

UArts PRESIDENTIAL SEARCH: POSITION PROFILE

OCTOBER | 2022



University of the Arts is dedicated to advancing human creativity in an increasingly complex and technology-driven world. We believe creativity is the true catalyst for social and economic change and the most essential skill for success in today's society. We deliver a diverse curriculum, grounded in critical inquiry and creative practice, which enables students to both explore and transcend different artistic disciplines. We are committed to being the place of choice for thinkers, doers and dreamers—a constantly evolving university devoted to the art and science of creativity for a better world."

The Search

University of the Arts (UArts) seeks an inspiring, ambitious, and unifying leader to serve as its fifth president, building on the institution's impressive history and celebrating its exceptional community of faculty, students, staff, alumni, trustees, and supporters. UArts' mission—to advance human creativity—is rooted in the belief that creativity is the most essential skill for success in an ever-changing world. With roots in arts education that stretch back more than 145 years in Philadelphia, UArts offers a comprehensive slate of programs spanning design, visual arts, film, music, dance, theater, museum studies, and writing. The new president will join an institution known for its high-quality, innovative academic programs, exciting location, and a focus on celebrating and exploring students' creativity as they prepare for careers in the arts.

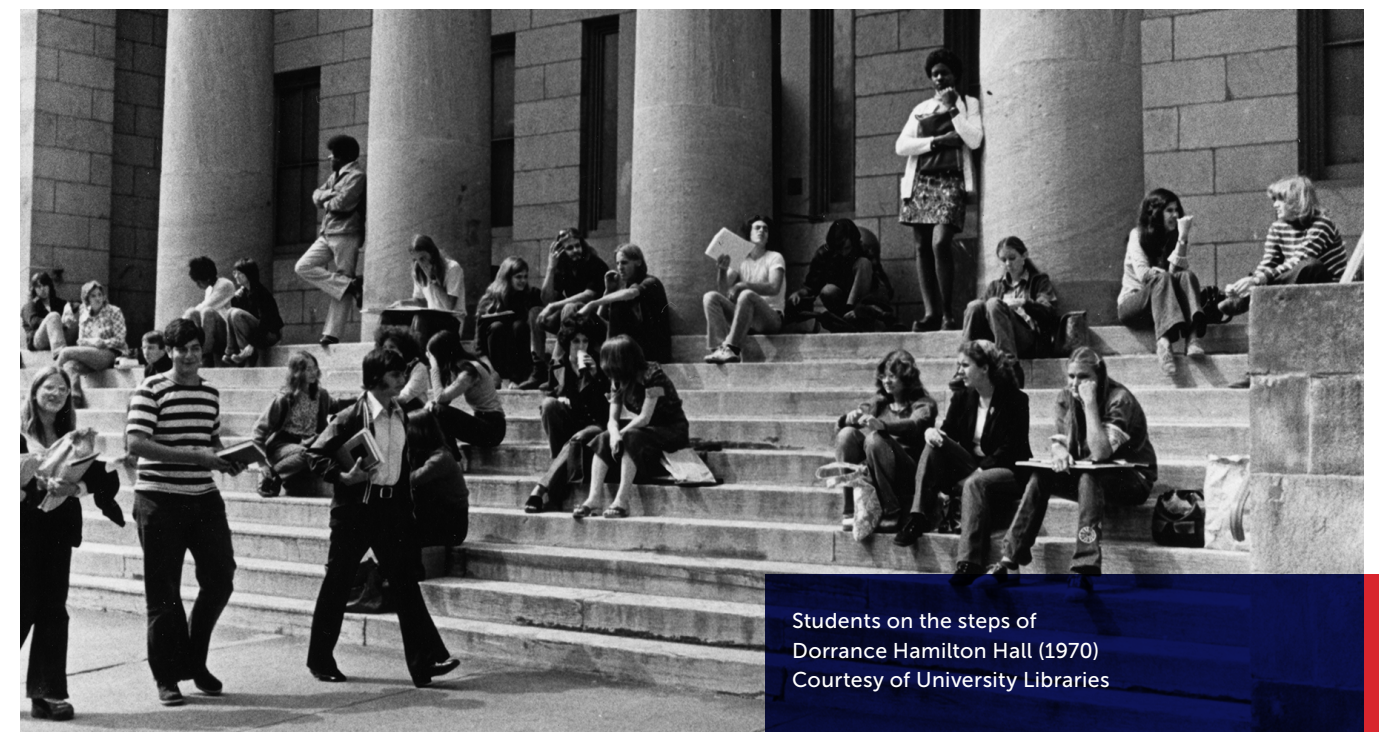
The University & its History

UArts is the only university in the country dedicated solely to the visual and performing arts, design, and writing. The university is informed by a rich institutional history.

In 1987, UArts was created by the merger of two institutions, Philadelphia College of Art and the Philadelphia College of the Performing Arts. Philadelphia College of Art was established in 1876 as part of the Philadelphia Museum of Art. As the school expanded programmatically, it became the standalone Philadelphia College of Art.

The performing arts programs date back to 1870, when graduates of Germany's Leipzig Conservatory opened the Philadelphia

Musical Academy, one of the first European-style conservatories of music in America. Over the years, this academy grew to become a college of music, and became the Philadelphia College of the Performing Arts after adding schools of dance and theater. Uniting Philadelphia College of Art and Philadelphia College of Performing Arts into one university led to a richer campus culture and deepened our ability to think, create, and explore across disciplines as we prepare students for careers as visual and performing artists.



Students on the steps of
Dorrance Hamilton Hall (1970)
Courtesy of University Libraries

In 2016, a representative group of faculty, staff, and trustees began the process of identifying its core values, culminating in a formal statement in the institution's 2019 strategic plan To Advance Human Creativity.

Integrity & Diversity

We are a supportive community committed to individual and artistic integrity and inclusion. We promote and respect self-expression, a wide range of ideas, and diversity in all its forms.

Excellence, Creativity, & Passion

With a focus on excellence, we inspire, challenge, and support the unconventional thinkers, dreamers, and doers who are passionate about using their creative works to impact society.

Connections & Collaboration

We connect design and the performing, visual, communication, and liberal arts in the classroom and the community, expanding artistic possibilities, outcomes, and lives through creative collaboration.



UArts' mission to **advance human creativity**—to champion the power of the arts to **connect, inform, persuade, and move** people—has never been more relevant or essential.





Academic Program

UArts offers a flexible, rich curriculum to approximately 1,400 degree-seeking undergraduate and graduate students. Graduates emerge with deep practical expertise, a critical understanding of their discipline, and the professional know-how to apply their talents across a wide array of careers.

UArts includes six schools: School of Art, School of Dance, School of Design, School of Film, School of Music, and the Ira Brind School of Theater Arts. Undergraduates can pursue one of 23 majors, corresponding to one of three degrees: the Bachelor of Fine Arts, the Bachelor of Music, and the Bachelor of Science. The institution also offers five-year BFA/MATs in visual arts education and music education. All undergraduate students have the opportunity to pursue 21 minors or to explore creative interests in programs beyond their major. The curriculum is designed to develop and challenge creatives to explore their passion for the arts and innovate alongside their peers. Collaboration, both within and across disciplines, empowers UArts students to create, support one another, and grow.

UArts also has 14 master's programs in art education, book arts and printmaking, dance, educational program design, educational technology, jazz studies, museum exhibition planning and design, museum studies, music

education, product design, and devised performance theater; three graduate certificate programs; and a PhD program in creativity. The PhD program is the first-of-its-kind: a degree based on the premise that creative thinking lies at the heart of innovation in all fields. This low-residency degree offers an innovative pathway for advanced interdisciplinary research in the arts, humanities, sciences, and social sciences. The first cohort was awarded degrees in the spring of 2022 and included a psychotherapist, a wine writer, an Ethiopian filmmaker, and a school district administrator.

The university is accredited by the Middle States Commission on Higher Education (MSCHE) and the National Association of Schools of Music (NASM).



Our Community

Artists, performers, writers, and media makers hailing from more than 40 states and 15 countries coalesce to form a dynamic and collaborative student community. In Fall 2021, 37% of the student body identified as BIPOC (Black, Indigenous, and people of color), and 3% of the student population were international students. 33% of students are eligible for Pell Grants.

Students participate in more than 25 active student clubs and organizations, which include identity-based, arts-specific, and wellness groups, along with a newly created student government association, the UArts Student Union. Moreover, UArts offers Community Channels, which are groups hosted by student leaders focused on common identities and shared interests, including BIPOC, Neurodivergence and Accessibility, and LGBTQIA+. Students pursue leadership roles on campus by serving as Community Advisors, First-Year Guides, and Resident Assistants.

UArts faculty and staff are deeply committed to their students, and the atmosphere of teaching and mentoring is an essential part of the institution. The faculty are the lifeblood of the university; they provide a rigorous education that develops innovative and creative artists. The 76 full-time faculty, of which nearly two-thirds holds terminal degrees, is made up of professionals who regularly exhibit and perform in some of the world's most renowned venues. The 250-plus part-time and adjunct faculty enable the university to offer an array of courses tailored to the needs of each school, led by practicing artists and industry experts. UArts offers an intimate learning experience for students, with a student-to-faculty ratio of less than 9:1 and an average class size of 15 students. The staff—many of whom are practicing artists themselves—are equally critical to UArts' educational and artistic mission. The staff includes 168 full-time and 22 part-time individuals.

With over 19,000 living alumni, the UArts alumni community is a rich tapestry of artists, performers, designers, entrepreneurs, teachers, doctors, lawyers, and countless other professionals both within and outside of the arts. They are included in prominent exhibitions, dance companies, multimedia productions, design studios, and music ensembles. This collective community is a wellspring for UArts and its students through mentoring, networking, and internship opportunities.



UArts School of Dance majors performing at the annual Midtown Village Fall Festival



UArts Queer, Trans & Non-Binary Club booth at 2022 Orientation

University Finances

The university’s FY22 budget was \$52.7 million. It operates on a tuition-driven budget model and uses a zero-based yearly budgeting process. Full-time tuition is \$48,250, with an average on-campus housing charge of \$11,380.

UArts awards more than \$32 million in financial aid annually. Individual academic programs may award merit-based scholarships as well. In 2018, the university launched Uniquely UArts: The Campaign for Creative Capital. The campaign exceeded its \$50 million goal, raising more than \$67 million for scholarships, student and faculty research and exploration, capital projects, and the UArts Cares Fund, the latter of which provides equitable access to critical student needs like technology, class supplies, healthcare, and transportation. Transformative capital projects include the creation of a new student center, a high-tech makerspace, a film screening room,

state-of-the-art recording studios, the Center for Immersive Media, and new facilities for many academic programs. Renovations to student residence halls will commence in the coming years. UArts has an endowment of \$65 million.

The university is currently negotiating with two newly formed bargaining units: the faculty voted to unionize in November of 2020, and the staff voted to unionize in May 2022. Negotiations toward the first bargaining agreement for each group are in progress.

Location

Anchored on the Avenue of the Arts, a dynamic span of Philadelphia’s South Broad Street, UArts’ academic, administrative, and residential buildings are spread across a five-block radius in the cultural heart of the city. UArts is within walking distance of the Philadelphia Museum of Art, the Rodin Museum, the Kimmel Center for the Performing Arts, the Barnes Foundation, and hundreds of visual and performing arts venues. Students are fully immersed in the vibrancy of city life and enjoy the city as a creative, professional, and recreational playground. Many alumni and faculty work in a variety of fields in Philadelphia’s regional arts and culture sector, which has a \$4.1 billion effect on the area’s economy and creates the equivalent of 55,225 full-time jobs. The city is also painted top to bottom with murals (over 4,000, some of which our students and alumni have created), earning Philadelphia international recognition as the “Mural Capital of the World.”

As one of the city’s cultural leaders, UArts’ presence has impact beyond the student body, promoting access to the arts throughout the broader community. The campus includes the iconic Philadelphia Art Alliance, one of the oldest multicultural arts centers in the United States. Situated on Rittenhouse Square, the renovation and reopening of the Art Alliance has restored it as Philadelphia’s premier living room for the arts. UArts also boasts nine additional professional-caliber gallery spaces that mount wide-ranging exhibitions featuring the work of students, alumni, faculty, staff, and professional and visiting artists. Likewise, 10 professional performance spaces host a variety of performances, from intimate theater performances to large concerts. All offer students the opportunity to work and learn in a professional setting and serve as a significant point of connectivity between the university and the arts world.

- A Terra Hall
- B The Philadelphia Art Alliance at University of the Arts
- C Furness Residence Hall
- D Hamilton Hall
- E Anderson Hall
- F Juniper Residence Hall
- G UArts School Store
- H Spruce Residence Hall
- I Pine Residence Hall
- J Gershman Hall
- K Arts Bank Performance Space



The Role

The president of UArts will lead the institution in its continued evolution as a distinctive and dynamic arts institution, championing artistic, academic, and creative excellence and working to recruit, retain, and develop talented and diverse students, faculty, and staff. As chief executive, the president is responsible for the overall management and direction of the institution. The president will propel our vision for the future, develop and maintain relationships with a diverse array of constituents, represent UArts externally, and serve as the chief fundraiser for the institution.

The president reports to the 30-member Board of Trustees and sits on the board as an ex officio member. The board is actively engaged with the president and senior leadership on key strategic questions and is deeply invested in the long-term success and health of the institution. Most trustees are not UArts alumni but became involved given their passion for the arts and arts education. They represent the business, education, philanthropic, and arts communities and bring a rich range of perspectives and talents.

The president's senior staff consists of: the vice president for academic affairs; the vice president for finance and administration; the vice president for development and alumni relations; and the chief of staff. The president is advised by the President's Council, consisting of the aforementioned senior staff, along with the deans of each of the schools and divisions. Currently, additional direct reports include the assistant vice president for admissions; the assistant vice president for enrollment marketing; the assistant vice president for student financial services; the associate vice president for student affairs; the director for diversity, equity, inclusion, and accessibility; the director for institutional research; and the director for title IX, equity, and compliance.

Opportunities & Challenges

PROVIDE VISIONARY LEADERSHIP FOR UNIVERSITY OF THE ARTS

UArts finds itself at an important moment, having weathered the difficult years of the pandemic. It is navigating challenging demographic changes in college-bound students coupled with changing perceptions about the economic value of arts education in today's world. The president will be responsible for charting a path forward for the institution—one that energizes and unites the campus community, meets the institution's critical mission, and ensures that UArts continues to deliver an exceptional, one-of-a-kind educational experience. While the president will lead the process, partnership and collegiality across the institution will be key in successful realization. The next president must possess the wisdom and confidence to provide decisive and collaborative leadership, lead with authenticity and transparency, build trust, generate buy-in, and connect with the wide variety of stakeholders that comprise UArts.

STRATEGICALLY STEWARD THE RESOURCES OF THE INSTITUTION

The president of UArts, in their role as chief executive officer, is responsible for the strategic allocation of institutional resources. The president must possess financial and strategic acumen to ensure that the institution operates sustainably and proactively addresses financial stressors. The president will lead the orientation of the institution structurally and programmatically to realize the full benefit of its strengths as a comprehensive arts university. They will ensure that the university's schools, offices, buildings, and community connections are well-positioned to meet the long-term needs of students, staff, faculty, and guests.

DEVELOPMENT AND ENRICHMENT OF ACADEMIC PROGRAMS

The university has maintained a proactive approach to identifying and rearticulating programs to best suit the needs of current and future generations of students. Through new majors, incorporating the study of new digital media, and industry-focused programs like Music Business Entrepreneurship and Technology (MBET), UArts must continue to provide relevant, inventive offerings and the broadest range of cross-university possibilities. The new president must be an equal champion of all of UArts' schools and build a trustful rapport with the faculty. In partnership with the vice president for academic affairs, deans, and program directors, they will deepen interdisciplinary collaborations, explore cutting-edge curricular pathways, and expand opportunities to position students for post-graduate success.

Opportunities & Challenges (cont.)

STABILIZE ENROLLMENT AND GROW THE UARTS BRAND

Stable enrollment is the lifeblood of a tuition-driven institution. A slow decline in enrollment was exacerbated by the COVID-19 pandemic, and enrollment has yet to fully bounce back. To reach new populations and identify opportunities within the market, UArts has engaged a leading consulting group to assist with enrollment, financial aid, and marketing. A report is expected by the end of 2022, which will allow the board and leadership to develop and quickly realize strategies for strengthening enrollment.

Essential to the stabilization of enrollment will be effective brand leveraging through expanded, high-quality communications and marketing to increase the pool of prospective students and applicants. As UArts works to better understand its market position and clarify the benefits of a UArts education, further investment is needed to articulate and convey the institution’s value proposition, alumni outcomes, and career pathways.

CONTINUE TO GROW THE FUNDRAISING CAPACITY OF THE UNIVERSITY

The next president must garner significant financial support to achieve institutional ambitions. The president is the chief fundraiser for the institution and, in concert with the senior development team, is responsible for driving institutional development. While fundraising capacity has been demonstrably higher in the past few years than ever before, including the completion of a successful capital campaign, there is both room and need for continued growth. Though the campaign proved that UArts can engage major donors, alumni philanthropic engagement can be increased, as can connectivity with industry.

CHAMPION DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY


UArts is home to students, staff, and faculty from many backgrounds, including a diversity of race, ethnicity, gender, socioeconomic status, age, religion, sexual orientation, abilities, values, and perspectives. Many individuals find UArts to be the first place they have felt embraced for their creative passions and intersecting identities. Fostering this sense of belonging and support requires strong leadership, and the president must be a tireless champion of diversity, equity, inclusion, and accessibility. The president will advance these core aims across all aspects of the university, empower senior leaders to embrace the continuous work of advancing these ideals, and assess progress against strategic goals. They must lead in a manner that encourages and promotes respect, inclusion, and high morale.

Qualifications & Experience

UArts seeks an exceptional and dynamic leader with creative vision, academic achievement, administrative and business savvy, and the ability to inspire all members of the community to strive to fulfill its mission. The university seeks candidates with the following experience and abilities:

- Deep passion for art, design, performance, creativity, and UArts’ mission;
- Sophisticated understanding of the opportunities and challenges within contemporary higher education;
- A record of providing inspirational, accessible leadership and effective management of a sizable organization—a true systems thinker with experience leading through growth and change;
- A creative, deep, and curious thinker who can engage with complexity, utilize data, and make difficult decisions;
- A respected leader for whom diversity, equity, inclusion, and accessibility are core values and a record of advancing these values with cultural awareness, compassion, and emotional intelligence;
- A thought leader in the arts and a compelling advocate for the value of creativity in economic, cultural, and political spheres;
- Exceptional communication skills, including the ability to actively listen to, connect with, and inspire students, faculty, staff, alumni, trustees, external constituencies, political leaders, and potential partners;
- Demonstrated capacity to represent UArts to donors, organizations, and partners; the ability to motivate alumni and external donors to support the institution; an earnest and genuine relationship-builder;

- Extensive experience in financial management and administration and understanding of financial operations; an ability to facilitate both short- and long-term strategic decisions with financial ramifications; familiarity with a unionized workforce would be preferred;
- Proven ability to lead a senior team; a record of recruiting and retaining diverse talent at all levels; exceptional skill for inspiring, motivating, developing, and empowering staff;
- A desire and ability to embrace the Philadelphia community, to build partnerships, identify opportunities, and expand our reach within the region, and to become a leader of the arts in Philadelphia;
- A strong sense of ethics and a deep sense of personal responsibility.



TO APPLY

A search committee composed of faculty, staff, student, alumni, and trustee representatives has been formed to conduct the search, assisted by the executive search firm, Isaacson, Miller. All inquiries and nominations should be directed to the search firm. Please send a CV or resume and a letter of interest in strict confidence to:

Katie Rockman, Partner
Ben Tobin, Partner
Andy Marshall, Senior Associate
Jonathan Sanchez, Associate
Isaacson, Miller
imsearch.com/8613

UNIVERSITY OF THE ARTS IS AN EQUAL OPPORTUNITY EMPLOYER

University of the Arts prohibits discrimination on the basis of sex in its programs and activities, including admission and employment, in accordance with Title IX of the Education Amendments of 1972. The director for Title IX, equity, & compliance is responsible for overseeing compliance with Title IX and other civil rights laws and regulations. To contact the director for Title IX, equity, & compliance, email titleix@uarts.edu, or visit University of the Arts, 320 S. Broad St., Room 260, Philadelphia, PA, 19102, or call 215-717-6366. To learn more about the university's Title IX policy and response to sex discrimination, including sexual harassment and sexual violence, please visit uarts.edu/titleix. Inquiries may also be directed to the federal agency responsible for enforcing Title IX, the U.S. Department of Education Office for Civil Rights.

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ADVANCING
HUMAN
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