

# SEARCH PROSPECTUS:

President



STEVENSON UNIVERSITY

MICUA

Maryland Independent College  
and University Association

# TABLE OF CONTENTS

3	Invitation and the Leadership Opportunity
4	History/Overview of the Organization Mission and Goals
5	Responsibilities of the President
6	General Duties and Responsibilities
7	Required Qualifications Desired Experience and Attributes
8	Nominations, Applications, and Inquiries

## INVITATION AND THE LEADERSHIP OPPORTUNITY

The Maryland Independent College and University Association ([MICUA](#)) invites nominations, expressions of interest, and applications for a successor for its highly successful long-time leader, Tina Bjarekull, who will retire in 2019. MICUA is a member-driven, nonprofit organization, which has as its mission the collective representation of 15 private, nonprofit colleges and universities located in Maryland. Together these institutions enroll more than 64,000 students through 1,500 approved academic programs at more than 180 geographic locations throughout the State of Maryland. Each year, Maryland's independent colleges and universities attract almost \$2.5 billion in research grants, which fuel discoveries, innovations and economic activities. MICUA provides exceptional value for the taxpayers of the State as its member institutions receive 3% of state funding for higher education and and grant 27% of all degrees conferred by Maryland's four-year institutions.

MICUA provides public policy leadership on behalf of its members, fosters cooperative efforts among its member institutions and the broader higher education community, and serves as the official liaison between Maryland's independent institutions and State and federal policymakers. In addition, MICUA serves as the Resident Agent of the Independent College Fund of Maryland ([I-Fund](#)), which has as its mission raising funds to provide scholarships and grants to students attending twelve I-Fund member institutions. More information about MICUA, its member schools, and the Independent College Fund of Maryland is available at: <http://www.micua.org/publications-reports>.

While there is an extraordinary history of support for higher education in Maryland, this is a time of great change for higher education in Maryland and in the nation. The

### MEMBER INSTITUTIONS

- [Capitol Technology University](#)
- [Goucher College](#)
- [Hood College](#)
- [Johns Hopkins University](#)
- [Loyola University Maryland](#)
- [Maryland Institute College of Art](#)
- [McDaniel College](#)
- [Mount St. Mary's University](#)
- [Notre Dame of Maryland University](#)
- [St. John's College](#)
- [Stevenson University](#)
- [Washington Adventist University](#)
- [Washington College](#)

#### Affiliate Members:

- [Ner Israel Rabbinical College](#)
- [St. Mary's Seminary & University](#)

State of Maryland has recently experienced significant change in legislative leadership as well. The next president of MICUA will be an experienced and savvy leader who can navigate the nuances of Maryland politics and preserve the unique State fiscal policies that support Maryland's independent colleges and universities and the students they serve. The president will provide strategic leadership in matters of policy, research, and legislation and lead a committed and accomplished association in the ongoing work of advancing Maryland's independent colleges and universities.

## HISTORY/OVERVIEW OF THE ORGANIZATION

MICUA was founded in 1971 by independent college and university presidents to raise the collective visibility of their institutions and to work jointly in meeting the academic and financial challenges they faced. The presidents created MICUA to serve as a unified voice for the independent institutions and to help advocate their cause to the State and the nation.

About that time, the Governor appointed a committee, chaired by Philip Pear, a member of the Maryland Council for Higher Education, to evaluate private higher education in Maryland. At the conclusion of its work, the Pear Committee recommended that the State provide modest public support for private higher education to preserve and strengthen a dual system of higher education.

As a result, in 1973, a State grant program, known as the Joseph A. Sellinger State Aid Program, was established to provide State grants to independent institutions. The program awards State aid to independent colleges through a formula linked to their enrollment and to the per-student appropriation of selected four-year public institutions. Although not consistently fully funded since its establishment, this self-adjusting formula remains in effect today

and continues to be a national model. In addition, MICUA members have been able to successfully participate in the State's Capital Grant program, annually securing significant funds to invest in campus academic infrastructure.

Today, a diverse and distinctive group of 15 institutions constitutes MICUA's membership. These public-purpose institutions offer students a broad spectrum of educational opportunities. Some common features stand out. From the smallest to the largest, Maryland's independent colleges and universities offer an education characterized by small classes and by close interaction between skilled faculty and motivated students. Every MICUA institution offers quality undergraduate education to a diverse student body, and increasingly institutions are expanding programs of graduate and continuing study to meet ongoing needs for lifelong learning. They are incorporating emerging technologies into their educational offerings in ways that reflect the societal and workplace demands of the information age. Maryland's independent colleges and universities are collectively one of Maryland's most diverse and valuable resources. As their advocate, MICUA is also an advocate for Maryland's future.

## MISSION AND GOALS

The Maryland Independent College and University Association (MICUA) is a member-driven organization devoted to serving the interests of independent higher education and supporting the work of campus leaders throughout the State. The Association provides services to meet the needs of independent higher education and fosters cooperative efforts among

its member institutions and all segments of higher education. As the voice of independent higher education in Maryland, MICUA seeks to inform the broader public about its member institutions and the vital importance of independent colleges and universities to the future of our State and nation.

## RESPONSIBILITIES OF THE PRESIDENT

The President is the chief executive officer of the Association and reports directly to the MICUA Board of Trustees, which is comprised of the presidents of its 15 member institutions. The President also serves as a voting ex officio member of the MICUA Board of Trustees. The President is responsible for leading MICUA in a manner that supports the Association's mission as defined by the Board of Trustees and helps guide the Board in establishing annual goals and strategic objectives. A key responsibility of the President is to serve as an advocate for independent higher education with

State and federal elected officials and the general public. In addition, the President of MICUA serves as the Managing Director of the I-Fund and is responsible for all operations of the foundation, including performance and fiscal management.

The President is responsible for executing the activities of the Association and the I-Fund in accordance with objectives, policies, and procedures established by the Board and in compliance with all State and federal laws and regulations.



CAPITOL TECHNOLOGY UNIVERSITY



HOOD COLLEGE



JOHNS HOPKINS UNIVERSITY



LOYOLA UNIVERSITY MARYLAND

## GENERAL DUTIES AND RESPONSIBILITIES

- Advance the interests of independent higher education and protect the independent status of MICUA institutions before State and federal legislative bodies;
- Advocate for State and federal fiscal policies in support of Maryland's independent colleges and universities and the students they serve;
- Administer all aspects of the MICUA Capital Projects Program in accordance with guidelines adopted by the Board and State laws and regulations governing capital grants for construction and renovation projects;
- Monitor State and federal legislation and regulations, solicit legislation, propose amendments, offer testimony, and provide relevant information on independent higher education and member institutions;
- Educate elected and appointed public officials on the value and importance of independent higher education and promote member institutions through direct outreach and marketing;
- Hire, manage, and evaluate executive and administrative staff;
- Work closely with the Maryland Higher Education Commission, which sets policy and regulates higher education in Maryland;
- Work in collaboration with the University System of Maryland and other public institutions to advance mutually-beneficial higher education initiatives;
- Oversee all aspects of human resource management, payroll, and benefits;
- Manage the fiscal operations of the Association and the I-Fund, including budgeting, accounting, auditing, and fiduciary oversight;
- Execute and administer contracts on behalf of the Association;



- Consult with campus administrators on State and federal laws and regulations and educate campus personnel on new laws and regulations impacting their operations;
- Conduct research, administer surveys, and prepare reports and publications; serve as a data resource for and about member institutions;
- Communicate effectively through multiple mediums with State and federal elected and appointed officials, campus administrators, corporate leaders, media personalities, students, alumni, and the public;
- Represent Maryland independent colleges and universities on State and national commissions, workgroups, taskforces, councils, and organizations;
- Work collaboratively with the National Association of Independent Colleges and Universities (NAICU) and the NAICU State Executives;
- Expand collaborative arrangements to create efficiencies for MICUA and its member institutions and seek grant opportunities to support the goals and objectives of the Association;
- Oversee fundraising, internships, and scholarships on behalf of the I-Fund; and
- Handle other activities as necessary to accomplish the goals and objectives established by the Board.

## REQUIRED QUALIFICATIONS

The next Maryland Independent College and University Association president will be an experienced and accomplished leader, who will work energetically and passionately, to represent, advance and defend the collective interests of its 15 member institutions and the 64,000 students they enroll; a bachelor's degree is required.



## DESIRED EXPERIENCE AND ATTRIBUTES

The Board of Trustees of MICUA seeks candidates with outstanding communication skills, integrity, a prodigious work ethic with equal capacity for both leading and doing the work of the association, and a commitment to the value for all Maryland citizens of the partnership between state government and its independent colleges and universities.

An advanced degree and knowledge of and experience with private, nonprofit higher education is preferred. Also desired are:

- Ability to build and sustain relationships with elected officials, legislative and executive branch staff members and college and university leaders;
- Knowledge and understanding of Maryland State Government and its legislative and budget processes;
- Proven record of supervising and motivating team members;
- Capacity to handle complex issues;
- Strong written and oral communication skills;
- Knowledge of private, nonprofit colleges and universities;
- Understanding of State and federal higher education laws and policies;
- Ability to collaborate effectively with diverse groups of people; and

- Capacity to handle the fiscal and administrative responsibilities of managing a small, nonprofit organization.



## NOMINATIONS, APPLICATIONS, AND INQUIRIES

Nominations, applications, and inquiries may be sent in confidence. Full consideration will be given to applications received by August 12, 2019. Application materials (to include a letter of interest, resume, and full contact information for five references – who will not be contacted without your permission) must be submitted to [MICUAPresident@academic-search.com](mailto:MICUAPresident@academic-search.com).

Confidential discussions can be arranged with Jay Lemons ([jay@academic-search.com](mailto:jay@academic-search.com)) and Jennifer Kookan ([jbk@academic-search.com](mailto:jbk@academic-search.com)), consultants with Academic Search, Inc., Washington, D.C.

Further information about MICUA can be found at: <http://www.micua.org/>.

*MICUA is an equal opportunity employer and seeks a diverse pool of candidates.*



GOUCHER COLLEGE



ST. JOHN'S COLLEGE



WASHINGTON COLLEGE



WASHINGTON ADVENTIST UNIVERSITY



# ABOUT ACADEMIC SEARCH

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