



Opportunity and Challenge Profile

*Search for the
President and Chief Executive Officer
Art Center College of Design*

Art Center College of Design (ACCD), a world renowned school of art and design located in Pasadena, California, seeks an experienced, visionary leader to serve as President and Chief Executive Officer (CEO). Reporting to the Board of Trustees, the President will have an outstanding opportunity to further position this institution to remain at the forefront of art and design education, a magnet for the most talented students, faculty, and leading practitioners from across the globe.

Founded in 1930, Art Center's mission is to educate creative leaders through an emphasis on real-world experience, social responsibility and humanitarian application. With an operating budget in excess of \$65 million, the college enrolls approximately 1427 full-time undergraduate and 144 graduate students in 16 academic programs, including advertising, environmental design, film, fine art, graphic design, illustration, industrial design, media design, photography and imaging, product design, and transportation design. Art Center operates on two campuses in Pasadena, both within minutes of downtown Los Angeles and Hollywood. *U.S. News & World Report* has consistently ranked Art Center among the nation's top schools in art and design; the College has a strong reputation for its small size, dynamic culture, rigorous curriculum, and extensive partnerships with industry. For more information on ACCD, please see <http://www.artcenter.edu/accd/index.jsp>.

The next President and CEO—only the fifth in Art Center's nearly 80-year history— will be joining the College at an extraordinary time. Reporting to the Board of Trustees, the President and CEO is responsible for all academic, fiscal, and administrative matters, including strategic planning, financial planning and management, fundraising and community relations. Building upon the College's strong reputation, s/he will work collaboratively with all of the College's constituents to ensure its continued position as a cutting-edge institution providing a steady stream of creative, well-rounded innovators and leaders for a range of endeavors worldwide.

The successful candidate for this position will be a dynamic luminary with a strong record of management within complex, multi-unit enterprises. A full list of the qualifications and characteristics of the successful President and CEO can be found at the conclusion of this document, which was prepared by Isaacson, Miller, a national retained executive search firm. All confidential inquiries, applications, and nominations can be directed to the parties listed at the end of this profile.

About Art Center College of Design

Founded in 1930 by advertising man and educational visionary Edward A. “Tink” Adams, Art Center was the first school to teach real-world skills to artists and designers and prepare them for leadership roles in advertising, publishing, and industrial design. Since that time, Art Center and its alumni have had a profound impact on art and design in all facets of society, while continuing to advance new methods of teaching. The College played a seminal role in the founding of the first advanced-concept design studio for the automotive industry in the 1950s, and was the first design school to install computer labs, spearheading the revolution in digital design.

Today, the College offers undergraduate and graduate programs in a variety of art and design fields, as well as public programs for children and continuing studies serving the greater Los Angeles community. Art Center offers A Bachelor of Fine Arts in Advertising Design, Fine Art Media, Film, Graphic Design, Illustration, Photography and Imaging and Entertainment Concept Design; a Bachelor of Science in Environmental Design, Product Design, Entertainment Concept Design and Transportation Design. The College also offers a Master of Fine Arts in Art, Broadcast Cinema, Media Design and a Master of Science in Industrial Design. Art Center students hail from around the world; one of every four undergraduate students is from a country outside the United States. Art Center is known as a leader in exploring the digital and new media frontier, but also ensures that students are given training in valuable traditional skills. While the College is particularly known for its transportation design and product design programs,¹ it also has esteemed programs in photography, graphic design, media design, advertising design, illustration, fine art, film, environmental design, and other fields. Art Center maintains a strong “real world” focus, emphasizing craftsmanship, technique, and professionalism through practice-based learning, in part through collaboration with design teams at partner organizations such as Nike, Disney, NASA, and BMW.

During the last eight years, under the leadership of President Richard Koshalek, Art Center has increased its endowment to \$43 million, resulting in \$7 million in scholarships in 2008. Art Center aims to promote positive social change through art and design: the College is viewed as a leader in sustainability², and through programs such as DesignMatters, the College works with the United Nations and other organizations to advance social and humanitarian causes through design. As such, Art Center is the first and only college to be granted a non-governmental organization status (NGO) by the U.N.

The main physical presence for Art Center is located on the Hillside Campus, situated on 175 wooded acres above the famed Rose Bowl. The Hillside Campus is home to Art Center’s undergraduate and graduate programs as well as its administrative offices. Facilities include the signature Elwood Building; Ahmanson Auditorium; film and photography labs and stages; several gallery spaces; James Lemont Fogg Memorial Library; Los Angeles Times Media

¹ Art Center is consistently ranked No. 1 overall for both its undergraduate and graduate programs among all industrial design schools in the United States by *DesignIntelligence* and other sources.

² In addition to integrating sustainability into the academic programs, Art Center is implementing a zero waste plan for the campuses that will encourage composting, source reduction, recycling, reuse, and environmental preferred purchasing. Art Center’s South Campus is an award-winning LEED certified building, the first of its kind in the city of Pasadena, with various sustainable features including a “green” roof and sculptural skylights made of recyclable plastic.

Center; a recording studio; Sinclair Pavilion; and the Technical Skills Center. The Hillside Campus also houses classrooms and studio space, multiple computer labs, a modeling facility with traditional tools as well as rapid prototyping technologies; painting facilities; the Color, Material, and Trends Exploration Lab; Auto Interior Simulation Lab, and a student gallery and an external exhibit gallery, both open to the public. The Hillside Campus has been designated as a historic monument by the City of Pasadena.

In 2004, Art Center opened its South Campus, a 100,000-square-foot, former aircraft-testing facility located at the southern edge of Pasadena. The site was redeveloped by Daly Genik, Inc. to accommodate the 5,000+ students enrolled in the College's non-degree public programs, and to house the Graduate Art Complex, Archetype Press, Printmaking Studio, The Agency, and the Judy Slasky Memorial Rooftop Garden. South Campus is also home to the 16,000-square-foot Wind Tunnel, which will be home to the Graduate Media Design Program, including 70+ graduate student studios, teaching and media facilities, and the New Ecology of Things (N.E.T.) Research Lab, in Spring 2009.

Role of the President and CEO of Art Center

The President is the Chief Executive Officer of the College, responsible for the academic operations and fiscal health of the institution, as well as its primary external representative, responsible for external relations and fundraising. The President and CEO serves on the College's Board of Trustees, an otherwise all-volunteer board comprised of art and design, civic and business leaders and philanthropists, some of whom are Art Center alumni. Positions reporting directly to the President are the Acting Chief Academic Officer, the Senior Vice President and Chief Financial Officer, the Senior Vice President for Real Estate & Operations, the Senior Vice President for Human Resources & Trustee Relations, the Senior Vice President for Marketing and Communications, and the Senior Vice President for Development (vacant). Upon hire, the President will have an opportunity to build this leadership team by recruiting a new Chief Academic Officer as well as a new head of the advancement function.

Key Opportunities and Challenges for the President and CEO

ACCD stands at a crucial turning point in its history. For the past eight decades, the college has maintained a very strong brand and reputation, but in recent years has encountered increased competition from a growing pool of specialized institutions around the world, as well as from universities offering art and design programs of their own.³ For Art Center to continue to thrive in this increasingly competitive marketplace, it must refine a clear, compelling vision for the future and further exert its leadership position at the center of excellence and innovation in art and design education. The President and CEO will spearhead a college-wide effort to assure that Art Center maintains its stature as the leading art and design college for the 21st century, a place where outstanding students and faculty from around the world can continue to work together to use cutting-edge tools, technologies, and pedagogies to promote the social good. To realize the

³ Institutions frequently cited as competitors to Art Center include: Cranbrook Academy of Art, Rhode Island School of Design (RISD), San Francisco Academy of Art, Savannah, Pratt Institute, University of Cincinnati, among others.

tremendous potential of Art Center, the President and CEO must embrace opportunities and overcome several key challenges as presented below:

Join the Art Center community and become known as an open and respectful leader.

The first challenge for the President and CEO will be to establish trusting relationships within the Art Center community by reaching out to students, faculty, staff and trustees with a genuine spirit of openness, transparency, and interest in the creative work at hand. The President will establish credibility as a supportive leader who is visible and accessible, as well as respectful of the College's strong tradition of independence, creativity, and shared governance.

The successful candidate will be a strong communicator and share information at all levels within Art Center and forge strong relationships with the Student Government (ACSG), the Faculty Council, the Chairs Council, senior leadership, staff, and the Board of Trustees, as well as external community partners.

Establish a vision and strategic planning process to guide Art Center's future

In collaboration with the greater College community, the President and CEO will develop a vision and lead a strategic planning process to guide the institution forward. A critical component of strategic planning will, of course, be financial strategy. Through this vision, Art Center aims to remain at the forefront of 21st century art and design education; a model of cutting edge innovation and learning that is dynamic and will drive, rather than be driven by, the market. The President will articulate a core vision and continually lead a cohesive, collaborative strategic planning effort which will clearly define priorities and measures of success in the years to come.

If successful, the President's vision will not only ensure that Art Center will be recognized as the global leader in art and design education, but will inspire the members of the College community to regard their work with a common sense of purpose, regardless of their discipline. As student and faculty work spans 14 disciplines, the President must be careful not to homogenize Art Center's academic programs, but rather establish an overarching framework that empowers each program to flourish while working collectively in pursuit of a greater organizational mission.

Assess and attend to the needs of key stakeholders

The new President will be expected to perform an organizational assessment that will inform the crafting of key strategic priorities in the short and long term. S/he will be expected to attend to the specific needs of the College's key stakeholders including:

- **Students:** Art Center's students are its most important constituency; the College will only be successful if it continues to attract high-caliber students and can support them throughout their academic and professional careers. As such, the College seeks to increase financial aid and scholarships as well as help to enhance the sense of student community on campus. As Art Center is primarily tuition-driven, it is challenged to attract the best and brightest students who may not be able to afford the high cost of tuition. To remain competitive, it must grow its student scholarships and other sources of

financial aid funding. This will, in turn, lead to enhancing the diversity of the student population. The number of Native American, African-American and Latino students is quite low. In contrast, currently the number of Caucasian and Asian, particularly Korean, students is quite high. Students also seek to have greater career placement support after graduation, additional communal spaces on campus, as well as additional parking and/or better transportation options.

- **Faculty:** Art Center has a very committed yet untraditional faculty. The College does not employ a typical academic structure and all faculty are non-tenured. Most faculty are professional leaders from the art and design world and bring an applied, real world perspective to their work. Because most are part time, they have not been as involved historically in the governance processes as seen in other colleges. Nevertheless, the President should strive to engage faculty in dialogue and ensure that they have a respected voice in shaping the College's future, while also cultivating a workplace environment that supports creative expression and sharing of information and encourages healthy debate. The new administration will also attend to faculty matters related to compensation, provide enhanced professional development including teaching of instructional methods and research support, and foster a positive workplace environment that inspires faculty to improve their instruction and research while advancing the fields of art and design.
- **Staff:** Throughout Art Center, a dedicated staff of professionals work at all levels and in various capacities in support of the core mission of the College. Not unlike the other constituent groups, staff share the sense of community and seek to have their ideas and voices heard and their contributions recognized and respected. They also seek training and advancement opportunities and competitive compensation and benefits. Staff at Art Center are non-represented.
- **Board of Trustees:** Presently numbering fourteen including the President and Chief Executive Officer, Art Center's Board of Trustees is an otherwise all-volunteer group comprised of art and design, civic and business leaders and philanthropists, some of whom are Art Center alumni. There are significant opportunities for the President and CEO to strategically and continually expand and strengthen the Board while increasing the diversity of age, gender, ethnicity, background, area(s) of interest, expertise, and industry connection of its membership. The President and CEO will also work closely and collaboratively with the Board of Trustees on strategic direction of the College and engage trustees in mission-critical activities that will enhance their commitment to Art Center while simultaneously providing to the College the benefit of each trustee's energies and expertise.
- **External Partners:** Art Center maintains active partnerships ranging from design and arts-related institutions and industries to city government to local community groups to the press. The President will work to sustain these relationships, and also forge new, innovative collaborations that provide learning and career-building opportunities for students and faculty. The President will also oversee the development of programs to enhance relations with alumni, who represent a valuable bridge to industry; educational

leaders from K-20 schools, who can ensure a steady pipeline of high-caliber students; City of Pasadena leaders who can help to support the college's future master plan; and leaders in the international community with whom collaboration is critical to the College's global reach.

Ensure the fiscal viability of the College

Art Center is a private institution that is heavily tuition dependent with a relatively modest endowment. In addition, because art and design schools operate in capital-intensive fields, they require constant upgrades in software, materials, and technology, as well as continual upgrades to and construction of physical facilities.

For the College to remain competitive, the President must develop a comprehensive and strategic financial model designed to strengthen its financial base through (1) the careful and effective management of existing financial resources, (2) increasing fund-raising results in a difficult economic environment and (3) identifying and successfully pursuing additional revenue streams. This three-pronged approach must allow Art Center to continually increase its endowment as well its tuition discount rate.

The President will be expected to raise money through philanthropic fundraising; currently, the College is in a capital campaign with a goal of generating \$150 million in five years.⁴ The President will also be responsible for assessing enrollment and tuition and managing current budgets and making adjustments as necessary.

The accomplishment of these goals will be achieved through numerous tasks overseen by the President and CEO, including:

- assessing and right-sizing the organizational structure;
- assessing systems and current practices and policies and making adjustments as necessary to improve operational efficiency and excellence;
- reviewing existing policies and procedures, make changes where indicated, and ensuring consistency; and
- clarification of, accountability for and enforcement of policies related to purchasing, expense management, travel and other areas

Ultimately, the President must be able to make the kinds of tough decisions and investments in educational resources that will keep the College relevant and viable into the future. If successful, Art Center will grow its endowment sufficiently to attract the best and brightest art and design students from around the world, regardless of financial background, as well as premier faculty members. In addition, the College will be able to make planned infrastructure and capital improvements, support new academic programs, and provide up-to-date equipment and additional space for students and faculty.

⁴ Art Center recently completed an initial phase of fundraising, which generated approximately \$75 million. A second phase is newly underway.

Promote the story and vision of Art Center

The President serves as an external ambassador for the College and will be expected to promote its vision locally, nationally and globally. In this capacity, the President will craft an effective communication platform to articulate the college's history, progress, and aspirations for the future. In addition, s/he must be knowledgeable of the trends and cutting edge practices in art and design broadly, while simultaneously crafting a compelling case for Art Center as part of a broader narrative of the social value of excellence and innovation in art and design.

To meet this challenge, the President must be a gifted speaker who can paint a vision for Art Center that is both convincing and compelling for a wide range of audiences. If successful, the President will generate interest around the world for the College and its people, helping to elevate its reputation as the premier art and design institution producing the next generation of leaders and practitioners who will undoubtedly set the stage for high impact technologies, products, and services of the new century.

Compensation and Location

Compensation will be commensurate with experience.

Art Center College of Design is located in the Southern California community of Pasadena, just beneath the San Gabriel Mountain range and only minutes from downtown Los Angeles and Hollywood. Pasadena has a pleasant, relatively dry year-round climate and has several vibrant neighborhoods. The city is home to the famous Rose Bowl and Rose Parade, the Norton Simon Museum, California Institute of Technology, and the Jet Propulsion Laboratory. For more information about Pasadena, please see <http://www.pasadenacal.com/>.

Qualifications and Characteristics

The new President and CEO may come from a variety of professional backgrounds including graphic design; industrial design; education; advertising/creative arts; illustration and animation; fine arts management; film, media or TV; business or public administration. An advanced degree in a relevant field and/or experience in higher education administration is highly desirable; a proven track record of successful leadership, management, entrepreneurship and integrity is essential. Other traits desired in the next President and CEO of Art Center include:

- Demonstrated intellectual capacity and accomplishment relevant to running a prestigious academic institution;
- A broad understanding of the art and design fields and a knowledge of leading issues affecting the creative fields; an appreciation for the value of art and design for the benefit of human endeavors;
- Commitment to education and a deep understanding of the structures and issues specific to educational governance and community building;
- Effective interpersonal skills; exceptional written and oral communication skills;
- A record as a transparent, collaborative, and creative leader;
- Solid managerial experience within complex organizational settings;

- Track record in fundraising and/or in growing numerous sources of revenue;
- Experience in managing budgets and finances in a large, complex organization;
- A strong, positive reputation within various professional networks;
- Prior successful experience working with and developing a Board of Trustees and/or other advisory groups;
- A demonstrated history of bold, strategic, global thinking;
- Proven ability to foster a positive culture within a complex organization between all constituencies, respecting diversity of all kinds;
- An understanding and appreciation of the power of art and design to drive positive change in the world and a desire to promote extraordinary opportunities for learning; and
- Uncompromising integrity.

Inquiries, nomination, and application information

Nominations and applications are being accepted for the position. Candidates must submit a cover letter summarizing his or her interest and qualifications for the position, a current resume, and the names of six (6) professional references, including title and contact information. Inquiries, nominations, and applications are confidential and should be directed to Isaacson, Miller:

Isaacson, Miller
David Bellshaw, Regan Gough, and/or Stephanie Mardell
Re: President and CEO, Art Center College of Design
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E-Mail correspondence is strongly encouraged.

Art Center College of Design is an Equal Opportunity/Affirmative Action Employer and encourages women and minority candidates.