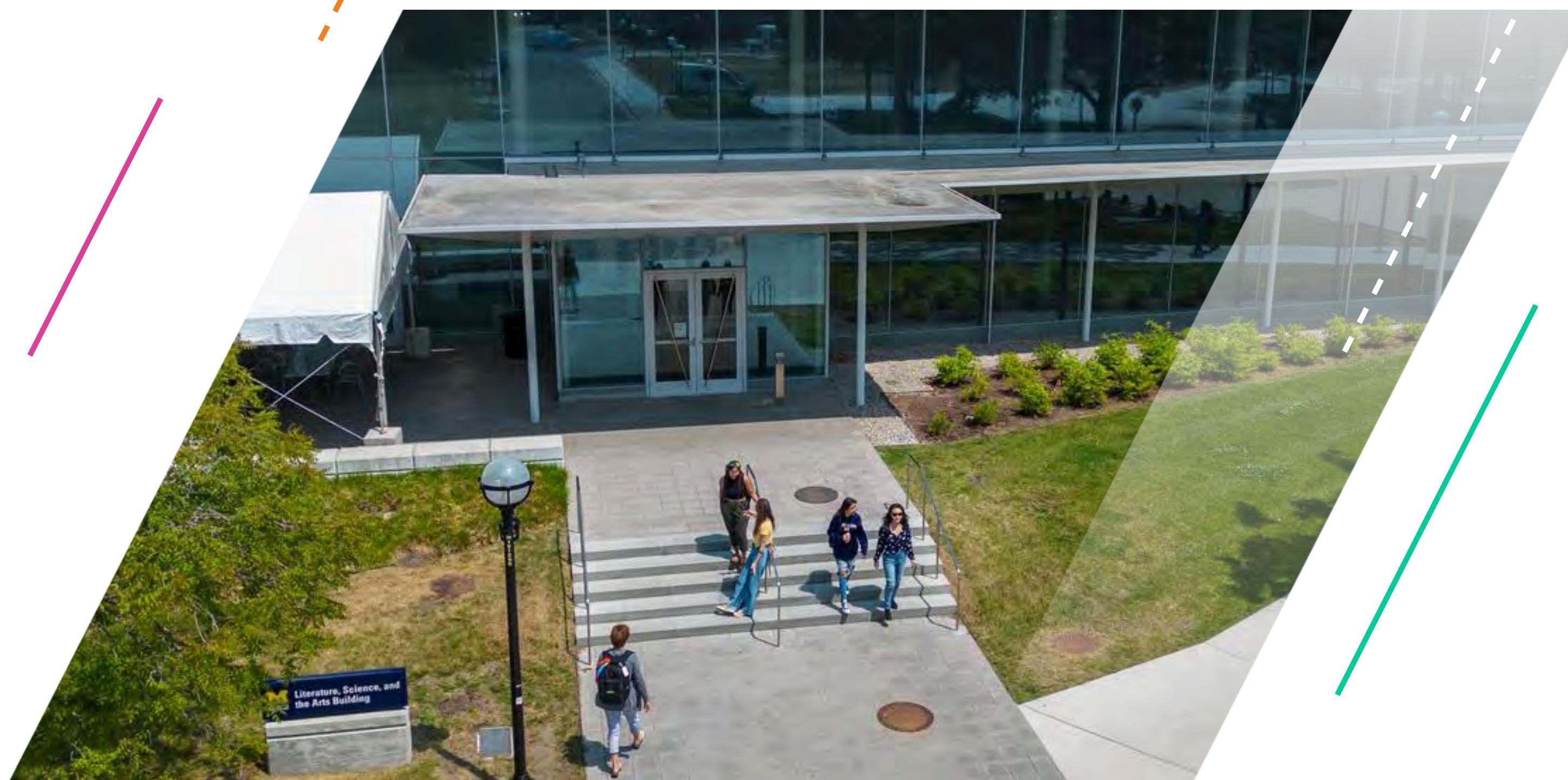
LSA Dean's Strategic Initiatives Fund

The College of Literature, Science, and the Arts has long been a leader in liberal arts excellence. LSA research pushes the boundaries of our understanding of the human experience and the natural world, to help support the collaborative effort of envisioning and shaping a better future. LSA teaching leads students to explore their interests through free and wide-ranging exploration while making an impact. With this foundation, LSA students, faculty, and alumni harness the power of wonder to make the big discoveries and to impact positive transformation in our local communities, the state of Michigan, the nation, and the world.



The unrestricted Dean's Strategic Initiatives Fund gives college leadership the agility to invest in enterprising and original ideas that bring the vision of the college to life quickly.

Recently, the fund has set in motion several new ideas that impact the college in diverse ways. We launched the Meet the Moment Research Initiative in 2022, investing nearly \$9.2 million in interdisciplinary, faculty-led research on incarceration, sustainability, and climate change.



Look to Michigan for a lasting legacy.



As we draw upon the vision of our extraordinary impact,

it's clear that every gift, no matter the size, has the power to advance our mission. Together, we can secure LSA's leadership position among public institutions in providing access to a world-class, purposeful education—furnishing students from all walks of life with the knowledge, competence, and support to become the changemakers the world needs; fostering a culture of well-being and inclusivity that inspires and challenges all in our community to do their best work; and driving innovation and discovery through liberal arts and sciences collaboration.



It isn't simply about preserving LSA's position as a renowned institution—it's about forging a lasting legacy that echoes in the lives of countless individuals. Your generosity—as a donor, a volunteer, an alum, parent, or partner—becomes part of a collective force that fuels innovation, sharpens thinking, and enriches learning; it's an investment in a brighter future sculpted by the finest teachers and researchers. Together, through Look to Michigan, we are emboldened to reach new heights, tackle imminent challenges, and unlock the full potential of the human spirit.

for what's next ▶ Look to Michigan

**When the world looks to Michigan,
it looks to LSA.**