ABOUT MICA

MARYLAND INSTITUTE COLLEGE OF ART BELIEVES IN THE VITAL ROLE OF ART IN SOCIETY AND IS DEDICATED TO THE EDUCATION OF PROFESSIONAL ARTISTS AND DESIGNERS. For more than 185 years, MICA has assembled some of the most talented students and faculty from across the nation and around the world in a creatively energized, intellectually stimulating learning environment. Today, nearly 2,200 full-time students are enrolled in MICA's undergraduate and graduate programs of study which offer a full range of curricular options for artists, architects, designers, educators, and artist-entrepreneurs. The College’s beautiful urban campus includes 24 buildings of studio/classroom, exhibition, and performance space, as well as four residential complexes.
THE COLLEGE, which was founded in 1826, is at the vanguard of art and design education. The oldest continuously degree-granting college of art in the nation, MICA is among the most highly respected in the world attracting students from all 50 states and 57 foreign countries. The College’s MFA programs are ranked #7 by U.S. News and World Report—including the graduate graphic design program, ranked #3, and the graduate painting/drawing program, ranked #5. In each of the past six years, MICA has been listed as a top producer of Fulbright Scholars among specialty schools by the Chronicle of Higher Education, it was ranked 1st in 2008-09 and again in 2012-13.

EDUCATIONAL PROGRAMS

MICA offers bachelor’s degree programs in 19 distinct studio majors and concentrations, two liberal arts majors, and 18 graduate degree and post-baccalaureate programs, including five 5th-year capstone programs. Over 1,000 courses are offered each year providing programmatic depth and career options not found at other colleges and universities. MICA also administers 40 study abroad programs—more than any other art college in the U.S.—and offers an additional 500 courses for creative adults in art and design continuing education and professional development, as well as programs for youth, through the School of Professional and Continuing Studies.

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 their creative vision and intellectual capacity to the development of their professional skills, confidence, and personal integrity.

For additional information regarding academic programming, please see the appendix of this document.
FACULTY

The strength of MICA’s programs is rooted in the exceptional experience and accomplishments of the College’s talented faculty. The faculty, about half of whom have joined MICA since 2000, is comprised of 356 professional artists, designers, art historians, poets, writers, and art educators hailing from the nation’s most prestigious colleges and universities. The faculty to student ratio is 9:1.

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—from Leo Castelli in New York to Galleria Tucci-Russo in Italy. MICA faculty have been winners of every national prize offered to artists, including 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, 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 with virtually every regional and national art education award including 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.

The learning experience provided to students by the permanent faculty is enhanced by the more than 175 visiting artists, critics, designers, poets, writers, philosophers, and art historians from across the United States and around the world who come to MICA each year.

STUDENTS

MICA’s community of undergraduate and graduate students represent diverse economic and cultural backgrounds and are among the best in the country. Intellectual curiosity, creativity, motivation, and self-discipline are among the attributes MICA seeks in prospective students. Through a course of study at the College, students develop a diverse body of work that reflects their personal voice and professional achievement. MICA’s student-centered learning environment and campus life rival that of top liberal arts colleges offering rich programming around student services, activities, health and wellness, and residential life.

The College’s aggressive student retention initiatives led to retention rates of 83%-87% for the 2007-2011 academic years, well above the AICAD member school average. During the 2012-13 academic year, international students accounted for 9% of the student body, more than double that of the previous decade.

Perhaps the greatest testament to MICA’s strength is its more than 16,000 alumni, whose career paths have led to leadership in the fine arts, design, education, commerce, non-profit organizations, health care, and virtually every other 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.
FACILITIES AND RESOURCES

MICA’s magnificent marble Main Building, constructed after the 1904 Baltimore Fire destroyed the College’s Great Hall near the city’s Inner-Harbor, is the cornerstone for the modern-day urban campus. Today, MICA has created a campus designed specifically to meet the academic, residential, and recreational needs of 21st century art and design students at the undergraduate and graduate levels—one that includes a mix of new facilities, repurposed historic buildings, and interwoven green spaces. Strategic campus planning over the last dozen years, in response to rapidly growing enrollments and new program offerings, has resulted in the development of a campus and facilities which include 1,094,576 square feet of living and learning spaces—twice the size of a decade earlier.

MICA now has close to 1,000 residential bed spaces. Students have access to independent studio space or designated workstations found only among elite colleges. In addition, students are provided state-of-the-art specialized facilities across MICA’s campus, such as prototype and 3D fabrication shops, computer labs/tech centers, wood/metal shops, and flexible-use space for collaborative artmaking. Other important resources include MICA’s Decker Library and the Media Resource Collection which include extensive print and digital holdings in art, art history and the humanities for individual research and classroom study. Public galleries showcasing faculty and student work as well as other exhibitions can be found throughout campus, along with conference and auditorium spaces and two innovative, multi-use performance theaters.

FINANCIAL RESOURCES

MICA has an operating budget of $75.5 million. About 85% of the revenue comes from student tuition, fees, and charges. The College receives an annual grant of over $2 million from the State of Maryland, Annual Fund donations of $2.7 million, and an annual 5% draw of $3.4 million from its endowment. The College has operated with a surplus every year for the past three decades.

The College has $123 million invested in facilities and $102 million in long-term debt, primarily used to finance residence halls. Large academic capital projects are supported with grant funds. The College, on average, has raised $10 million per year for facilities and endowment and provides an additional $3 million per year from depreciation reserves for facilities.

The College’s endowment of $73.5 million is overseen by the Investment Committee of the Board of Trustees with the advice of Cambridge Associates.
Baltimore and Community Engagement

Located at the heart of the East Coast art 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. A college town of 120,000 students and 15 area colleges/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 theatres, independent film festivals, ethnic restaurants, family-friendly open-air concerts and movies, gritty clubs 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. 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 Office of Community Engagement 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 an undergraduate concentration in Sustainability and Social Practice 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 premiere 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 not only enhanced MICA’s academic and student life but has triggered the development of the nearby Station North Arts District. MICA also took the lead in co-founding the new Baltimore Design High 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.
GOVERNANCE

The Maryland Institute College of Art is committed to shared governance and where practical, to joint planning and effort by the Board of Trustees, the administration, the faculty and the students. It is recognized that the interests of all are related and an exchange of information and opinion is useful for the effective planning and implementation of the College’s educational objectives.

MICA’s Board of Trustees is responsible for the governance and oversight of the management of the institution. The Board includes alumni, parents, community and business leaders of which about half are from outside the Baltimore region. Regular trustees serve for three-year terms which may be extended at the discretion of the member and the Board. Alumni trustees serve a one-year term and parent trustees serve until their child graduates. Terms of alumni and parent trustees may also be extended at the discretion of the member and the Board. Members serve on one or more committees. An executive committee that meets monthly is comprised of officers and chairs of Board committees. The annual budget, long-term plans, large capital projects, faculty contracts, and curriculum and policy changes are subject to the review and approval of the Board.

The operation of the College is delegated to the President who, with the seven vice presidents, oversees all aspects of the College, including the hiring of all personnel. Vice presidents include:

- Provost and Vice President of Academic Affairs
- Vice President of Admission and Financial Aid
- Vice President of Advancement
- Vice President of Finance and Human Resources
- Vice President of Information Technology
- Vice President of Operations
- Vice President of Student Affairs

Administrative and service staff reporting to the Vice Presidents number 319 individuals.

POSITION SUMMARY

THE PRESIDENT OF MICA IS THE CHIEF EXECUTIVE OFFICER RESPONSIBLE FOR THE LEADERSHIP, CREATIVE DIRECTION, AND OVERALL ADMINISTRATION OF THE COLLEGE. In collaboration with the Board of Trustees, faculty, and staff, the President will develop and implement sustainable strategies to ensure the long-term viability, distinctive programming, financial strength, and standing as the leading college of art and design in the country.
MAJOR RESPONSIBILITIES

- Ensure that MICA develops and maintains innovative programs of high quality to attract, engage, as well as fulfill the aspirations of students, faculty and staff. In addition, the President should ensure that the College is positioned as an international leader in art and design education and research;

- Attract, recruit, and nurture a distinguished, innovative, and diverse faculty of scholars, and professional art and design educators and practitioners to assure an outstanding educational experience that inspires and equips a new generation of artists, designers, and educators;

- Lead and develop a strong, proactive advancement program to engage donors, alumni, and parents, as well as community, foundation, and political leaders to support MICA’s ambitious agenda;

- Promote organizational capability and a governance culture committed to trust and open communication with an emphasis on accountability and clear expectations;

- Provide leadership in setting priorities for the strategic plan, weighing academic and financial goals for long-term sustainability, and implementing strategic operations with an emphasis on quality, productivity, communication, and transparency;

- Retain a vibrant and committed academic and administrative leadership team to set and attain clear goals that fulfill MICA’s strategic plan;

- Proactively lead, in partnership with administrative and faculty leadership, as well as the Board of Trustees, a process to review and appropriately adapt the current strategic plan on a regular basis;

- Lead in the development and implementation of marketing strategies that effectively differentiate MICA from its peers, optimize visibility, and yield the College’s desired quantity and quality of students;

- Maintain a significant leadership presence in higher education and the world of art and design;

- Communicate to internal and external stakeholders a clear vision that continues to enhance MICA’s credibility and position as the major competitive force in developing culturally impactful artists and designers;

- Actively seek and cultivate critical MICA connections, collaborations, and engagements with local, regional, national, and international educational, cultural, and economic initiatives and entities;

- Build relationships with key political leaders at local, state, and national levels;

- Assist Board leadership in maintaining a strong Board of Trustees by cultivating and engaging current trustees and recruiting new members.
CANDIDATE SPECIFICATION:
KEY SELECTION CRITERIA

IDEAL EXPERIENCE
The successful candidate will have an outstanding record of accomplishment that includes most, if not all, of the following:

• Experience leading a complex organization with multiple and diverse constituencies. Previous experience in academia is preferred but not required;

• A passion for art/artists and design/designers and a deep commitment to their education;

• An understanding of the integral role the liberal arts have in the education of artists and designers;

• A strong business and financial acumen that has translated into successful operating results;

• Experience attracting, retaining, and inspiring talented faculty and/or staff and building a high performance leadership team;

• Experience serving as a compelling and motivating spokesperson for an institution and its mission;

• Previous fundraising experience and demonstrated success developing major gifts;

• Experience reporting to and working with an engaged Board of Trustees and an understanding of and commitment to good governance practices;

• Undergraduate degree required. Advanced degree strongly preferred.

CRITICAL COMPETENCIES FOR SUCCESS

Strategic vision and leadership: While MICA has remained remarkably resilient financially, it, like most academic institutions, must grapple with rising costs and limited revenues. The new President must be forward thinking and able to lead the charge to revamp the higher education business model to one that is sustainable and supports the College’s vision and mission by:

• Leading the institution through strategic planning and organizational development to capitalize on key strengths and build a robust future;

• Aligning financial resources with academic priorities;

• Developing transparent communication around administrative processes;

• Orchestrating visionary leadership that respects and builds on the strengths and legacies of the College, but also demonstrates the confidence to continually challenge the status quo to bring MICA to new levels of academic innovation, achievement, and reputation.
Reputation and resource development: In an increasingly competitive environment, the President must build the relationships and resources necessary to keep MICA at the forefront of art and design education and research and enhance the profile and reputation of the College by:

• Strengthening and increasing the visibility of MICA's unique culture, attributes, and programming locally, nationally and internationally;

• Seeking opportunities to partner with other high caliber academic institutions, private foundations, and non-profit and community groups;

• Engaging alumni, parents, and friends in MICA's mission with energy and passion;

• Developing the financial resources that will allow the College to provide financial assistance to students, hire top-tier faculty and staff, and build and renovate facilities;

• Serving as the chief spokesperson for the College, and maintaining a strong network in the world of art and design education and the cultural community locally, nationally, and internationally;

• Seeking and considering new ideas, approaches and best practices for how students learn, how people collaborate, and how MICA's passion for art and design can be applied in a visionary way to further develop an outstanding living and learning environment.

Transition management: In an organization that has benefited from the leadership of a long term President and highly committed Board of Trustees, the new President must have the confidence and the emotional, practical, and social skills to lead the College through a major leadership transition by:

• Quickly establishing credibility with trustees, faculty, staff, and students by exhibiting strong listening skills as well as a transparent and collaborative leadership style;

• Taking the time to develop a genuine interest in and understanding of the diversity in and diverse perspectives of the MICA family in order to manage and balance the interests of all constituencies;

• Communicating organizational priorities and strategic decisions in a clear and timely manner;

• Building on MICA's accomplishments to-date while forging new paths;

• Being sensitive to the natural apprehension that exists within an organization when succeeding a leader whose style and influence are embedded in the operating culture of the organization.

OTHER PERSONAL CHARACTERISTICS

• A person with the highest personal and professional integrity;

• A strong commitment to diversity and gender equity;

• Someone who is engaging, compassionate, visible, collaborative, energetic, and approachable;

• An articulate, passionate communicator and motivator;

• A person who knows and appreciates Baltimore, or has a genuine desire to do so.

The Presidential Search Committee requests that all applications be directed to the College’s search firm, Spencer Stuart, at MICA@SpencerStuart.com. Applications should include a letter of interest and a current resume or curriculum vitae.
APPENDIX

ACADEMIC PROGRAMMING

MICA is fully accredited by the Middle States Association of Schools and Colleges and by the National Association of Schools of Art and Design (of which it is a charter member) to offer the Bachelor of Fine Arts Degree in sixteen undergraduate majors and, through seventeen other programs, the Post-Baccalaureate Certificate and the following graduate degrees: Master of Arts, Master of Arts in Teaching, Master of Fine Arts, Master of Professional Studies, and Master of Business Administration/Master of Arts (dual degree offered in partnership with Johns Hopkins University Carey Business School).

MICA’s success is built on its continued commitment to the intellectual and artistic values and traditions that have shaped Western culture while, at the same time, anticipating the programs needed today to meet contemporary challenges and opportunities. From the establishment of the country’s first graduate program in sculpture in the 19th century to the development of equally groundbreaking first-in-the-nation graduate programs such as the MA in Community Arts and the MBA/MA in Design Leadership, the College has redefined art and design education as an interdisciplinary experience that trains students to solve complex problems using creativity and diverse media as communication tools. New online programs are the latest enhancements to the College’s focus on pushing the boundaries of techniques to educate professionals to lead in the creative economy.

Undergraduate programs are equally ambitious, challenging students to master not only technical and conceptual skills, but also the intellectual perspective necessary to understand the role of art and design in a global context. The organization of the curriculum encourages students to develop highly individualized—and often interdisciplinary—paths to fulfilling degree requirements. At the same time, carefully sequenced requirements in studio majors and liberal arts coursework ensure a highly integrated and structured educational experience.

UNDERGRADUATE PROGRAMS OF STUDY

MICA offers 14 studio majors, two liberal arts majors, 15 studio concentrations, six liberal arts minors, as well as a range of dual degree and 5th-year capstone masters programs. This array of offerings allows each student to customize a program of study specifically geared to their interests and long-term plans.

Undergraduate majors include: Animation, Architectural Design, Art History/Theory and Criticism, Ceramics, Drawing, Fiber, Film and Video, General Fine Arts, Graphic Design, Humanistic Studies, Illustration, Interactive Arts, Interdisciplinary Sculpture, Painting, Photography, and Printmaking. Students may also choose from liberal arts minors which include Art History, Creative Writing, Critical Studies, Culture and Politics, Gender Studies, Liberal Arts, Literary Studies; or the following studio concentrations: Animation, Book Arts, Ceramics, Curatorial Studies, Experimental Fashion, Film and Video, Filmmaking (offered in partnership with Johns Hopkins University), Games Arts, Graphic Design, Illustration, Interactive Arts, Photography, Printmaking, Sound Art, and Sustainability and Social Practice.

CORE VALUES

PROFESSIONALISM
We strive across our positions on campus for a high level of professionalism in our work.

ENGAGEMENT
We engage and interact with one another in a participatory manner as we seek to serve and support the educational experience of MICA students.

DIVERSITY
We seek a diverse faculty and staff population that is inclusive and respectful of everyone.

EXCELLENCE
We aspire to a level of organizational and community excellence that is reflective of MICA’s world-class academic reputation.

COMMUNITY
We value a friendly and welcoming sense of community at MICA where personally meaningful, caring and respectful relationships can grow and thrive.
MICA offers 16 graduate degree programs and 2 post-baccalaureate certificate programs, including a graduate-level curriculum of challenging liberal arts offerings. Options for graduate study range from summer low-residency, to online, to one and two year full-time residency programs.

MFA programs include Community Arts, Curatorial Practice, Graphic Design, Illustration Practice, LeRoy E. Hoffberger School of Painting, Mt. Royal School of Art, Photographic and Electronic Media, Rinehart School of Sculpture, and Studio Art (online/summer low-residency). MA programs include Art Education (online/summer low-residency), Critical Studies, Social Design, and Teaching (MAT).

MICA’s online Masters of Professional Studies (MPS) programs include the Business of Art and Design and Information Visualization. The joint MBA/MA program (in partnership with Johns Hopkins University Carey Business School) is offered in Design Leadership.

Post-Baccalaureate certificate programs are offered in both fine arts and graphic design.

COST AND FINANCIAL ASSISTANCE

Tuition for 2013-14 undergraduate and most graduate programs is $39,400. Tuition for the one-year online Master of Professional Studies (MPS) programs is $31,530. Tuition for the 20 month MBA/MB program is $91,520. The average annual cost of room and board is $11,260.

Each year approximately 95% of full-time students receive financial assistance through a combination of gift aid, self-help loans, and work programs. The College annually administers more than $56 million in undergraduate and graduate aid from all sources including federal, state, institutional, and outside funding. MICA-funded scholarships, grants, and work-study programs alone provide more than $26 million in resources to students.