

MARYLAND
INSTITUTE
COLLEGE
OF ART

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**Maryland Institute College of Art
Search for the President
Baltimore, Maryland**

THE SEARCH

Maryland Institute College of Art (“MICA”), the oldest continuously degree-granting college of art and design in the United States, invites nominations and applications for its 16th president. As the college approaches its bicentennial year in 2026, this is an exciting opportunity for an inspiring, communicative, and unifying leader who can guide MICA into the future of art and design education.

Reporting directly to the board of trustees, the president will join MICA at a time of great potential with a newly adopted strategic plan that embraces a model of integrative education. The next president will rally the MICA community, providing decisive leadership to address some of the critical challenges facing art and design education today. MICA is deliberately cultivating a new generation of artists – one that is capable of seamlessly integrating innovation and new technology, entrepreneurship, and creative citizenship with contemporary approaches to art, design, and media. As an anchor institution in the city of Baltimore and as a leading art school known for its social engagement and spirit of community, MICA is continuing to take bold steps to support the city's creative ecosystem.

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 a student headcount of over 1,900 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. MICA offers 19 distinct studio majors and concentrations, three 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.

As the leader of the MICA community, the president will:

- Leverage the institution’s existing strengths to remain accessible and relevant for future learners of all experiences and identities;
- Reinvigorate MICA’s enrollment vision and strategy, particularly at the undergraduate level, to reach a sustainable enrollment model for MICA in the coming years;
- Work with the MICA community to guide the financial transformation of the institution, helping to further establish MICA’s brand identity in the evolving higher education marketplace;
- Model collaborative, effective, and transparent communication as a present and relational leader within the campus community;

- Further connections with the local community in a way that respects both the unique identities of MICA and the surrounding, vibrant city of Baltimore.

The role calls for a candidate with demonstrated evidence of successful leadership in dynamic, transformational contexts, with the ability to make decisive changes for the good of the campus community. The successful candidate will need to navigate the tensions between honoring the legacy and traditions of MICA and innovating toward an evolving future of art, design, and media education. Through expertise in and respect for shared governance, the president will usher in a new era of strategic leadership and accountability, amplifying what it means to co-create a vibrant community together. Ultimately, the president will strive to cultivate a campus culture that provides students with the opportunity to explore what it means to be global citizens who do, create, make, and challenge societal problems to find creative solutions.

A search committee of MICA board of trustees members, faculty, staff, students, 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 has enjoyed stable leadership under President Samuel Hoi for the past decade, and past president Fred Lazarus IV who led the institution for over 35 years previously. 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, DC region, MICA engages in many public and community programs.

Enrolling approximately 1,400 undergraduate and 500 graduate students nationally and internationally. MICA's annual operating budget is approximately \$84 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 #4. 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 a profound ethos of diversity, equity, inclusion, and globalization (DEIG). As a community, MICA strives to utilize the guiding values, principles, and strategies of DEIG in academic and institutional planning, practices, research, and outcomes. MICA recognizes the critical role art and design thinking plays in creating equitable opportunities for groups affected by disparities; advancing environmental, economic, and social sustainability; and enhancing individual lives. DEIG work is an ongoing priority to ensure accessible educational and experiential opportunities for all members of the MICA community.

MICA has recently completed a strategic plan that spans 2022-2027. The Plan serves as a roadmap for institutional development over the coming 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, three liberal arts majors, and 20 graduate degree and post-baccalaureate programs, including five 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 art and design colleges and universities. MICA also administers 30 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 9:1. MICA is currently negotiating with the newly formed bargaining units for full-time faculty and staff with SEIU Local 500, joining adjunct faculty who have been unionized. Negotiations towards the first bargaining agreement for each group are in progress.

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 the Stedelijk. Fine Arts faculty members exhibit in regional, national, and international museums and galleries, from 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 collected 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 influential books and articles 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 achievements. 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 prides itself on student support and success, boasting one of the highest retention rates in the AICAD space with an over 90% retention rate for undergraduate students and a more than 95% retention rate for graduate students in the 2022 – 2023 academic year.

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.

UNIVERSITY FINANCES

MICA's annual operating budget for fiscal year 2022 was \$84 million. It operates on a tuition-driven budget model. MICA awards more than \$30 million in financial aid annually, which does not include funds from annual or endowed scholarships. MICA is currently in the midst of a comprehensive fundraising campaign set to end in 2027, which has raised over \$66 million to date. The campaign focuses on building fiscal resources for key priorities and goals in the newly adopted strategic plan. MICA has an endowment of \$105 million.

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 DC and beyond. An expansive 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 have 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 to the board of trustees, MICA's 16th president has a tremendous opportunity to build on a solid foundation and lead MICA into its exciting next chapter at a pivotal time in higher education. As chief executive, the president is responsible for the overall vision, direction, and leadership of the institution.

The president will work in collaboration with a national and local 27-member board of trustees to guide MICA forward. The board is actively engaged with the president and senior leadership on key strategic questions and is deeply invested in the long-term success and health of the institution. Many members are alumni or have direct connections to and investment in MICA, and art and design education more broadly. They represent the business, education, philanthropic, and arts communities, and bring a robust range of perspectives and ideas. The board is looking forward to working with an incoming president who will further expand diverse board membership, with an eye toward different experiences and broad representation that resonates with students, faculty, staff, and alumni. The president will have an opportunity to further connections with the board, and establish communication pathways that showcase MICA community events, programs, and curricular activities for board engagement.

The president's senior staff of direct reports consists of the vice president for academic affairs and provost; the executive vice president and chief financial officer; the vice president for advancement; the vice president for operations and technology; the vice president for people, belonging and culture; the vice president for strategic communications; the interim vice president for admissions and financial aid; and the vice president for student affairs and dean of students. Currently, additional direct reports include the director of strategic projects and the executive director of the Baltimore Creatives Acceleration Network (BCAN) – a city-wide initiative that provides entrepreneurship support for Baltimore creatives.

OPPORTUNITIES & CHALLENGES

Working closely with all of MICA's stakeholders, the next president will address the following opportunities and challenges:

Provide bold, decisive leadership and organizational management

MICA is in a defining moment of transformation, having weathered the difficult years of the pandemic. MICA continues to navigate the challenging demographic changes of college-bound students in conjunction with an evolving job market and changing perceptions of an art and design education. The president will be faced with important decisions to enable MICA to thrive in the coming years and cement MICA's brand and identity for an art and design education of economic and cultural significance. The possibilities for growth are boundless and ambitious. The next president will work collaboratively to build upon the current strategic plan, developing and translating a shared vision into focused priorities and strategies. The incoming president will display exceptional interpersonal and management skills and will be an accessible and present leader. The next president will lead with integrity and the confidence to provide a decisive path forward, with the ability to establish accountability, build trust, cultivate buy-in, and engage authentically with the campus community.

Unify and inspire the MICA community of exceptional students, faculty, staff, and alumni

Similar to other institutions that have needed to make difficult decisions in the face of changing enrollment and financial circumstances, the MICA community has experienced some disruption in the past few years. With the continued impacts of the pandemic and financial constraints due to lower

undergraduate enrollment, MICA has reduced its overall faculty and staff workforce. In a smaller, close-knit institution where many staff and faculty are alums or have other deep connections and ties to MICA, workforce reductions and changing circumstances have had a measurable impact on morale. Additionally, with full-time staff and faculty recently becoming unionized, the incoming president will have the opportunity to reestablish and redefine what shared governance means and how it functions in a newly unionized environment. The next president will be tasked with unifying passionate and dedicated constituents within the community. The president will balance preserving the best parts of what already makes MICA successful and unique while creating a forward-looking vision. The president will galvanize community members around a vision with energy, enthusiasm, and operational expertise to achieve identified goals.

Stabilize enrollment and creatively expand the MICA brand identity

As a tuition-driven institution, stable enrollment and clear metrics for enrollment success are essential for the continued health of MICA. The pandemic, coupled with a slow decline in enrollment prior to 2020, has placed MICA in a moment of reflection in terms of institution size and scale. In a competitive higher education climate, the incoming president will tackle the enrollment challenges head-on with vigor, engaging with key constituents to collaboratively determine a plan moving forward that sets MICA students, faculty, and staff up for achievable success. The president will look to expand the MICA brand and identity nationally and globally, creatively seeking out new and untapped markets for learners and evolving academic programs to meet job market demand.

Strategically steward financial resources and build philanthropic investment

The president is responsible for the strategic assessment and allocation of institutional resources. The president must possess strong financial acumen to ensure that the institution operates in a sustainable manner, while proactively alleviating financial stressors. Serving as the external face of MICA, the president will work to enhance and develop relationships with donors and other external stakeholders, telling the story of MICA in a way that inspires financial and philanthropic investment to support the needs of the institution's goals. While fundraising capacity has been sustained and grown over the past few years more than ever before, there is both room and need for continued growth and development of new sources of funding.

Champion equity in practice that furthers MICA's commitment to diversity, equity, inclusion, and globalization

The arts have a vital role to play in ongoing social and racial justice dialogues against inequity and systemic racism. MICA prides itself on a long-standing and measurable commitment to diversity, equity, inclusion, and globalization (DEIG). The president will embrace the vision of the art and design education experience at MICA as a catalyst for social change and will foster a culture of inclusion and respect that supports critical inquiry and creative expression internally and externally. The incoming president will bring demonstrable experience in advancing DEIG efforts with an eye toward accessibility, including both physical access of campus infrastructure and financial access through the lens of affordability. The next

president will further MICA's legacy of inclusive actions, including continuing to diversify the representation of the board of trustees and increase services and support for students, faculty, and staff from diverse backgrounds.

Leverage MICA's identity within Baltimore and the Mid-Atlantic Region to further community integration

The city of Baltimore is deeply ingrained in MICA's institutional history and spirit of community. The incoming president will reinforce the longstanding community relationships and envision a multi-pronged approach to future partnerships that further embed the cultural environment with the academic experience. MICA's location within Baltimore is also ripe for potential as a key location in the Mid-Atlantic Beltway, easily accessible to major cities such as DC, Philadelphia, and New York City. There is direct and broad potential for additional community engagement and impact, and the incoming president will be the face of the preeminent art and design institution in Baltimore.

Engage and partner effectively with the board of trustees to secure MICA's future

The next president will be expected to engage trustees effectively in governance, policy, and institutional advancement, and will help to identify and recruit new board members when appropriate. This will require effective relationship-building with individual trustee members and the ability to effectively maintain ongoing, informative, and reciprocal communication with the board as a whole. The president will work closely with the chair of the board of trustees to ensure board governance processes are effective and appropriate to support the mission of MICA.

QUALIFICATIONS

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

- A demonstrated record of providing inspirational, visible leadership of a sizable and complex organization;
- A commitment to and passion for art, design, creativity, and the institutional mission of MICA;
- Superb communication skills, both oral and written. Active listening skills. Effectiveness in learning from others, managing by influence, building unity around difficult issues, and explaining one's own views with transparency;
- Sophisticated interpersonal skills and diplomacy combined with a commitment to broad consultation and transparency – demonstrated ability to establish a culture of shared governance, with the ability to facilitate, convene, and mediate;
- Intellectual depth, academic credibility, and strategic abilities; the capacity to translate ideas and ideals into actions;
- An understanding of the opportunities and challenges within the climate of contemporary higher education;

- The ability to advocate for the value of an art and design education in economic, cultural, and political spheres;
- Extensive experience in financial management and administration and understanding of financial operations; an ability to facilitate both short- and long-term strategic decisions with financial ramifications;
- Demonstrated capacity to cultivate fundraising sources for resource enrichment and represent MICA to external stakeholders;
- Experience engaging with a board of trustees or other governing body;
- A desire and ability to embrace the Baltimore community, build partnerships, identify opportunities, and expand MICA's reputation within the region, becoming a leader of the arts in Baltimore;
- A strong sense of integrity and ethics.

TO APPLY

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

Ben Tobin, Partner
Keight Tucker Kennedy, Partner
Hannah Moore, Senior Associate
Isaacson, Miller
263 Summer Street
Boston, MA 02210
617-262-6500
President, Maryland Institute College of Art

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 10th 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.