

MAINE MEDIA WORKSHOP + COLLEGE

PRESIDENT/CEO POSITION PROFILE

1. Lead innovation and growth!

Maine Media Workshop + College (MMW+C), an innovative, 21st century center of lifelong learning in the education of visual artists and storytellers, is conducting a confidential search for a new President/CEO. MMW+C thrives by providing immersive learning opportunities for students of all ages. We reach students from across the country and all over the world at high school through adulthood; with offerings in photography, filmmaking, design and book arts, and writing; through one-week workshops, multi-week certificate programs, and a low residency Master of Fine Arts (MFA) program. MMW+C has an international reputation with outstanding alumni in film and photography, and is highly ranked among comparable institutions. We have strong support from a vibrant local creative community, and maintain a campus located in scenic midcoast Maine.

We operate in a rapidly changing environment and have developed a 2018-23 strategic plan as the basis for continued success with 4 major components: (a) develop workshop programs that lead in innovation and relevance to visual arts and storytelling, (b) achieve accreditation and build our College programs, (c) broaden and deepen our connection to our alumni community of visual storytellers to continue to build reputation and brand, and (d) increase funding and improve our facilities and technology to provide an excellent student experience.

This planned opening is available in January 2020 at the time our current President, Meg Weston, will retire. We are seeking a talented and committed leader who will guide us as we confront 21st century challenges in educational models. The excellent, committed and talented Board of Directors will partner with and support the President/CEO in strategic leadership. Over time, the successful candidate will expand our impact as an institution renowned for the development of visual storytelling; deepen the talents of our increasingly diverse students as they develop their creative potential, grow our operations and financial sustainability; and raise the profile of the institution, highlighting its attractiveness for career development.

2. The Mission

MMW+C educates and inspires visual artists and storytellers to achieve their creative potential. We provide lifelong learning opportunities for those pursuing the fine arts and media-related professions. We are committed to fostering a diverse community that values creativity, respects culture, and seeks to deepen human understanding and expand communication in the world.

3. The Position – President/CEO

The next president of Maine Media Workshops + College will lead the organization to achieve our strategic plan 2018-2023. MMW+C's next leader should have a vision for a future that includes partnerships and alternative educational models. The next president should understand emerging alternative models of education, beyond the traditional college model, and including those that can provide individuals with opportunities to learn the media arts at all levels throughout their lifetime.

A cornerstone of our strategic plan is the achievement of accreditation in 2023, including achievement of the milestones accepted by NECHE in our proposal for accreditation. The President must serve as a leader and provide a level of hands-on support that will help the school achieve this significant milestone in a vision of an integrated immersive and alternative educational model for lifelong learning. The President must understand academic rigor and requirements, the student support services, and enrollment goals that will be focus areas for our peer review and commission consideration.

The President will be the face of the organization externally as a member of a community that is both local and international in scope. The position will focus on raising the profile and awareness of MMW+C in the visual arts industry, deepening relationships with friends, donors and alumni, and building strong bonds with faculty, staff, and students. The president is expected to spend a significant amount of time promoting awareness and support for the school by meeting, speaking, and presenting to interested audiences, existing and potential donors, and grant making organizations.

The president should also have the skills and experience to manage a mid-size non-profit institution and make strategic trade-offs within limited resources. The individual is expected to lead and develop a strong, cohesive team and develop an open, adaptable culture, where staff can find professional growth and

opportunity. The individual needs to be closely involved as needed, but also to manage the goals and expectations of a hard-working and multi-faceted staff including faculty, administrators, facilities and food service operations. Expertise in the areas of finance, budget, fundraising, and staff development is key to the position. The position has fiduciary responsibility for the organization (along with the Board). Sound financial acumen will be an asset.

A core piece of achieving our goals will be increasing the funding available to MMW+C, including increasing annual fund contributions, completing the balance of the \$1,000,000 Keystone Fund, and developing a sustainable and more professional development process. The President should understand and have the skills to cultivate new support for the school, as well as steward those individuals who have been a part of our community of supporters. Skills that will be valuable in achieving our resource goals include tapping into philanthropy and grant writing.

4. The Organization – Today

Since becoming a nonprofit in 2007, Maine Media has evolved from an institution focused on “summer workshops for adults” to one that is at the forefront of educational models emerging in the 21st century. We offer a combination of short and long workshops, certificates and MFA degree. The mix of courses and delivery options provide alternatives for lifelong learning experiences for visual artists and storytellers to discover, explore, and deepen their creative capacity. The different models and residency requirements provide flexibility and access to continued learning. People are inspired in weeklong workshops to return and, when they are ready, to come back for the certificate and degree programs that have a national and international reputation for excellence. This combination of offerings enables MMW+C lifelong learning across varying levels of academic or professional engagement.

We are a vital part of the communities we serve, and our alumni increasingly stay connected, sharing their creative journeys and visual stories with others. Furthermore, we are connected to the growing community of storytellers around the globe who change the way we see the world and deepen our understanding of the human experience. This vibrant mix of creativity, craft, and community is the essence of the student experience. Students who have participated in our program have often gone on to outstanding careers in photography and film including winning major awards at the highest levels.

MMW+C offers programs in all forms of photography—traditional darkroom, historic processes, and the latest in digital technologies—for students from beginner to master level classes. Our filmmaking programs include cinematography, writing, directing, editing and more in both narrative and documentary forms. We offer courses in handmade books using letterpress printing. And we offer a variety of writing workshops in poetry, non-fiction, and more. The various forms of storytelling—visual, auditory and written—often complement each other and students are working across genre boundaries to be creative and innovative in their art.

Workshops are combined with longer-term professional certificate programs that permit students to focus their studies and attain a higher level of mastery as professionals and artists in their field. While most workshops are one-week long, they can range from one day to six weeks in duration. Both professional certificate programs that MMC offers, the Professional Certificate in Visual Storytelling (PCVS) and the Certificate in Collaborative Filmmaking (CCF), are completed in one academic year. The capstone program that we offer is the MMW+C three-year MFA Degree in media arts. Students below the age of 18 participate through a dedicated Young Artists Program.

We find that the breadth of offerings and the integration of these various programs encourage students to come to MMW+C throughout their lifetimes to further their education. The MMW+C budget and finances are based on this mix of programming, and the range of programs we offer provides the financial underpinnings and artistic diversity that is the foundation of our school.

5. The Organization - History

MMW+C was founded as the Maine Photographic Workshops in 1973 as a for-profit institution, and for the first eight years offered short- and long-term workshops in photography, film, and television. In 1981, the school began offering an Associate of Arts (AA) degree in collaboration with the University of Maine in Augusta. In 1995, the school realized its ambition of offering degree programs on its own including the Master of Fine Arts (MFA) degree.

In 2007, under financial pressure, the school changed ownership and incorporated as a nonprofit 501(c)(3) institution under the name of Maine Media Workshops. This change was made with the help of individual, foundation, and corporate supporters. Concurrent with this change, the institution shifted to governance by a nonprofit Board of Directors. During the transition, the school

sustained the Master of Fine Arts degree program, the non-degree professional certificate programs, and workshops. In February 2010, Governor John Baldacci signed a bill giving the school permanent authority to grant the Master of Fine Arts degree. From inception to November 2016, the school has conferred 39 MFA degrees. These graduates are now working as educators, photographers, and filmmakers, many of whom have produced award-winning work.

In September 2012, through a process led by President, Meg Weston, the Board adopted a strategic plan that has been the basis of our programming and evaluation of our efforts during the 2013-2019 period. A key element of the plan recommended that the school seek regional accreditation for its MFA Degree Program. In March of 2016, the New England Association of Schools and Colleges (NEASC) Commission on Institutions of Higher Education (CIHE) determined Maine Media College's eligibility and invited the school to seek accreditation.

In April 2018, MMW+C achieved Candidacy for Accreditation. Consequently, MMW+C sought approval from the US Department of Education for Title IV Funding for students (Pell Grants, federally subsidized student loans, and other forms of financial support) in our MFA and Certificate Programs. Approval for access to Title IV funding was granted in March 2019, giving the institution and its students the opportunity to diversify financing opportunities.

The public brand of the school is Maine Media Workshops + College and the legal name of the school is Maine Media College, with authority to do business under the names of Maine Media College, Maine Media Workshops, and Maine Media Workshops + College.

6. Governance

Oversight of the operations and policies of MMW+C is carried out by the Board of Directors. The Directors are elected for three-year terms and are responsible for the governance of the organization. The Officers are elected annually for a single-year and include the Chair, Vice Chair, Secretary, and Treasurer. An Executive Committee comprised of all officers and the President meets more frequently to deal with issues arising between regular quarterly Board meetings. In their governance role, the Directors formulate and approve strategy, assess risk, approve annual budgets, and set the tone for the culture of the organization. The Board meets the requirement that members who have a direct financial interest in the institution can constitute no more than one-third the Board. The

President is a member, ex-officio, of the Board.

The Board is responsible for appointing the President in accordance with the bylaws. The President's performance is reviewed annually by rotating members of the Board of Directors and presented to the full Board. The evaluations are maintained in the President's personnel file.

The President is the Chief Executive Officer of MMC. The President has "full authority, without limitation, to appoint and remove agents and employees and to prescribe their powers and duties." The President is responsible for the implementation of the policies of the College, management of the business affairs, and oversight of the day-to-day activities of the College.

The President is responsible for creating and managing an annual budget, which ensures that resources are efficiently deployed. The Chief Academic Officer (the VPAA) hires, reviews, and assigns faculty, with the oversight of the President and the input of appropriate committees, to ensure that the mission of the institution is accomplished.

Core Faculty members for the MFA Program receive annual letters of appointment from the VPAA following completion of an annual review and evaluation with the Chair of the MFA Program.

Regular student, faculty, and teaching assistant evaluations give the administration systematic feedback from relevant constituencies to consider in curricular design and academic policy considerations. MFA Degree candidates elect a student representative at each retreat to relay student concerns to the Core Faculty. Evaluations from these sources are summarized, analyzed, and reviewed with the Academic & Student Affairs Committee of the Board. The Student Grievance Policy outlines the process to elevate concerns through appropriate channels of authority.

7. Staffing and Budget

MMW+C has a permanent staff of about 20 people that develop annual programs, lead strategic initiatives, and support execution of the work program. In addition, we have a large number of adjunct faculty who teach in our workshops and certificate programs, and we have a dedicated faculty for our low residency MFA program.

The 2019 budget is about \$3.5 million. Direct revenue is distributed approximately:

Film and photo:	40% of total revenue
PCVS and MFA:	9%
Writing, Book Arts, Travel:	8%
Young Artists:	4%
Housing and Food:	25%
Development and Fundraising:	14%

MMW+C is committed to operating on a break-even budget with a plan for capital investment, renewal and replacement of laboratory materials and technology, and a deferred maintenance schedule

8. Location & Campuses

Our campus is located at 70 Camden Street in Rockport – in the heart of midcoast Maine. It's a secluded site of more than 10 acres and includes a sound stage, classrooms equipped for digital teaching and training, an alternative processing lab, and offices. On campus dining facilities, and housing are within walking distance of the classrooms, sound stage, and studios.

9. Qualifications The successful candidate for President/CEO will be an inspiring team builder, powerful communicator and fundraiser, collaborative problem-solver, and adroit fiscal manager. The successful candidate will have a distinguished record of senior leadership experience and professional achievement in leading educational or education-related institutions, and knowledge of the film and photo industry. The President will be expected to champion MMW+C mission and be a persuasive and dynamic leader internally and in the community.

An MFA or other relevant secondary degree is required. In addition, knowledge and technical experience in one or more of the media disciplines taught at MMW+C would be essential. Current and/or past relationships and connections to the media industry and knowledge of the filmmaking and photography environment is essential. A track record and demonstrated excellence in managing for profit or non-profit organizations is essential, including in dealing with fund raising, building stakeholder relationships and support, and managing in financially constrained environments.

10. Compensation

MMW+C offers competitive compensation.

Health insurance, sick leave, annual leave, and life insurance are provided.

11. Applications, Nominations and Inquiries

Applications may be submitted online through our website under employment opportunities at:

www.mainemedia.edu

Applications may be sent by email to:

presidentsearch@mainemedia.edu

Review of applications will begin on or about June 1, 2019 and will continue through June 30, 2019.

Applications should include:

- A cover letter indicating interest and key qualifications
- A cv with relevant experience and background for the position
- Contact information and any other relevant information (publications, portfolios, etc.)

12. Equal Employment Opportunity Policy

MMW+C provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.