



PRESIDENT
Bloomfield Hills, MI

THE SEARCH

"We had but one purpose, and that was to do something here at Cranbrook that was going to serve this state first and the world next. ... But the question is, what will we do tomorrow? We are not through."

- George Gough Booth, Detroit philanthropist and co-founder of Cranbrook Educational Community

George Gough Booth, the publisher of the *Detroit Evening News* (forerunner of *The Detroit News*), and his wife, Ellen Scripps Booth believed that they should build something lasting and valuable with their lives and resources. Together they founded Cranbrook Educational Community ("Cranbrook") in the early 20th century to be one of the world's leading centers of art, design, science and education.

Cranbrook seeks a dynamic, bold thinking, accomplished leader to serve as its ninth President. This is an extraordinary opportunity to lead an internationally renowned and distinctive educational institution to further realize the vision of the Booths.

Designated a National Historic Landmark in 1989, Cranbrook is located on a magnificent 319-acre campus in Bloomfield Hills, Michigan, only 30 minutes from the resurgent city of Detroit. Widely recognized for the excellence of its educational programs, the beauty of its grounds, and its exceptional architecture, Cranbrook was founded in 1904. In collaboration with noted Finnish-American architect Eliel Saarinen, George and Ellen Booth created an educational community like no other. The Booths and Saarinen envisioned a campus built with the finest materials and designed working spaces that inspired awe and an earnestness to seek further knowledge.

The campus comprises a nationally recognized Pre-K through 12th grade (1,660 students) independent college-preparatory school; the top ranked graduate-only program in the country in architecture, design and fine art; one of the first contemporary art museums in the region with a world-renowned collection; Michigan's premier museum of science and natural history; a center for collections and research; and three historic homes, one being Cranbrook House - an Albert Kahn-designed manor surrounded by extensive formal gardens. This convergence of education, science and art propels Cranbrook's over-riding and long-standing culture of creating something original and forward-thinking.

The President will be expected to build on Cranbrook's strong legacy and its record of innovative, high quality educational experiences for a wide array of learners from diverse backgrounds. Working with senior staff, Board of Trustees and other stakeholders, the President will lead the development of a continued vision that will foster a sense of shared purpose for the community and heighten the impact of the organization. Cranbrook seeks a proven leader with the enthusiasm, unlimited energy and ambitious creativity to realize the full potential of this

singular and treasured institution. This individual must have outstanding and proven leadership skills, respect for Cranbrook's distinctive history, tradition and complexity as well as vision to take the institution forward and the ability to champion and strengthen its base of support.

What distinguishes Cranbrook from other educational institutions is the thoughtful development, from inception, of an environment where physical surroundings and educational philosophy exist in authentic relationship; the entire campus was designed to transform those who learn, live or visit here. Cranbrook encourages individual growth and inspires excellence by providing models of artistic excellence, as well as culturally and intellectually inspiring experiences. The opportunity to evolve, adapt and fully ensconce Cranbrook as a leader for the 21st century world awaits its next President. The Booths would expect nothing less of the stewards of their legacy here at Cranbrook.

Isaacson, Miller, a national executive search firm, has been retained to support the search committee in this effort. Confidential inquiries, nominations, and applications may be directed to the firm as noted at the end of this document.



CRANBROOK

In the not-for-profit world, Cranbrook is a distinctive organization without peers. A rich and breathtaking array of programs in education, art, design, and science, coupled with notable collections and architecture, intersect on one campus and engage more than 300,000 people annually in educational programs and experiences. [Click here to view an aerial video of campus.](#)

The greater Cranbrook Educational Community includes three primary Program Areas, each established early in its history: Cranbrook Academy of Art and Art Museum, Cranbrook Schools,

and Cranbrook Institute of Science. Other significant programs include the Cranbrook Center for Collections and Research and Cranbrook House and Gardens. Each program is prominent in its particular field and has developed in a singular way, with an approach that suits the overall mission of Cranbrook. Each primary Program Area has a non-fiduciary board termed a “Board of Governors” that provides support and advice to the Program Director, President and the Board of Trustees.

In 2013, the Cranbrook Board of Trustees approved a new [mission statement, core values, and strategic themes](#). This document was designed to be “ever-green” and will guide the community in upcoming planning and initiatives for the future.

Cranbrook remains committed to sharing the Booth’s vision and community with others. Starting in pre-kindergarten, Cranbrook School students head to the Institute of Science to engage with a hands-on robotics exhibit, examine the stars in the planetarium and then walk to the Art Museum to tour the Collections Wing with Eames chairs in plain view while interacting with some of the world’s top graduate designers in their studios at the Academy of Art.

Importantly, Cranbrook continues to gain momentum and purpose in delivering its programs to underserved audiences throughout the region through outreach. At the Institute, K-12 audiences in Flint, Pontiac, Detroit and several other large cities in Michigan are a target audience and account for nearly one half of the Institute’s programmatic activities overall. Cranbrook Art Museum delivers local underserved audiences both on-site and via mobile outreach with hands-on art programming on a growing scale. Cranbrook’s Horizons-Upward Bound program prepares first-generation, college-bound students of limited opportunity to enter and succeed at the post-secondary level. Serving those with the greatest need is central to Cranbrook’s mission across art and science incorporating technology and serves to position Cranbrook as a leader amongst cultural institutions in the region.



ROLE OF THE PRESIDENT

The President is the chief executive of Cranbrook, reports to the Board of Trustees, and is responsible for providing campus-wide leadership, direction, and coordination. The President also has primary responsibility for the development and enhancement of Cranbrook’s external relationships including the advancement activities with a broad range of donor constituencies. While reporting to the Board of Trustees, the President is also responsible for soliciting advice and counsel from each of the Program Area Directors and Boards of Governors regarding matters of programmatic interest.

Organizational Capacity and Finances

The work of Cranbrook is enabled by over 450 dedicated staff. The senior team reporting to the President includes the Program Area Directors for Cranbrook Schools, Academy of Art, Institute

of Science, Art Museum, and Center for Collections and Research, along with the Community's Chief Operating Officer and the Community's Chief Advancement Officer. These Directors represent the senior staff of Cranbrook who, along with the President, manage the day-to-day as well as the long-term planning for the Cranbrook Community. The President balances the autonomy of individual programs with the mission of the broader Cranbrook Community. Each Program Area Director has responsibility for operational leadership, strategic planning, and financial management of their organization. The central office staff is responsible for development, finance, audit, facilities, technology, safety and security, human resources, communications, and capital project management for the Cranbrook Educational Community.

The annual operating budget for Cranbrook is approximately \$75 million. Operating expenses are roughly divided into \$52 million for the Schools, \$10 million for the Academy of Art and Art Museum, \$5 million for the Institute of Science, and \$9 million for the overall community. Cranbrook is supported through generous donors and members, tuition and fees for services, and also sustained through a draw from an endowment of over \$200 million.

Leadership and Governance



In June 2020, Dominic A. DiMarco will retire as President. He has held the role as the eighth President of Cranbrook since July 2012, previously serving four years as Cranbrook's Chief Operating Officer. During President DiMarco's tenure, Cranbrook opened an exploreLAB at Cranbrook Institute of Science and an Art Lab at Cranbrook Art Museum, launched Cranbrook Center for Collections and Research, implemented free admission to Cranbrook Gardens, began a partnership with MIT at Cranbrook Schools, secured multiple major gifts, completed capital projects, and outlined a master plan. In addition to his programmatic accomplishments, President DiMarco notably strengthened Cranbrook's financial situation during his tenure, significantly reducing the organization's debt and endowment draw, and streamlining operations. Of significance, President DiMarco put into place a strong administrative and programmatic leadership team including the establishment of a central advancement office that will be an asset for the next President. Under President DiMarco's leadership, major updates to facilities and procedures were accomplished to ensure the physical infrastructure, safety, and security of the Cranbrook campus for its students, visitors and staff.

Cranbrook is governed by a 32-member Board of Trustees, including representatives from the Academy of Art, Schools, the Institute of Science, and the Cranbrook Educational Community at-large. Trustees are among the "Who's Who" of the local Detroit Community leaders. Board members are elected to three-year terms. The Board has 10 standing committees and three subcommittees that provide direction, advice, and support to Cranbrook's senior management team and Program Areas. The current chair of the Board is Mark L. Reuss, an alumnus of Cranbrook Schools and the current President of General Motors Corporation.

KEY OPPORTUNITIES AND CHALLENGES

The President will be empowered and expected to drive performance in the following areas:

Advance and articulate the vision for Cranbrook's exemplary programs in support of its core educational mission.



The President must make the special case for Cranbrook—its mission, aims, and activities—that inspires the campus community and galvanizes the support of external stakeholders and audiences. The next President will work with the senior staff, Board, and other stakeholders to ensure alignment of the strategic plans of each entity within Cranbrook and how best to bring a shared plan to fruition. The President must provide creative and bold leadership using contemporary tools, media, programs and language to extend Cranbrook's resources and impact beyond its walls while honoring its esteemed legacy, serving as the institutional voice for this vision.

Carefully steward and strengthen Cranbrook's financial and operational health and ensure its long-term sustainability.

The President will initiate and drive discussions within the organization about how best to strengthen the organization's financial and operational health. While Cranbrook has made meaningful strides in these areas, further improvement is needed to maximize future success. The President will make often challenging decisions as to the allocation of limited capital resources and must communicate these considerations and decisions in a way that both promotes a shared understanding of the issues and rallies the active support of internal and external stakeholders. The President will lead the evaluation of the business models of each Program Area and will manage the changes necessary to ensure sustainable operations. Each component of Cranbrook is an important resource for the other programs; the President will ensure that all components are aligned toward the organization's overall strategic goals. The President will motivate and lead an exceptionally experienced and effective senior management team.

Enthusiastically lead Cranbrook's fundraising efforts and strengthen Cranbrook's culture of philanthropy.

There is ample opportunity and critical need to increase contributed income through annual fundraising, capital campaigns, planned giving, and entrepreneurial endeavor. As the lead spokesperson for the internal and external community at Cranbrook, the President will set the tone for growth and focus in fundraising and development. The President must have the energy and aptitude to engage the alumni community, cultivate new donors, and reach out to metropolitan Detroit the city and the surrounding region for impactful mutually beneficial partnerships. The President will continue to strengthen the advancement organization and facilitate evaluation of the feasibility of a capital campaign for goals outlined in the strategic and master plans.

Further a sense of community and shared purpose.

One of Cranbrook's greatest assets is the energy behind its vision to challenge minds and transform lives. The time is right to harness the success of Cranbrook's distinct and excellent programs to foster a stronger sense of community and further position the Cranbrook brand. The President must bring together and, at the same time, broaden the diverse community of people who experience the magic of Cranbrook. Building a shared purpose into the strategic vision will be critically important in the effort to strengthen community and increase institutional impact at regional, national, and international levels.



Engage and partner with the Board of Trustees.

The Cranbrook Board of Trustees is committed to the organization's mission and history as stewards and remains eager to embrace new opportunities to move the institution forward. The President must maintain a strong partnership with Board members, facilitating and participating in conversations about programs, policies, fiscal management, and the overall support and advancement of Cranbrook's mission. As part of this work, the President will examine and align the organization's governance structure to improve efficiency and aid Cranbrook in achieving its goals.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will possess many of the following professional and personal qualifications, characteristics, and skills:

- Passion and commitment to the mission, vision, and values of Cranbrook.
- Forward-thinking leader who can successfully navigate change in a complex organization and digital economy.
- Substantial fundraising experience. Familiarity with individual and organizational giving, annual and capital giving; and success in assessing and expanding funding networks, including capital campaign leadership, is desired.
- Demonstrated commitment to diversity, equity, and inclusion.
- A record of successful executive leadership, including strategic planning and implementation, board and community engagement, program assessment, and personnel management.
- A keen understanding of and interest in financial and budget oversight and the interplay of institutional priorities, budgeting, resource allocation, and revenue generation.

- Demonstrated success in capacity-building within complex institutional settings. Excellent organizational skills; awareness of how to achieve operational effectiveness and efficiencies.
- A collaborative approach to team-building, including inspiring and mentoring staff to maximize professional development and potential.
- Ability to represent Cranbrook locally, nationally, and internationally by assuming visible leadership roles in off-campus community activities and organizations.
- Excellent communication skills, both oral and written. The ability to achieve consensus among a diverse range of constituents and to generate excitement around ideas. Personal charisma and public presence.

PROGRAM AREAS

[Cranbrook Schools](#)



Cranbrook Schools is a comprehensive college-preparatory independent school, composed of four divisions: Cranbrook Lower School Brookside and Early Childhood Center, Cranbrook Kingswood Middle School for Boys, Cranbrook Kingswood Middle School for Girls, and Cranbrook Kingswood Upper School. The Schools prize unique, single-gender, developmentally appropriate programs and support a racially and ethnically diverse student population. Boarders comprise 30 percent of the upper school student body; currently upper school students hail from 25 countries and 18 states. At every division, students are supported by outstanding, highly committed and caring faculty members, the vast majority of whom hold advanced degrees in their subject; many of those teachers live on campus. Teachers instruct students in ratios of 1:8. Admission to the Schools is selective.

Cranbrook Schools is accredited by the Independent Schools Association of Central States. At every level, the Schools nurture curiosity, character and a sense of wonder. Before graduating, students are required to complete rigorous, college preparatory coursework in English, math, world languages (Latin, French, Spanish, or Chinese), science, history, religion and philosophy, arts, and health. Not surprising, the school aims to foster the creative impulse in each student and offers unique and comprehensive programs in printmaking, drawing, metalsmithing, weaving, symphony and jazz bands, choral groups, stagecraft, acting, dance, sculpture, and ceramics. Cranbrook Schools has been on the forefront of adapting spaces to promote innovation and new technologies, including maker spaces, robotics and other computer sciences. Middle and upper school students may also participate on myriad sports teams; most at the upper school level regularly garner state-level and league honors. Representatives from more than 135 colleges visit campus annually to recruit and interview students to attend the most selective colleges and universities in the country. Total Schools enrollment is over 1,660 students and there are over 12,000 Schools alumni.

Since 1965, a Horizons-Upward Bound (HUB) program has partnered with Cranbrook Schools for the benefit of first-generation college-bound high school students in lower income and underserved areas of metropolitan Detroit and the Detroit public school system. HUB's four-year Saturday and summer program prepares students of limited opportunity to enter and succeed in post-secondary educational programs. Cranbrook's HUB program is one of the oldest and largest of its kind in the nation, serving 160 students annually for whom there is no cost to participate.

[Cranbrook Academy of Art](#)

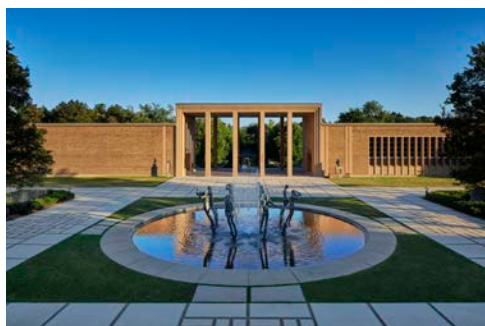
Known for decades internationally and throughout the United States as the “incubator” of midcentury modernism, Cranbrook Academy of Art continues to produce exceptional graduates in numbers that far outweigh its size. The U.S. Department of State's Bureau of Educational and Cultural Affairs continues to rank Cranbrook Academy of Art as a top producer of Fulbright scholars. The Academy of Art is the only independent institution in America devoted solely to graduate education in architecture, design, craft and fine art and is ranked sixth in the nation for fine art graduate programs.



Founded as an experimental artists' colony, the model allows for motivated students to tailor their course of study and to suit their needs in spaces that foster personal growth. Students are immersed in intensive nationally accredited studio programs (National Association of Schools of Art and Design and Higher Learning Commission) based on individual study and research and the creation of art, design, and architectural projects. These individual courses of study are synchronized with Academy-wide offerings, including a Critical Studies program, a lecture series, professional practice sessions and the programs of Cranbrook Art Museum. The Academy offers Master of Architecture and Master of Fine Arts degrees across 11 departments: 2D Design, 3D Design, 4D Design, Architecture, Ceramics, Fiber, Metalsmithing, Painting, Photography, Print Media, and Sculpture. Departments are led by Artists-in-Residence. The full-time two-year studio-based graduate experience culminates with a written Masters Statement and exhibition of work in the annual Graduate Degree Exhibition at Cranbrook Art Museum.

Because of the pressures post graduate programs are experiencing with enrollment on a national level, Cranbrook Academy of Art has been undergoing a strategic review of alternative ways to approach recruiting, enrollment, its programs and financial sustainability. One change implemented in 2019 was the establishment of 4D in the Academy's curriculum – more changes are likely in the near future.

The Academy's strong international reputation draws students from across the United States and around the world. Of its 136 current students, 41 are international, representing 11 countries. The Academy's 4,000 alumni are exhibiting artists, designers, entrepreneurs, university faculty and administrators who are regularly and well recognized in their fields.



[Cranbrook Art Museum](#)

Cranbrook Art Museum is dedicated to the collection, presentation, and interpretation of modern and contemporary art, architecture, craft, and design. Cranbrook Art Museum serves the larger region of Southeast Michigan and beyond as well as Cranbrook Educational Community. Recent exhibitions have included a mid-career survey of Cranbrook Academy of

Art alumnus [Nick Cave: Here Hear](#) (2015) to the international group exhibition [Landlord Colors](#) and its companion project *Material Detroit* (2019). In addition, since 2015, the Art Museum has presented a series of temporary public art projects in collaboration with many community partners and artists in the City of Detroit that has received both popular and critical acclaim.

Current and former faculty as well as alumni and current students of Cranbrook Academy of Art are a special, but not exclusive, focus on the museum's programs and collections. Each year the Art Museum presents the work of the graduating class from the Academy in its annual Graduate Degree Exhibition. The Art Museum and its surrounding grounds remain an important touchstone for all visitors to Cranbrook's landmark campus. In 2011, the Art Museum reopened a fully renovated and restored series of galleries in its iconic 1942 building as well as the addition of a 30,000 square-foot Collections Wing that houses more than 6,000 objects from the permanent collection and is accessible to the public for guided tours.

In 2018, the Art Museum opened its Art Lab facility, a hands-on artmaking space for children and adults that serves students from Detroit Public and Pontiac Public Schools as well as from the Pre-K through 12th grade students of Cranbrook Schools. Through both on- and off-site programs the Art Museum served more than 60,000 visitors, a record number, in 2018-2019. Cranbrook Art Museum is accredited by the American Alliance of Museums.

[Cranbrook Institute of Science](#)

Michigan's premier science and natural history museum, the Institute of Science is home to outstanding mineral and earth science collections, a research quality observatory, a state-of-art planetarium, and some of the most important botany, anthropology, and related life-sciences collections in the Midwest. Through broad-based education programs, its permanent and changing exhibits, and its collections and research, the Institute helps to develop and nurture a scientifically literate public that is able to succeed in today's knowledge-based society. With a focus on transformational experiences in STEM education, the Institute fosters in its audiences a passion for understanding the world around them and lifelong love of learning. Recent exhibits include [Inventions of Leonardo da Vinci](#) and [Doom of the Dinosaurs](#).



The Institute is also home to the *Freshwater Forum*, a growing program arm that engages students, communities and the general public in contemporary issues surrounding the

environmental health of the Great Lakes. Other programs of significance include *Cranbrook Cares*, an Institute initiative that privately serves more than 600 young pediatric cancer patients and their families annually, as well as a series of large-scale annual events focused on contemporary scientific and cultural issues of global significance.

Each year over 200,000 visitors are served by the Institute, half of whom are Pre-K through 12th grade students from public and private schools. The Institute's service area covers all of Michigan with a particular focus on audiences in Detroit, Flint, Pontiac and the Pre-K through 12th grade students of Cranbrook Schools. Through partnerships with a wide range of corporate and foundation supporters, the Institute focuses heavily on providing free or low-cost programs and outreach STEM education experiences to underserved learners of all ages.



[Cranbrook Center for Collections and Research](#)

Cranbrook Center for Collections and Research centralizes and presents a unified voice for Cranbrook's 115-year story and offers intellectual and experiential engagement with Cranbrook's unique legacy. Publicly launched in 2012, the Center encompasses the management and curatorial leadership of all of Cranbrook's collections, Cultural Properties, Archives, historic architecture - most notably Cranbrook House, Saarinen House, and [Frank Lloyd Wright-designed Smith House](#), and cultural landscapes including the Cranbrook Japanese Garden. Public programs include tours of both the individual historic houses and the campus as a whole, lectures, thematic concerts and dinners, and hands-on workshops—all inspired by the documents preserved in Cranbrook Archives. By stewarding and interpreting the community's unparalleled landscape, architecture, collections, and archives, the Center provides memorable educational experiences and meaningful research opportunities for internal as well as regional, national, and international audiences.

[Cranbrook House and Gardens](#)

Cranbrook House and Gardens, an historic Arts and Crafts-style house and 40-acre garden, is the centerpiece of Cranbrook Educational Community. The house was designed in 1908 by noted Detroit architect Albert Kahn. Created by skilled artisans, craftsmen and the finest studios of the period, the house features handcrafted furniture, tapestries, stained glass and works of fine and decorative art.



From 1908 until 1949, Cranbrook House was the family home of Cranbrook's founders, George and Ellen Booth. Today, the estate serves a dual purpose: its gardens, works of art and first-floor treasures are preserved as a testament to the Booths' gracious lifestyle, their interest in landscape gardening and their involvement in the American Arts and Crafts movement. Its upper floors house the executive offices of Cranbrook Educational Community.

Cranbrook House and Gardens Auxiliary is a nonprofit volunteer organization dedicated to preserving, restoring, and maintaining Cranbrook House and Gardens and related cultural properties for the enjoyment, education, and cultural enrichment of its members, the Cranbrook community and the public. The volunteer membership of approximately 300 individuals collectively donate close to 10,000 hours of service every year to this acclaimed National Historic Landmark.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Confidential inquiries, nominations, referrals, and resumes with cover letters should be sent electronically to:

Sheryl Ash, Partner
Ben Tobin, Partner
Ryan Leichenauer, Senior Associate
Isaacson, Miller
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<http://www.imsearch.com/7246>

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