



Maryland Institute College of Art  
Vice President for Academic Affairs and Provost  
Baltimore, Maryland

## THE SEARCH

Maryland Institute College of Art (“MICA”) invites nominations and applications for the position of Vice President for Academic Affairs and Provost (“provost”). This is a compelling opportunity for a strong, visionary, and experienced academic leader to guide the nation’s oldest continuously degree-granting college of art into the future of art and design education as the college approaches its bicentennial year in 2026.

Reporting directly to the president, the provost will join MICA at a time of transformation with a newly adopted Strategic Plan 2022-2027 that embraces a model of integrative education. The next provost will have the opportunity to assess and adapt the strategic plan to meet evolving needs. MICA’s provost position will reward a forward-thinking leader who envisions a contemporary art and design education enlivened by civic, entrepreneurial, social, cultural, technological, and cross-sector literacies and practices. The recent history of MICA has been marked by its dynamic and ongoing shift from a largely residential college to a more agile site of curricular and pedagogical innovation at a pivotal moment in higher arts education specifically and higher education generally. MICA’s institutional change recognizes the importance of demonstrating educational return on investment, and is responsive to the intersectional 21<sup>st</sup> Century challenges and opportunities nationally and internationally.

The provost will work with faculty, staff, and the administration to reinvigorate MICA’s curriculum and, through exemplary work at MICA, help shepherd in a new educational era for the field. The provost’s work will provide students the opportunity to explore what it means to be global citizens who do, create, make, and challenge problems to find solutions.

As leader of the faculty, MICA’s Provost will be a mission-driven and collaborative team builder with a proven track record of working effectively with faculty across the disciplinary and interdisciplinary spectrum of art and design education. The role calls for a candidate with evidence of activating the professional development of a diverse faculty in ways that impact and improve the quality of student education and their post-graduate outcomes. Through

expertise in and respect for shared governance, the provost will help ensure a meaningful partnership between the administration and faculty.

For more than 195 years, MICA has served some of the most talented students and faculty across the nation and around the world in a creative, energized and intellectually stimulating learning environment. With nearly 2,000 full-time students enrolled in undergraduate and graduate programs, MICA's beautiful urban campus features over 30 buildings made up of studio, classroom, exhibition, performance, and residential spaces that showcase Baltimore's vast and rich history. MICA offers 19 distinct studio majors and concentrations, 3 liberal arts majors, and 20 graduate degree and post-baccalaureate programs. Students, faculty, staff, and alums are deeply passionate and intimately invested in the legacy of MICA as a leader in art and design education, cultivating a new generation of artists and designers.

The successful candidate will be an experienced and action-oriented leader who is invigorated by the opportunity to build, evolve, innovate, and collaborate with the MICA community. With a demonstrated ability to earn and maintain the respect of exceptional faculty and staff, the provost will join academic and administrative colleagues in maintaining the high quality of education for students while moving the institution forward in national and international prominence. The successful candidate will find personal and professional alignment with [MICA's Mission, Vision, and Tenets](#), and be committed to the MICA's values of [diversity, equity, inclusion, and globalization \(DEIG\)](#).

A search committee of MICA faculty, staff, student, and administrators has been formed to conduct the search, assisted by the national executive search firm Isaacson, Miller. All applications, inquiries, and nominations should be directed in confidence to the search firm as indicated at the end of this document.

## **MARYLAND INSTITUTE COLLEGE OF ART**

Founded in 1826, MICA is at the vanguard of art and design education and among the most highly respected in the world, attracting students from almost all 50 states and over 50 foreign countries. MICA's mission is to "EMPOWER students to forge creative, purposeful lives and careers in a diverse and changing world. THRIVE with Baltimore. MAKE the world we imagine." MICA's vision is "(a) just, sustainable, and joyful world activated and enriched by artists, designers, and educators who are valued for their leadership and imagination."

As the oldest continuously degree-granting college of art and design in the nation, MICA is committed to expanding the role of creative practitioners in contemporary society, including work in sectors such as public health and medicine, entrepreneurship, science and technology, and social enterprise. MICA is a leader among its peers in creative entrepreneurship education and support.

MICA is deeply connected to Baltimore and the community. It is a leading contributor to the creative economy regionally and a top producer of nationally and internationally recognized professional artists and designers. Recognized as an important cultural and economic resource for the City of Baltimore and the Baltimore/Washington, D.C. region, MICA engages in many public and community programs.

Enrolling approximately 1,600 undergraduate and 350 graduate students nationally and internationally. MICA's annual operating budget is approximately \$90 million. The College's MFA programs are ranked in the top 10 by *U.S. News and World Report*, including the graduate graphic design program that is ranked #3 and other top 10 ranking individual graduate programs. For a number of years, the *Chronicle of Higher Education* listed MICA as a leading producer of Fulbright Scholars among specialty schools. It was ranked first in 2008-09 and again in 2012-13. MICA is a member of AICAD ("Association of Independent Colleges of Art and Design"), a consortium of 43 leading art schools and programs in the United States and Canada, and is accredited by MSCHE ("Middle States Commission on Higher Education"). The last MSCHE accreditation visit took place in 2019, resulting in full reaffirmation of accreditation status with the next visit scheduled for 2027-2028.

MICA has recently completed a strategic planning process, picking up the campus community's productive planning work from 2018 to 2020 that, if not disrupted by the ongoing pandemic beginning in early 2020, would have yielded a strategic plan for 2021-2026. The updated Plan will now cover 2022-2027. The Board of Trustees has adopted the Plan. It will serve as MICA's roadmap for institutional development over the next five years, guiding the College through its bicentennial celebration in 2026. The overall objective of the Plan is to position MICA as a global model of integrative education in art and design. Two themes constitute the pillars of the Plan with Theme I focusing on differentiating MICA in educational return on investment, appeal, and relevance, while Theme II focuses on strengthening MICA in institutional access, capacity, and culture. More information on the Strategic Plan can be found at <https://www.mica.edu/mica-dna/strategic-plan-2022-2027/>

### **Academics**

MICA offers bachelor's degree programs in 19 distinct studio majors and concentrations, 3 liberal arts majors, and 20 graduate degree and post-baccalaureate programs, including 5 fifth-year capstone programs. MICA also offers advanced Master of Professional Studies (MPS) programs and an MBA/MA program in collaboration with The Johns Hopkins University Carey School of Business. Additionally, MICA offers a full slate of credit and non-credit courses for adults, college-bound students, and children. First-year students gain a common foundation with MICA's innovative First Year Experience. This rigorous, integrated curriculum has been crafted to reflect the diversity of the campus community and learning pathways. Academics are

organized into undergraduate majors and minors, graduate programs, and open studies, including all non-degree learning opportunities. Over 1,000 courses are offered yearly, providing programmatic depth and career options not found at other colleges and universities. MICA also administers 40 study abroad programs and offers an additional 500 courses for creative adults in art and design continuing education and professional development, as well as youth programs.

All of MICA's programs are an integration of challenging studio practice and rigorous liberal arts coursework and are marked by a commitment to the development of creative vision, innovation, leadership, and social responsibility. While programs vary greatly in organization, all strive to balance a carefully structured sequence of requirements with the freedom to explore concentrations and electives in the College's many other areas of study. The educational experience is further enhanced through options for internships, project-based research, study abroad, and community-based civic engagement. Professional development is embedded in the curriculum and supplemented by the highly successful services of MICA's Career Development Center. Both curricular and co-curricular programs are designed to develop the whole student – from creative vision and intellectual capacity to the development of professional skills, confidence, and personal integrity.

### **Faculty**

The strength of MICA's programs is rooted in the exceptional experience and accomplishments of the College's talented and multifaceted faculty. The full and adjunct faculty is comprised of over 350 professional artists, designers, art historians, poets, writers, researchers and art educators hailing from the nation's most prestigious colleges and universities. MICA students enjoy intimate class settings with a student-faculty ratio of 8:1. Full and part-time staff are unionized, and represented by SEIU Local 500.

MICA faculty members regularly receive National Endowment for the Arts, Guggenheim, and other corporate and foundation funding for their projects. They are represented in more than 250 public and private collections from MOMA to Stedelijk. Fine Arts faculty members exhibit in regional, national, and international museums and galleries, including Leo Castelli in New York to Galleria Tucci-Russo in Italy. MICA faculty have won every national prize offered to artists, such as Fulbright, Louis Comfort Tiffany, Prix de Rome, Anonymous was a Woman, Creative Capital, and Joan Mitchell Grant. Design faculty are professionals with active practices and worldwide portfolios of clients that inform their teaching and open doors for their students; they regularly publish and present their research in such fields as design education, the cultural impact of design, and public health communication design. They have been honored with the top awards in their fields, including AIGA's Gold Medal, the highest award in graphic design. The Art Education faculty have been bestowed virtually every regional and national art education award spanning from the National Art Education Association's Elliot Eisner Lifetime

Achievement Award and the National Art Educator Award. Faculty regularly publish in peer-reviewed journals and present at regional and national conferences.

### ***Students and Alumni***

MICA's community of students represents diverse economic and cultural backgrounds. Intellectual curiosity, creativity, motivation, and self-discipline are among the attributes MICA seeks in prospective students to build a community of learners who are among the best in the country. Through a course of study at the College, students develop a diverse body of work that reflects their personal voices and professional achievement. MICA's student-centered learning environment and campus life rival that of top liberal arts colleges, offering rich programming around student success, activities, health and wellness, and residential life. MICA has an 85% retention rate of first-time, full-time first year students from the Fall of 2020 to the Fall of 2021, which is over 15% higher than the national average as cited by The National Student Clearinghouse average retention rate from 2020.

Perhaps the greatest testament to MICA's strength is its more than 13,000 living alums, whose career paths have led to leadership in the fine arts, design education, commerce, nonprofit organizations, health care, and virtually every other career field. Their careers span cities from Atlanta to Istanbul, Los Angeles to Tokyo, San Francisco to Berlin, and New York to New Delhi. MICA graduates continue to garner national recognition as Academy and Emmy Award winners, Fulbright Scholars, Guggenheim Fellowship recipients, and MacArthur Fellows.

### ***Leadership***

*"It is both timely and critically important for MICA to articulate how creatives take active roles and yield exceptional power as change agents for the common good" - Samuel Hoi.*

President Samuel Hoi joined MICA in 2014 as an experienced and innovative higher education leader and an advocate for art and design education, committed to the belief that creative professionals are the drivers of social, economic and cultural advancement. Before arriving at MICA, President Hoi held multifaceted leadership positions, including the president of Otis College of Art and Design, dean of the Corcoran College of Art and Design, and director of the Paris campus of Parsons School of Design. President Hoi has a diverse educational portfolio, including a Juris Doctorate degree from Columbia Law School, a bachelor's degree from Columbia College, an A.A.S. degree in illustration from Parsons, as well as honorary doctorate degrees from the Corcoran College of Art and Design and Otis College of Art and Design.

## BALTIMORE

Located at the heart of the East Coast corridor, Baltimore offers tremendous art resources: a thriving art scene, major museums, as well as easy access to other major cultural centers and related art and design industries in D.C. and beyond. A college town of 120,000 students and 15 area colleges and universities, Baltimore has the charm, sophistication, and amenities of a major city but the neighborly feel of a town. There are all-night diners, avant-garde theaters, independent film festivals, ethnic restaurants, family-friendly open-air concerts and movies, active nightlife and quirky coffeehouses. A 30-minute drive from the urban bustle of Baltimore's Greek town or Little Italy finds Maryland's vineyards and horse country.

MICA is a nationally recognized leader in community and social engagement. "Thrive with Baltimore" is built into the College's mission, and MICA's exemplary urban anchor role is highlighted in this national report: [\*The Overlooked Anchors: Advancing a New Standard of Practice for Arts and Culture Organizations to Create Equitable opportunity in America's Cities.\*](#) More than 50 academic courses have community engagement at their core, as do many other initiatives, including the Community Arts Collaborative and Community Arts Corps. The College awards grants to students seeking to design and implement projects to improve communities. Academic programs such as the MFA in Community Arts, MA in Social Design, MFA in Curatorial Practice, and a new undergraduate major in Ecosystems, Sustainability & Justice have been established to use art and design to impact society.

The College believes that supporting and strengthening the city of Baltimore is core to its mission and to MICA's future. Like other premier colleges, MICA plays a strategic role in community and city development with a primary focus on nearby neighborhoods and on efforts that impact art and culture. Innovative campus planning and expansion has enhanced MICA's academic and student life and triggered the development of the nearby Station North Arts District. MICA also took the lead in co-founding the new Baltimore Design School in partnership with city government. MICA leadership actively participates with numerous civic, cultural, and neighborhood organizations by serving as members of many of their boards of directors.

## THE ROLE

Reporting directly to the president, the provost will oversee the academic affairs unit of MICA and serve as a pivotal member of the senior leadership team. They will partner with a team of 7 direct reports including the vice provost for Undergraduate Studies, the vice provost for Graduate Studies, the vice provost for Open Studies, the associate vice president for educational planning & development, the associate vice president for academic services, the budget and contract manager, and the executive assistant to the provost. The provost oversees an annual operating budget of approximately \$8 million.

The provost will work closely with the MICA community, Board of Trustees, other vice presidents, and regional, national and international academic partners. They will maintain key relationships that span from association and accreditation organizations like AICAD and MSCHE, to MICA students, faculty, and staff. The successful candidate will balance transformative capacity with an appreciation and respect for the rich and storied history of MICA. They will be an administratively strong executive leader who values transparent communication and centering equity in practice. The new provost will be committed to building intentional relationships with staff and faculty to cultivate a shared sense of community and ownership for the academic vision they provide.

## **OPPORTUNITIES & CHALLENGES**

The overarching charge for the next provost is to work closely with the president, senior leaders and faculty leaders to envision and realize the future of academic and artistic excellence at MICA. The provost will be a visionary leader who engages with different populations across campus while supporting the work of academic affairs and senior leadership. Specific opportunities and challenges include the following:

### **Lead and implement the strategic plan in conjunction with the president and senior leadership**

MICA has recently approved a new strategic plan, focused on being a global model of integrative education in art and design. The provost will partner with the president and others on campus in bringing the strategic plan to life, amplifying MICA's identity and enhancing its core strengths. The provost will be expected to inspire from the inside, engaging with the process of collective decision-making to guide MICA's educational mission into the future. The provost needs to bring a deep appreciation for the work done and yet to be done by faculty, staff, and academic leadership. With strategic focus in mind, the provost will need to capitalize on the range and diversity of fields within MICA and foster a culture that encourages and empowers faculty, staff, and students to explore new ways of thinking and creating.

### **Provide a bold academic vision for the future of art and design education**

MICA has done considerable work developing forward-thinking and innovative curricula and programs, and there is an opportunity to continue the evolution and expansion of the curriculum in response to changing landscapes across art and design education. In concert with the faculty and in close partnerships with academic leadership, the provost will support the examination of curricula and programs across all levels and encourage programs that strengthen connections across departments and disciplines and external partnerships. The provost will set clear, transparent strategic goals for academic programs and manage the

complex planning process to ensure these endeavors' success. In setting these strategic goals, the provost will prioritize assessment initiatives that provide tangible deliverables to measure successes and adapt strategic goals as needed in response to data.

### **Model collaborative, communicative, and transparent leadership across MICA**

Working jointly with the faculty, staff, and students, the provost will promote a culture of collaboration and accountability. The provost will embrace shared governance and demonstrate data-driven, transparent, and inclusive decision-making. In understanding that difficult decisions sometimes need to be made, the provost will navigate the nuances of decisiveness with accountability and clear, proactive communication. A tireless communicator and listener, the provost will be skilled at disseminating information across a complex organization, having candid conversations, creating space for the open exchange of ideas, and leading the community in engaging one another authentically across issues of both difference and commonality.

### **Center equity in practice through informed leadership that furthers MICA's commitment to diversity, equity, inclusion and access**

The provost will provide strategic and programmatic leadership for diversity and inclusion on campus in a manner that demonstrates a commitment to an equitable and just environment where the voices and identities of all students, faculty, and staff are valued and celebrated. In partnership with other senior leaders and administrators, the provost will work with campus leaders and faculty to weave diversity and inclusion into all aspects of the institution, creating an even more collegial and empathetic work environment for faculty and staff and a more rewarding and responsive academic environment for students. In all efforts, the provost will lead a culture that enhances belonging at MICA.

### **Support efforts to recruit and engage a talented and diverse faculty**

The full-time and adjunct faculty members across MICA's programs are talented academic and artistic leaders in their fields. The provost will work to ensure that the institution continues to attract, hire, and retain faculty of the highest quality and of diversity, and that faculty remain deeply engaged in driving the academic program. They will also play a key role in fostering a climate that encourages the engagement of all faculty in shared governance. The faculty have recently unionized, representing both the full-time and adjunct bargaining units. The provost will support activities related to the administration of the collective bargaining agreements and negotiations of future collective bargaining agreements on behalf of MICA.

## QUALIFICATIONS

MICA seeks a dynamic, accomplished, inspiring and collaborative individual to serve as the next provost. While no one person may possess all of the qualities enumerated below, the ideal candidate will have many of the following professional and personal characteristics:

- Tangible experience of collaborating with others to envision, develop, and implement an inspiring vision for art and design education;
- A strong commitment to MICA's mission, vision, core values and strategic priorities;
- Demonstrated commitment to diversity and success in working within diverse communities;
- Keen awareness of and appreciation for the full spectrum of visual arts, design, and liberal arts, as well as for inter- and trans-disciplinary learning;
- Skill in working with leadership, faculty, staff, and students to cultivate a culture of transparency, trust, and collaborative, solutions-focused problem-solving;
- A demonstrated commitment to and understanding of shared governance;
- Ability to recognize and respect current talent and abilities at MICA, and adeptness at leading others through a collaborative process rather than by unilateral mandate;
- Understanding of the relationship between global and local efforts in a socially engaged college of art and design;
- Experience developing innovative academic initiatives that promote cross and interdepartmental collaboration;
- Ability to function as a catalyst, coach, and doer, guiding people at all levels of the College by utilizing collegial and input-rich decision-making and governance processes;
- Skills translating strategy into results with exceptional administrative and organizational skills and the ability to handle multiple competing priorities to achieve goals;
- A champion of technology and its current and future use in art and design;
- A terminal degree or its equivalent, along with academic credentials and experience.

## TO APPLY

Please send a CV or resume with a letter of interest, electronically, in strict confidence, to:

Ben Tobin, Partner  
Hannah Moore, Senior Associate  
Isaacson, Miller  
263 Summer Street  
Boston, MA 02210  
617-262-6500

<https://www.imsearch.com/search-detail/8803>

Inquiries, nominations, and referrals are also welcome, and will be handled in confidence.

*MICA is proud to be an equal opportunity employer. It is the policy of the College to apply recruiting, hiring, promotion, compensation, and professional development and disciplinary practices without regard to race, religion, color, age, gender identity or expression, national origin, citizenship, marital or parental status, sexual orientation, disability, or any other legally protected status. Further, the College provides reasonable accommodation to persons with mental or physical disabilities.*

### **Maryland Institute College of Art Land Acknowledgement**

*MICA acknowledges that we live and work on the traditional ancestral and unceded lands of the Piscataway and the Susquehannock tribes, that Indigenous people have lived here since the 10<sup>th</sup> Millennium BC, and that their relation to this land was to travel, trade, and to hunt in this region we now call Baltimore.*

*We recognize that the original tribes have been joined through the northern migration by the Lumbee and the Cherokee. We recognize the model they provide for wisdom and caring communities based on mutual respect, reciprocity, and reverence for the land, water, and all relations. We, too, honor Mother Earth, from which all life springs, worthy of our caring stewardship.*

*We also acknowledge the people, enslaved and exploited, who did and do work on this land, enabling us to live. We recognize that our current systems are often unjust, that the comfort of many still rests upon the sufferings of others.*

*Here, at MICA, we strive to honor the ancestors, to work equitably and honorably toward social justice with their descendants, and to use our talents and resources to work to mitigate past and present injustices.*