Position Specification

Maryland Institute College of Art

Baltimore, Maryland

Associate Vice President for Undergraduate Admission and Enrollment Marketing

Institutional Background

Maryland Institute College of Art (MICA) is an art and design college in Baltimore, Maryland. It was founded in 1826 as the Maryland Institute for the Promotion of the Mechanic Arts, making it one of the oldest art colleges in the United States. The school is located in the Bolton Hill neighborhood, along Mount Royal Avenue. The main campus is about 1.5 miles from downtown Baltimore.

MICA hosts pre-college, post-baccalaureate, continuing studies, master of fine arts, and bachelor of fine arts programs, as well as weekend young people’s studio art classes.

The Maryland Institute for the Promotion of the Mechanic Arts was established in November 1825, by prominent citizens of the city of Baltimore. The General Assembly of Maryland incorporated the institute in 1826 and in the following years, exhibitions of articles of American manufacture were held in the concert hall on South Charles Street. A course of lectures on subjects connected with the mechanic arts was inaugurated and a collection of library of works on mechanics and the sciences was begun.

This first athenaeum was destroyed by fire in February 1835, during the economic panic and riots that erupted following the collapse of several Baltimore banks, including the Bank of Maryland. As a result, the newly-emergent institute lost all of its property and records and was almost dissolved.

In November 1847, Benjamin S. Benson and 69 others issued a call for a meeting of those favorable to the formation of a mechanics’ institute. On January 12, 1848, the decision was made to continue the institute, and the first exhibition was held at Washington Hall in October 1848. Second and third exhibitions, held in 1849 and 1850, were remarkably successful. The institute was re-incorporated by the state legislature at its December session in 1849 and was endowed by an annual appropriation from the State of Maryland of $500. In 1849, the board of managers extended the usefulness and broader appeal of its programs to ordinary citizens by opening a school of design, and an additional night school of design was extended two years later in the new hall and building.

Exactly 69 years after the blaze that engulfed its first home, the Maryland Institute’s new Center Market Building was destroyed in Baltimore’s Great Fire of 1904. It had taken 12 years to recover from the first fire; this time efforts to resume classes began within 12 hours. Funds poured in to rebuild, most notably a large gift from Andrew Carnegie, which resulted in MICA’s current Main Building on Mount Royal Avenue.
Baltimore, Maryland

Baltimore is the largest city in the state of Maryland, and the 29th most-populous city in the country. It was established by the Constitution of Maryland and is not part of any county; thus, it is the largest independent city in the United States. Baltimore has more public monuments per capita than any other city in the country and is home to some of the earliest National Register historic districts in the nation, including Fell's Point (1969), Federal Hill (1970), and Mount Vernon Place (1971). More than 65,000 properties, or roughly one in three buildings in the city, are listed on the National Register, more than any other city in the nation.

Founded in 1729, Baltimore is the second-largest seaport in the Mid-Atlantic. Baltimore’s Inner Harbor was once the second-leading port of entry for immigrants to the United States and a major manufacturing center. After a decline in major manufacturing, industrialization, and rail transportation, Baltimore shifted to a service-oriented economy, with the Johns Hopkins Hospital (founded 1889) and Johns Hopkins University (founded 1876), now the city’s top two employers.

With hundreds of identified districts, Baltimore has been dubbed “a city of neighborhoods.” Famous residents have included the writers Edgar Allan Poe, Edith Hamilton, Frederick Douglass, and H.L. Mencken; jazz musician James “Eubie” Blake; singer Billie Holiday; actor and filmmaker John Waters; and baseball player Babe Ruth. In the War of 1812, Francis Scott Key wrote “The Star-Spangled Banner,” later the American national anthem, in the city.

For more information, visit the Chamber of Commerce at [http://baltimorecitychamber.org/](http://baltimorecitychamber.org/).

Vision Statement

The college’s primary focus is the delivery of degree programs—bachelor of fine arts (BFA), master of arts (MA), master of fine arts (MFA), master of arts in teaching (MAT), master of business administration/master of arts (MBA/MA), master of professional studies (MPS), and the post-baccalaureate certificate. MICA also offers programs in continuing education—from individual courses for adults and youth to certificate programs offering a coherent course of study. The programs of the Division of Continuing Studies are designed both for working artists and designers, and for others who would benefit from professional-level instruction in art and design.
All of the college’s programs reflect the philosophy that students learn best when developing thinking, questioning, and utilizing skills simultaneously. The curriculum is well structured, based on a strong foundation program that provides the vocabulary and technical skills necessary for further and more specialized study. The MICA curriculum integrates writing, liberal arts coursework, and intensive studio practice, so that students become literate and knowledgeable of everyone’s cultural background and their place as artists and designers in creating and shaping culture. By the end of their studies at MICA, students are expected to be able to work independently in their chosen medium, to collaborate with others, to communicate with others, and to have a global perspective.

The college’s faculty is made up of scholars in the liberal arts and professional artists, all of whom are committed to teaching. It is important to the college that the faculty continue active careers creating, exhibiting, or publishing their own work and that most faculty teach students at all levels—freshmen as well as advanced students. The college is dedicated to having a faculty that is diverse racially, culturally, and in terms of aesthetic direction. While our permanent faculty provide the essence of the learning experience at the college, nationally recognized artists, scholars, and critics enhance the education of MICA students through residencies, critiques, and lectures. Among the faculty are individuals who are employed full-time in their profession and teach one or two courses at the college, bringing an important real-world perspective to the classroom.

MICA’s students come from diverse cultural and economic backgrounds. Intellectual curiosity, creativity, motivation, and self-discipline are among the attributes we look for in prospective students. Through a course of study at the college, students develop a body of work that reflects their potential for professional achievement. The experience at Maryland Institute College of Art, by including internship programs, as well as other co-curricular and professional development opportunities, offers students a firm base upon which to launch and build a career.

The college’s co-curricular programs—including programming in residence life, student affairs, student activities, community-based art and design, and career development—support the college’s primary goal, which is to nurture the professional, intellectual, and personal growth of emerging artists and designers. We recognize and understand the needs of our students so that we can offer them the resources they need
for success in the intense studio and academic environment of one of the nation’s top colleges of art and design.

**Mission Statement**
Because we believe in the vital role of art in society, we at Maryland Institute College of Art are dedicated to the education of professional artists and designers, and to the development of a collegiate environment conducive to the evolution of art and design.

**Leadership**
*Samuel Hoi, President*

Samuel Hoi is the president of Maryland Institute College of Art. He is an experienced and innovative higher education leader, as well as an advocate for art and design education and creative professionals as drivers in social, economic, and cultural advancement.

Prior to arriving at MICA, Hoi was president of Otis College of Art and Design. Under Hoi’s leadership, enrollment at Otis increased as much as 34 percent, operating resources more than doubled, and the endowment more than tripled, attributable in part to a 200 percent increase in individual donors. Prior to joining Otis, Hoi was director of the Paris campus of Parsons School of Design and dean of the Corcoran College of Art and Design in Washington, D.C. While at the Corcoran, he created the award-winning Visual Arts Community Outreach Program serving the inner-city youth of Washington, D.C., and helped diversify offerings, growing continuing education registrations by 50 percent and related revenue by 100 percent. He also oversaw a 24 percent increase in degree program enrollment and a physical expansion at the Corcoran.

Hoi’s multifaceted background includes membership (retired status) in the New York Bar; a juris doctorate degree from Columbia Law School; a bachelor's degree from Columbia College, where he graduated summa cum laude;
and an A.A.S. degree in illustration from Parsons. He is a member of Phi Beta Kappa, and holds honorary doctorate degrees from the Corcoran College of Art and Design and Otis College of Art and Design. In addition, he was decorated in 2006 by the French government as an Officer of the Ordre des Palmes Académiques.

**David Bogen, Provost and Vice President for Academic Affairs**

David Bogen, PhD, provost and vice president for academic affairs, has 20 years of diverse experiences in higher education program development, research strategies, partnership building, and internationalization. At MICA, Bogen serves as the chief academic officer, responsible for all aspects of the development and delivery of educational programs, including curricula, faculty, facilities and budget, and ensuring and supporting the achievement and fulfillment of academic excellence across all disciplines of the college.

A social theorist and philosopher of language by training, Bogen has broad experience in pioneering interdisciplinary programs based on diverse pedagogical models, including project-, studio-, and community-based approaches and the integration of digital media in instruction. He was also instrumental in the development of major research initiatives and partnerships at his former institutions involving health design, social practice, art and science collaborations, digital fabrication, and materials analysis.

Bogen holds a BA in philosophy from Macalester College and an MA and a PhD in sociology from Boston University. He is the author of Order Without Rules: Critical Theory and the Logic of Conversation (SUNY Press, 1999) and the co-author of The Spectacle of History: Speech, Text, and Memory at the Iran-Contra Hearings (Duke University Press, 1996). His most recent work explores social, organizational, and perceptual issues in the design of emerging media environments.

**Theresa Bedoya, Vice President and Dean of Admission and Financial Aid**

Theresa Bedoya was appointed dean of admission and financial aid in 1986. In 1992, she was promoted to her current position of vice president for admission and financial aid. She received her BS in art from Towson University, and has participated in professional development seminars and postgraduate study at New York University, American University, Johns Hopkins University, and Harvard University. She has been a lecturer and panelist at scores of professional conferences at the state and national levels. Bedoya has served as a consultant to the National Foundation for the Arts, Peterson's, and the Maryland Artist Equity Foundation as well as numerous private educational institutions. During the past three years, she has served as president of the Governing Board of the Baltimore Collegetown Network (BCN), as a member of the Professional Development Standing Committee of the National Association of College Admission Counselors (NACAC), and as a member of the Steering Committee and the Enrollment Task Force of the Association of Independent Colleges of Art and Design (AICAD). She currently is the treasurer and a member of the Executive Committee of the Governing Board of the Baltimore Collegetown Network (BCN), a member of the Current Issues and Future Trends Committee of the Potomac and Chesapeake Association of College Admission Counselors (PCACAC), and a member of the Scholastics Awards Advisory Council for the Association of Independent Colleges of Art and Design (AICAD).
The Academic Program

Undergraduate Majors

- Animation
- Architectural Design
- Art History, Theory, and Criticism
- Ceramics
- Drawing
- Fiber
- Film and Video
- Game Design
- General Fine Arts
- Graphic Design
- Humanistic Studies
- Illustration
- Interactive Arts
- Interdisciplinary Sculpture
- Painting
- Photography
- Printmaking
- Product Design

The Student Body

The college enrolls 1,679 undergraduate and 382 graduate students from 49 states and 65 foreign countries, offering programs of study leading to bachelor of fine arts (BFA), master of arts (MA), master of fine arts (MFA) degrees, master of professional studies (MPS), a joint degree with Johns Hopkins Carey Business School, the master of business administration/master of arts (MBA/MA), as well as post-baccalaureate certificate programs and a full slate of credit and noncredit courses for adults, college-bound students, and children.

MICA is recognized as an important cultural resource for the Baltimore/Washington region, sponsoring many public and community-outreach programs, including more than 100 exhibitions by students, faculty, and nationally and internationally known artists annually, as well as artists’ residencies, film series, lectures, readings, and performances.

An Overview of the Department of Undergraduate Admission

Reporting to the vice president and dean for admission and financial aid, the associate vice president for undergraduate admission and enrollment marketing will oversee the undergraduate admission area. Three associate directors report directly to the AVP. They are:

1) Associate director for transfer admission and special events
2) Associate director of freshman admission
3) Associate director of international admission
In addition, there are seven individuals reporting directly to the associate directors as well as several student ambassadors.

Organizational Structure of the Division

Reporting to the vice president and dean for admission and financial aid are the following:

1) Associate vice president for undergraduate admission and enrollment marketing  
2) Director of graduate admission  
3) Director of admission operations  
4) Associate vice president for financial aid

History of the Position

During the spring of 2016, two key staff members in the undergraduate admission office left MICA for positions elsewhere. The positions left vacant have not been filled; the individual in this position will serve as the right hand to the vice president for admission and financial aid and as the direct supervisor to three associate directors, who in turn supervise seven staff members.

Responsibilities of the Position

The associate vice president for undergraduate admission and enrollment marketing will provide strategic leadership, vision, oversight, and coordination of the college’s undergraduate admission and enrollment marketing programs. The AVP is expected to lead the development of recruitment models, strategies, and policies necessary to meet the college’s annual undergraduate enrollment and retention goals. The AVP will be responsible for hiring, training, and professionally developing a team of 10 professionals and managing an operational budget of approximately $1.5 million. The AVP will also be expected to:

• develop and execute recruitment plans and strategies to meet undergraduate enrollment goals while overseeing all functions related to admissions management and staff training;
• work with the Vice President for Admission and Financial Aid, and in close collaboration with the Strategic Communications team, to develop, design and execute all marketing campaigns in support of new undergraduate student recruitment and enrollment; shape and implement a comprehensive communications strategy; develop content and write copy for use on a range of communication platforms including web, print, social media, email and advertising; contribute to the development and design of communications;
• work with key members of the undergraduate and graduate admission team and technology team to lead in the implementation of CRM technology to generate targeted, segmented communications across all facets of the undergraduate admission pipeline;
• collaborate with internal and external stakeholders to develop and implement innovative and anticipatory recruitment strategies and admission policies to achieve desired enrollment goals;
• actively engage with the Office of Financial Aid in developing and implementing awarding policies and joint communication strategies to maximize enrollments;
• collect and analyze data for the purpose of making data-driven decisions, assessing recruitment and marketing efforts and adapting innovative strategies;
• maintain positive and collaborative working relationships with all academic and student support offices; and
• cultivate faculty relationships and involvement in enrollment and marketing initiatives.

Qualifications and Characteristics of the Successful Candidate
A master’s degree or equivalent combination of academic preparation and experience in enrollment management as well as documented experience in a management position leading an enrollment program at a college or university are required. Additionally, the following skills will be expected:

- demonstrated track record of success in the field of enrollment marketing and recruitment;
- proven success in competitive marketing, positioning, and messaging;
- knowledge of national and international trends and developments in recruitment and admissions for the purpose of modeling and strategic planning;
- proven commitment to diversity, equity, and inclusion; demonstrated ability to create and maintain positive working relationships with people of diverse backgrounds and perspectives in a professional community that views diversity and collaboration as organizational strengths;
- excellent oral and written communication and interpersonal skills; strong collaborative orientation to project design and management; proven track record of managing successful teams;
- strong quantitative aptitude and experience with predictive modeling and financial aid leveraging;
- ability to take initiative, exercise sound judgment, and handle multiple priorities in a fast-paced environment; and
- demonstrated experience with integrated student information systems and innovative technologies for recruitment and admissions.

In addition to the minimum educational and experience requirements referenced above, stakeholders indicated that the following personal characteristics and skills would enhance the selected candidate’s potential for success in the position:

- Experience with predictive modeling/financial aid leveraging at a tuition-driven institution;
- Ability to collaborate with internal peers, particularly in the areas of strategic communications, graduate admission and open studies;
- Interest in learning from the vice president for admission and financial aid, but also the confidence to provide a new perspective and recommendations for changes/enhancements to existing processes;
- Ability and willingness to accept authority to make decisions and to move the office forward in technological advances, i.e., in the selection and implementation of a CRM;
- Flexibility as well as a respect for past and current MICA structure, policies, and procedures;
- Innovative and a willingness to come to the position with new ideas for recruiting and yielding;
- Savvy with marketing and communications plans and timelines, including with international students and parents;
- Approachable and diplomatic; ability to communicate and collaborate well with faculty;
- Very strong management and leadership skills to oversee and direct the recruiting staff;
• A good delegator who will allow staff to make decisions and then support them in those decisions when they are successful and also when they are not;
• Compassionate, but firm in working with students;
• Transparent and clear about expectations and responsibilities of the team;
• Organized, composed, and even keeled;
• Emotionally mature with the ability to thrive while working with passionate leaders throughout the institution;
• Committed to continuing the “culture of care” at MICA;
• Student centric and committed to working closely with students and families;
• Committed to the broadest sense of diversity, equity, inclusion, and globalization;
• Adaptable, with the ability to change course midstream as necessary;
• A strategic thinker who understands the current enrollment management landscape and who will establish, in coordination with the vice president for admission and financial aid, the direction, priorities, and goals for the undergraduate admission and enrollment marketing areas;
• Ability and desire to further develop a strong enrollment staff that is responsive, innovative, collaborative, results oriented, and student centered;
• Interested in exploring cutting-edge technology to communicate with students and to increase efficiency with the office; and
• Appreciation for the value of an art and design education.

Likely Opportunities, Priorities and Challenges of the Position

This is an exciting time at MICA and stakeholders were very engaged and interested in the search process for the new AVP for undergraduate admission and enrollment marketing.

Stakeholders described MICA as an “unusual work place,” in that it is “full of love” and people enjoy working there and stay for many years. In this particular position, an incoming AVP must sit back to do an assessment prior to making recommendations for change. While most constituents seemed to welcome some changes, particularly with the enhanced use of technology, it will take time and the appropriate outreach and tact to first assess what MICA has done successfully in the past and then determine what needs to be done to enhance the current services and communications the college provides to prospective students. While MICA has prided itself on doing things differently and is oftentimes ahead of its AICAD counterparts, constituent buy-in for any future changes will be important in order to move forward. It was noted in many of the stakeholder sessions that MICA has been reviewing CRMs and that the new AVP will be instrumental in the implementation of the software program in the admission area. A comprehensive
reimagining of the current web site is also being conducted at this time, with an anticipated go-live date of fall 2018.

There have been several changes in the senior leadership structure at MICA during the past five years. The previous president had been at MICA for more than 30 years prior to the appointment of Samuel Hoi three years ago. The previous provost had been at MICA for more than 20 years prior to the appointment of David Bogen approximately 18 months ago. A new vice president for strategic communications joined MICA two years ago and a search is under way for a vice president for technology. These changes all point to a new direction for MICA—one that is viewed favorably by stakeholders as there is a lot of cohesion with the current senior leadership.

Measures of Success for the Position

At an appropriate interval after joining MICA, the following items will initially define success for the new associate vice president for undergraduate admission and enrollment marketing:

- She or he will demonstrate a leadership style that is credible and collegial while being highly effective.
- She or he will have reviewed organizational strengths and weaknesses and will have demonstrated the ability to manage short-term change and long-term development for the department.
- She or he will have collaborated with the vice president and dean for admission and financial aid to create a long-range recruitment plan that aligns with the college’s objectives.
- She or he will have reviewed staff and processes within the department to evaluate the level and quality of services provided to students and academic departments to ensure that all prospective students are receiving timely communiqués from the Office of Undergraduate Admission.
- She or he will have worked closely with the vice president and dean for admission and financial aid to optimize recruitment and enrollment strategies that will meet the institution’s annual strategic enrollment goals.

Benefits Overview

- Medical Insurance
- Dental Benefits
- Vision Plans
- Life Insurance
- Short- and Long-Term Disability
- Retirement Plans
- Tuition Benefits
- Employee Assistance Plans

For more information:
https://www.mica.edu/About_MICA/Departments_and_Services/Human_Resources/Benefits.html.

Application and Nomination

Applications, including a position-specific cover letter and resume, may be submitted online at http://www.spelmanandjohnson.com/. Nominations for this position may be emailed to Kendra Dane at ked@spelmanandjohnson.com. Applicants needing reasonable accommodation to participate in the application process should contact Spelman Johnson at 413-529-2895.