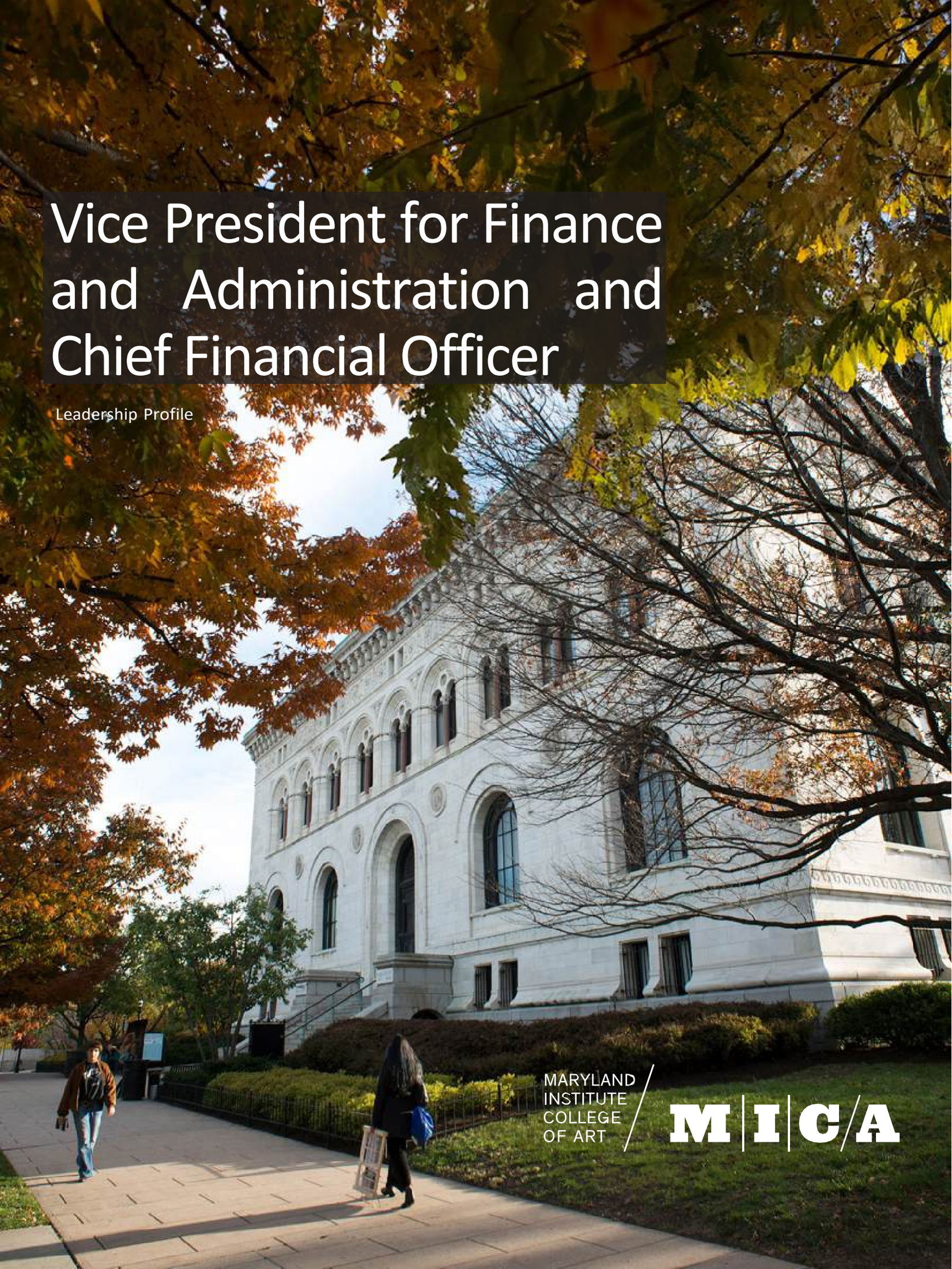
Vice President for Finance and Administration and Chief Financial Officer

Leadership Profile



MARYLAND INSTITUTE COLLEGE OF ART

MICA

The Opportunity

Maryland Institute College of Art (MICA) invites nominations and applications for the position of Vice President for Administration and Finance and Chief Financial Officer (CFO). This is a compelling opportunity for a strategic and experienced financial leader to guide the nation's oldest continuously degree-granting college of art into the future as the college celebrates its bicentennial.

Reporting directly to the president, the Chief Financial Officer will join MICA at a time of thoughtful transformation, as the College embarks on a path of innovative, integrative, and transdisciplinary art and design education. The next CFO will ensure MICA has a sustainable and flexible financial model for the dynamic needs of a 21st-century arts and design college. This position will reward a forward-thinking leader who values contemporary art and design education while implementing fiscal soundness and business effectiveness. 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 for higher education. MICA's institutional change recognizes the importance of demonstrating educational accessibility to attract and retain students while ensuring a strong return on investment that is adaptive to the challenges and opportunities at the national and international levels.

The CFO will collaborate with staff, faculty, and the administration to maintain a strong fiscal position, strengthen business processes, and explore creative ways to increase funding that ensure the longevity of MICA. The Chief Financial Officer will serve as a mission-driven partner who understands the unique value of the institution.

A team builder with a proven track record of working effectively across the College, the successful candidate will demonstrate extensive leadership experience in higher education finance and business services. The CFO will contribute to building an engaged campus community that supports a positive educational environment. Through respect for shared governance, the Chief Financial Officer will help maintain a meaningful partnership between the administration and faculty.

For 200 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 students enrolled in undergraduate and graduate programs, MICA's beautiful urban campus features over 30 buildings that include studios, classrooms, exhibition galleries, performance areas, and residential spaces. With a focus on adaptive building reuse, MICA preserves and enriches Baltimore's history. Students, faculty, staff, and alumni are deeply passionate and intimately invested in the legacy of MICA as a leader in art and design education, cultivating a new generation of creatives.

The successful candidate will be an experienced and action-oriented leader who is invigorated by the opportunity to build, evolve, and innovate with the MICA community. With a demonstrated ability to earn and maintain the respect of faculty and staff, the Chief Financial Officer will join administrative colleagues in developing high-quality standards for campus facilities, finances, and business operations. The work of the CFO will contribute to reinvigorating MICA's reputation and increasing the institution's national and international prominence. The successful candidate will find personal and professional alignment with MICA's Mission, Vision, and Tenets and be committed to MICA's values.

Maryland Institute College of Art

Founded in 1826, the Maryland Institute College of Art (MICA) is the oldest independent, continuously degree-granting college of art and design in the United States and a leading center for art and design education. Located in Baltimore, MICA prepares creative leaders whose ideas create impact—locally, nationally, and globally.

MICA's mission is to EMPOWER students to forge creative, purposeful lives and careers in a diverse and changing world; THRIVE with Baltimore; and MAKE the world we imagine. Its vision is a just, sustainable, and joyful world activated and enriched by artists, designers, and educators valued for their leadership and imagination. These commitments shape the College's role as both a cultural institution and a public resource.

As MICA looks to the future, it emphasizes an only-at-MICA education that combines a fine arts foundation with technical skill and mastery, rigorous liberal arts, and experiential learning. MICA is a leader among its peers in creative entrepreneurship education, which drives MICA's expansion of creative professionals in contemporary society. Graduates apply their creativity in fields ranging from art and design to public health, entrepreneurship, science and technology, and social enterprise.

As an influential art and design hub and anchor institution in Baltimore, MICA is deeply connected to its city and region. The College is a significant contributor to the creative economy and engages in sustained partnerships with community organizations, public schools, industry, and civic institutions throughout Baltimore and the greater Baltimore–Washington region. This work reflects MICA's longstanding belief that creative practice strengthens civic life and drives real-world difference.

MICA enrolls over 1,600 students, including approximately 1,200 undergraduate and 350 graduate students. Its annual operating budget is approximately $90 million. Its graduate programs are consistently recognized among the nation's leading MFA programs, and the College is a top producer of Fulbright Scholars among U.S. specialty institutions.

MICA is a member of AICAD (Association of Independent Colleges of Art and Design), a consortium of 42 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.

Entering its third century, MICA is advancing a bold academic vision focused on creative impact, interdisciplinary learning, and professional power. Under the leadership of President Cecilia M. McCormick, JD, the College has strengthened its operational foundation while investing in new academic programs, centers, and models that support innovation, equity, and long-term growth. Since she arrived in 2024, President McCormick has established new operational processes and financial efficiencies that provided a strong foundation for the next phase of her roadmap for the College: transformation and growth. This new chapter at MICA has already seen the establishment of new and revamped centers of excellence, as well as new academic programs incorporating innovative scaffolded co-major models. It is within this rich and fertile environment that MICA's new Chief Financial Officer will help to build a MICA for the next century.



Academics

MICA offers 58 undergraduate majors, co-majors, and minors. Master's degree programs are available in 19 academic areas, including 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 reflects the diversity of the campus community and its learning pathways. Over 1,000 courses are offered yearly, providing programmatic depth and career options not found at other colleges and universities. MICA also administers over 100 courses for creative adults through continuing education and professional development and manages more than 20 study abroad programs. More than 1,000 aspiring young artists participate in arts programming.

All of MICA's programs integrate challenging studio practice, critical thinking, and rigorous liberal arts coursework underpinned 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, creative entrepreneurship, and social impact are embedded in the curriculum and supplemented by the highly successful services of MICA's Career Development Center, the Ratcliffe Center for Creative Entrepreneurship, and the Center for Creative Impact. 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 part-time faculty includes 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 grants, corporate, and foundation funding from the National Endowment for the Arts, the Guggenheim Foundation, and other organizations. 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 and Galleria Tucci-Russo in Italy. MICA faculty have won every national prize offered to artists, such as those awarded by the Fulbright Foundation, Louis Comfort Tiffany, Prix de Rome, Anonymous was a Woman, Creative Capital, Barnett and Annalee Newman, Guggenheim Foundation, and Joan Mitchell.

Design faculty are professionals with active practices and top-tier industry connections 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 received virtually every regional and national art education award from the National Art Education Association's Elliot Eisner Lifetime Achievement Award to 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 a broad range of economic and cultural backgrounds.

Intellectual curiosity, creativity, motivation, and self-discipline are among the attributes MICA seeks in prospective students in order 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 top liberal arts colleges, offering rich programming around student success, activities, health and wellness, and residential life. MICA has an 82% retention rate of first-time, full-time first-year students from the fall of 2024 to the fall of 2025, which is well above the national average, as cited by The National Student Clearinghouse's average retention rate from the 2023 cohort.

Perhaps the greatest testament to MICA's strength is its more than 13,000 living alumni, whose career paths have led to leadership in the fine arts, design, and design education, commerce, nonprofit organizations, healthcare, and virtually every other career field. Their careers span cities from New York to New Delhi, Atlanta to Istanbul, Los Angeles to Tokyo, and San Francisco to Berlin. MICA graduates continue to garner national recognition as Academy Award and Emmy Award winners, Fulbright Scholars, Guggenheim Fellowship recipients, and MacArthur Fellows. They regularly win top honors at both national and international design competitions. Our alumni have shown work in galleries and exhibitions from the Metropolitan Museum of Art and National Portrait Gallery to the Brooklyn Museum of Art and the Venice Biennale.



Leadership

MICA's new president, Cecilia M. McCormick, J.D., is a transformative leader with a charge to ensure that MICA remains one of the premier art and design institutions in the world, entering its third century as a flourishing and sustainable institution of higher education. President McCormick's tenure has catalyzed advances in enrollment management practices, operational efficiencies, academic program development, and strategic and curricular innovation. She has strengthened her executive team in service of these goals, and the new Chief Financial Officer will serve as a thought partner in this critical work.



Baltimore

Located at the heart of the East Coast arts corridor, Baltimore offers tremendous art resources: a thriving art scene, major museums, and easy access to other major cultural centers and related art and design industries in D.C. and beyond.

A college town of 140,000 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 ofBaltimore'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, and the College awards grants to students seeking to design and implement projects to improve communities. Academic programs such as the MFA in Community Arts, the MA in Social Design, and the MFA in Curatorial 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 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 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 Chief Financial Officer will oversee the finance and administration unit of MICA and serve as a pivotal member of the senior leadership team and the executive leadership team.

The Chief Financial Officer's team of direct reports includes the director of finance and treasury, controller, director of financial planning and analysis, director of payroll and accounts payable, senior director of enterprise systems and technology services, manager of Postal and Print Services, associate vice president of campus safety, and the associate vice president of facilities management.

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

Leadership Priorities

The new Chief Financial Officer will work closely with the president, senior leaders, and faculty leadership to envision and realize the fiscal and business excellence at MICA, with a focus on the following priorities.

Develop and implement the strategic plan in conjunction with the president and senior leadership

MICA has done considerable work developing a forward-thinking and innovative budget plan. There remains an opportunity to continue the evolution and expansion of practices in fiscal affairs and business services, with the vision and courage to break new ground, while ensuring and advancing the financial health and stability of the College.

In concert with the faculty and staff, the Chief Financial Officer will support the examination of curricula and programs across all levels and encourage programs that strengthen connections and collaborations across departments and disciplines and external partnerships. The Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer will promote a culture of collaboration, inclusion, and collegial leadership, including a new model of finance and business services that provides support and fiscal pathways for a more cohesive and productive business experience. The Chief Financial Officer will be visible, accessible, and compassionate with superb management skills and the ability train, mentor, and motivate staff, using an approach that demonstrates data-driven, transparent, and inclusive decision-making. In understanding that difficult decisions sometimes need to be made, the Chief Financial Officer will navigate the nuances of decisiveness with accountability and clear, proactive communication. A tireless natural communicator and listener, the Chief Financial Officer will be skilled at disseminating information across a complex organization, having candid conversations, creating space for open exchange of ideas, and leading the community in engaging one another authentically across issues of both difference and commonality.

Support efforts to recruit and engage a talented and diverse faculty and staff

With oversight of Human Resources, the Chief Financial Officer will work to ensure that the institution continues to attract, hire, and retain faculty and staff of the highest quality who remain deeply engaged in business and finance. They will also play a key role in fostering a climate that encourages the engagement of the community. The Chief Financial Officer will support activities related to the administration of the collective bargaining agreements and negotiations of future collective bargaining agreements on behalf of MICA.

Dualifications

The ideal candidate will have:

- Master's degree in Business Administration, Finance, Accounting, or related-field from an accredited institution
- 7-10 years of progressively responsible and relevant leadership and supervisory experience in administration and finance
- Experience as a CFO in a higher-education setting
- A record of collaborative, communicative, and transparent leadership
- A proven track record of accomplishment and collaboration in the strategic management and improvement of institutional fiscal affairs and services that maximize efficiency and effectiveness across relevant areas
- Experience in facilitating progressive organizational change and development within a non-profit higher education setting, including experience in re-engineering and/or redesigning administrative and business processes
- Proven expertise in the managing or providing oversight of business services, business enterprises fiscal management, regulatory compliance, fiscal management, and/or regulatory compliance
- High integrity, excellent communication skills, and a sense of humor

Applications and Nominations

To apply, candidates must send a letter of application in which they address directly the qualifications outlined in this prospectus, a curriculum vitae, and contact information (names, phone numbers, and email addresses) for five references in PDF document: MICA VPCFO Applications Link

Applications will be reviewed as they are received until the position is filled.

The search is being assisted by AGB Search. Nominations and inquiries should be directed to:

Robert Holyer, Ph.D.
Executive Consultant, AGB Search
robert.holyer@agbsearch.com
804-402-6736 (c)

Candidates are encouraged to contact the consultant before they apply

For further information about The Maryland Institute College of Art, please visit www.mica.edu

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. Furthermore, the College provides reasonable accommodation to persons with mental or physical disabilities.



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M|I|C/A

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