

POSITION AND CANDIDATE SPECIFICATION



PRESIDENT

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Assignment: 70036-001

Date: September 2009

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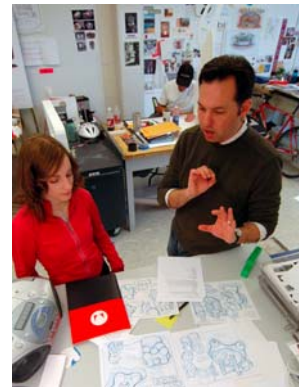
POSITION SPECIFICATION

About the Cleveland Institute of Art

The Cleveland Institute of Art is one of the nation's leading accredited independent colleges of art and design. For more than 125 years, the Institute has been an educational cornerstone in Cleveland, Ohio, and has won widespread acclaim for the quality of its programs and achievements of its alumni. The Institute offers an exceptional college experience with its broad-based visual arts foundation to inspire creativity and educate innovators through a comprehensive curriculum in the areas of design, digital media, fine arts, craft and liberal arts. Among the Institute's offerings are specific programs which are at the leading edge of innovation, including majors with emphasis on technology and integrated media; specializing in animation, game art and design, interactive media, biomedical art and its nationally ranked industrial design program. The Institute also recognizes its breadth and ability to balance traditional and contemporary fine art and craft majors and curricular training in leadership for entrepreneurial art careers.

Academics

The Institute's academic structure and integrity provide a rich and vigorous educational experience that crosses disciplines, develops practical business skills and promotes critical thinking in each creative endeavor. Students begin their work at the Institute in the foundation program, which strengthens existing skills and challenges them to explore their creative edges. The broad-based and integrated liberal arts curriculum gives context to the sixteen studio majors, while the internship program provides real-world exposure that contributes to a smooth transition to work or graduate school.



Recently, the Institute has introduced several significant initiatives to enhance the curriculum while introducing ambitious plans for campus renewal. Among these initiatives are: the development of new majors in digital arts (game design, video, animation), renewed energy in the biomedical art program, and the farsighted shift from a five-year to a four-year base curriculum for students pursuing a Bachelor of Fine Arts degree. To support this shift, a new curriculum was designed, effective with the class that enrolled in Fall 2006, which allows students to enter their majors – and their careers – more rapidly. This change brings the Institute in line with peer colleges and makes the Institute much more competitive in attracting focused, high-ability students.

With an enrollment of about 500 students and a location near the campus of Case Western Reserve University, CIA offers the benefits of a small artistic community with access to a renowned research university which complements many of the CIA's unique

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areas of focus such as their biomedical art program. CIA's commitment to its evolution as a 21st century educational institution is demonstrated through its interaction with partner institutions and outreach to the community. Underpinning this progress and leveraging of innovative, strategic partnerships is the integration of state-of-the-art technology with art and design, which has and will continue to impact both the support functions of the school as well as the academic programming.

Eighty-eight percent of major classes have fewer than twenty students, and the student-to-faculty average ratio of about nine-to-one facilitates a master/apprentice teaching model.

In 2008, CIA embarked on the development of a strategic plan for 2010-2014. The timing of the plan aligned with changes that would have a profound impact on the school going forward. These include a major building project that will update and consolidate the physical plant as well as a fundamental reshaping of the academic curriculum.

Campus Environment



The Institute's main studios are housed in a former Ford Model-T factory that is on the National Register of Historic Places, and all student majors work in their own studio space. The faculty consists of exhibiting artists and award-winning designers who have made significant contributions to knowledge in their fields and received national recognition for their artwork

design and scholarship. Groundbreaking artwork from the graduates rests in the permanent collections of prestigious museums and galleries such as the Metropolitan Museum of Art, the National Gallery and the Victoria and Albert Museum, while the Institute's design alumni are innovators at Fortune 500 companies including Procter & Gamble, Motorola, Hasbro and Electronic Arts (EA).

The CIA resides in a vibrant urban environment – a neighborhood on the cultural pulse of the city. Known as University Circle, this neighborhood grew out of a unique community, begun in the early 1900's and transformed by the city's most prestigious educational, cultural and medical institutions. This is an exciting time for University Circle as more than \$2 billion of construction is underway or planned which will transform the area and create the Uptown Arts and Retail District within the Circle. This new area will become another retail and entertainment destination for the region and an exciting co-location for the existing cultural and educational institutions. Across the street from the Institute is the internationally renowned Cleveland Museum of Art and Case Western Reserve University;

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down the street is the home of the Cleveland Orchestra. Also within University Circle and in very close proximity to CIA, are two major hospitals: the world-renowned Cleveland Clinic and University Hospitals, a major teaching and research institution.

Surrounding University Circle are several neighborhoods including Coventry and Little Italy, developed a century ago and retaining the offbeat and cultural qualities that draw people from miles around. Less than five miles away is the downtown Cleveland area and Lake Erie. Throughout the city are dozens of independent galleries, ranging from glass studios to international dealers.

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Position Summary

The CIA community is seeking an engaged and inspiring institutional leader who will guide all constituencies toward achieving a shared vision for the future. Working in close consultation with The Cleveland Institute of Art's faculty, staff, students, alumni and board of directors, the President provides overall leadership and direction for the Institute.

Key Relationships

Reports to:

Cleveland Institute of Art Board of Directors

Direct reports:

Executive Vice President & Provost
Chief Financial Officer/Vice President of Business Affairs
Senior Vice President, Institutional Advancement
Vice President, Marketing and Communications

Other key relationships:

Cleveland Museum of Art
Case Western Reserve University
Other members of the University Circle area of Cleveland
Cleveland Clinic
CSU College of Urban Affairs
University Circle Inc.

Major Responsibilities

- Communicate to internal and external stakeholders a clear vision with practical strategies to enhance the Institute's credibility and position as a major competitive force in developing well-educated arts and cultural leaders and as a critical educational, cultural, and economic asset in the local & regional community.
- Achieve the goal of transitioning the campus into a consolidated, state-of-the-art building by leading the fund- and friend-raising efforts necessary to generate required resources.
- Provide leadership on priorities for strategic plan initiatives, weighing academic goals and financial implications for long term sustainability.
- Drive organizational capability and build a governance culture marked by a strong sense of trust, open communication accountability and clear expectation setting.
- Respond to CIA's strategic plan with inventiveness and farsighted consideration for the future of the Institute and its graduates.

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- In concert with the Provost and Dean of the Faculty, monitor curricular development that reflects and complements the mission, the unique character of the Institute, and the changing needs and requirements of today's artist-student.
- Ensure development and implementation of the Institute's marketing strategies that will effectively differentiate CIA from its peers and optimize market share and visibility.
- Direct effective and tactical action centered on strategic consensus to support the long-range goals and annual objectives of the Institute.
- Lead strategic and day-to-day operations with an emphasis on quality, productivity and two-way communication.
- Proactively lead, in partnership with the board of directors, a process to review and appropriately adapt the current strategic plan on a regular basis.
- Strengthen and develop economic, philanthropic, cultural and social ties within the Northeastern Ohio region. Promote the concept of the growing role of creativity in our economy and the beneficial economic impact to the region.
- Establish the Institute's reputation as a national leader in visual arts education through regional accomplishments.

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CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

The successful candidate will have a strong understanding and appreciation for the arts as well as the business of higher education. Ideally, he or she will have a track record that includes a combination of experience, education, and demonstrated achievement commensurate with the challenges and opportunities of the position.

- Responsibility for an educational institution or business with significant scale and complexity.
- Credibility based upon reputation built within an institution and/or industry as an outstanding leader, manager and communicator who has been able to earn the respect and trust of stakeholders.
- Experience dealing with donors and investors; adept at driving a positive image for an institution or entity.
- History of working with stakeholders to create productive internal governance systems.
- Ability to bring focus to a series of strategic initiatives and bring these objectives to fruition.
- Skill in securing significant philanthropic and other financial support for an institution, organization or cause.
- Crafting and communicating a compelling vision for an organization and developing a clear and effective communication plan.

Critical Competencies for Success

Strategic Leadership: In an institution ready to go to the next level, provide the forward-thinking vision, energy and results-focused orientation to anticipate, plan and prepare for the future. Establish and enhance the CIA's stature in the arts and design sector through the establishment of a culture of confidence that brings focus and proactively drives toward achieving its long- and short-term strategic initiatives.

Business Acumen: Combine creative and strategic initiatives with well-grounded business practices designed to move an organization forward. Create customized solutions and business practices for an institution with a strong record and great potential in a way that honors its rich history while placing it in a position of long-term sustainability.

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Additionally, enhance organizational effectiveness by developing and implementing strategies that ensure successful leadership development and succession planning processes.

Communication and Engagement: Unify and inspire the institution by creating a shared understanding of the institution's mission and strategies through frequent and compelling communication that exemplifies honesty, directness, sensitivity and respect, builds trust and fosters collaboration and openness throughout the institution.

Resource Development: In a climate where fundraising has been acknowledged to be universally challenging, lead the capital campaign and other fundraising initiatives to ensure that CIA leverages the assets of the institution in order to live up to its potential and carry out its vision. Identify opportunities for increased visibility, cultivation of successful partnerships and new ways to leverage the assets of CIA in order to build its reputation and base of support. Generate excitement among stakeholders by engaging an underleveraged alumni base, generating strong relationships with regional partners and communicating the unique value that CIA offers. Key priorities will be both building the endowment and completing the capital campaign.

Key Personal Characteristics

- Outstanding communication skills.
- Passion and energy for leading complex organizations during periods of change.
- Appreciation for the arts and an understanding of the arts and design as a career.
- Sensitivity to and appreciation for the diverse views of a talented group of faculty, staff, students and board members, with the ability to inspire their trust, respect and collaboration.
- Creativity, imagination, energy and lively intellectual curiosity.
- Ability to inspire through emotional intelligence.
- Evidence of substantive experience as a leader of people, and manager of processes and budgets.

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The Presidential Search Committee requests that all inquiries, nominations and applications be directed to the Institute's search firm, Spencer Stuart, at CIAPres@spencerstuart.com. Applications should include a letter of interest and a current resume or curriculum vitae.