



Presidential Search

Pennsylvania College of Art & Design Lancaster, Pennsylvania

The Board of Trustees of Pennsylvania College of Art & Design (PCA&D) announces the search for the College's next president and invites nominations and applications for this uncommon leadership opportunity. Having progressed through twenty-five years of steady growth to firmly establish PCA&D as a



baccalaureate degree granting institution of art and design, President Mary Colleen Heil announced her retirement effective in July, 2018. Her distinguished and widely respected tenure, during which enrollments have grown, curricula have been enriched, and institutional finances have been strengthened, leads to a positive point of inflection that provides a new president with an exciting institutional future.

The desire for a visionary, creative, and informed president, prepared to take PCA&D to the next level of accomplishment, is palpable among all constituencies. As PCA&D moves into its next chapter, the college community is eager to welcome a president who can serve as a catalyst for establishing a new vision and measured strategic change that will be consistent with institutional mission, educational philosophy, planning goals, and future educational needs.

PCA&D's new president will be invited to begin work on or about July 1, 2018.

Create. Influence.

Founded in 1982, PCA&D is a private, professional art college offering BFA degrees, certificates, credentials, and curricula that enable students of all ages to pursue art as their life's work.

PCA&D is accredited by the National Association of Schools of Art and Design (NASAD) and the Middle States Commission on Higher Education (MSCHE), is approved as a college and for degree-granting privileges by the Pennsylvania Department of Education and is a member of the Association of Independent Colleges of Art & Design (AICAD).

Small College. Big Reach.

PCA&D is a 35 year old institution that has come of age as higher education and the field of art and design are both making cosmic shifts. The board, faculty and staff work creatively and tirelessly to make the new happen and to improve upon the old. As a community, PCA&D knows how to plan, to be agile, and to think past the more traditional aspects of higher education.

It is abundantly clear that PCA&D faculty and students value not only the process of art and design, but its extraordinary importance in the world.

A bachelor of fine arts degree (BFA) is the standard, professional degree for those seeking an education in the visual arts. Students begin their journey in the Foundation Year program, where they focus on essential skills and concepts that propel them toward success

I feel as though the more I grow with college and my skills as an artist, the more I find myself as a person. My ambition in these 4 years of college was explore something new and always challenge myself to become better.

Maurice Butler, Fine Art '17, Lancaster PA



in their chosen major and arm them with conceptual, craft, critical thinking, research and problem-solving skills that will sustain them throughout their life as an artist and maker.

The 2017-18 enrollment in the BFA program is 260, a 22% rate of growth over three years. The College has an alumni base of over 1500, with five majors, Fine Art, Illustration, Photography, Graphic Design and Digital Media.

Your Place For A Life In Art

PCA&D's Continuing Education program offers certificates in Digital Design-Print, Digital Design-Web, and Social Media Marketing, structured to offer professional development with adult students' lifestyles and commitments in mind. PCA&D's continuing education department also allows students of all ages to enjoy art classes to enrich their lives with creativity and develop practical and professional skills. PCA&D annually teaches more than 800 local youth and adults in its continuing education, professional development and enrichments courses.



Communication As Currency

Communication as Currency in the Curriculum: Creating influence through adaptive thinking, effective making, and an articulate voice. The educational philosophy at PCA&D sets the college apart, and is deliberately incorporated into all PCA&D coursework to ensure the students become **Strong Thinkers, Strong Makers and Strong Communicators**.

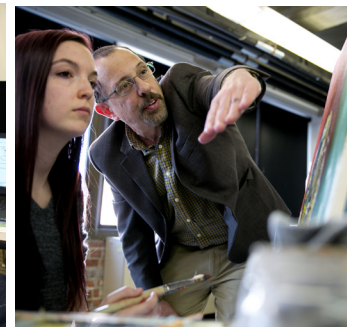
Because visual, verbal, and virtual communication are increasingly valued in a global society, PCA&D's curriculum emphasizes the relationships among thinking, making, and communicating. PCA&D students are transformed by challenging them to cultivate expansive points-of-view and create sophisticated visual output. The ability to continue to learn and create extends beyond the college experience.

PCA&D's connective curriculum creates learning relationships between courses, departments,

and institutions by linking concept, intent, and tools. This curricular approach supports diverse experiential learning to prepare students to navigate the professional and artistic world. In addition, the curriculum provides for a diversity of hand and digital tools to provide greater options to reach conceptual goals cultivating regional, national, and global networks to increase the reach for students, faculty, and college.

The PCA&D learning experience teaches students adaptive thinking techniques and effective making skills that result in a deliberate and influential artistic voice. Students engage with an interactive process of concept, construction, critique, and re-design in an immersive experiential environment.

Marc Torick, Academic Dean



Strong Thinkers. Strong Makers. Strong Communicators.

Strong Thinkers: Graduates will demonstrate discernment and adaptive thinking techniques while incorporating global, historical and/or contemporary influences into their creative and intellectual process.

My final work for David Johanson's Media, Form, and Concept course solidified the source and clarity of what might be my strongest work so far. Johanson helped me tremendously in embracing what I was trying to express and the ways to do that.

Thomas White, Fine Art, Senior, York PA

Strong Makers: Graduates will produce persuasive work that is a union of concept, medium and craft.

Once you learn to appreciate other people critiquing your own work, you can improve your techniques and concepts. I want to get people to open their minds and question what they are seeing, rather than simply being visually appealing.

Melanie Vera, Fine Art, Junior, Bel Air MD

Strong Communicators: Graduates will demonstrate deliberate and effective communication through an informed and influential visual and verbal language.

The biggest lesson learned at PCA&D was how to communicate my creativity. Being a communicator as well as a creator means being able guide your viewer to the same conclusions that you've reached.

Alex Blair, Graphic Design '16, Lancaster PA

A PCA&D Education

PCA&D's forward-looking curriculum ensures that students engage in experiences and opportunities that prepare them for a life in art.

Foundation Year: The first year, or Foundation Year, program is the basis for all students at Pennsylvania College of Art & Design. Courses are structured to teach the fundamentals of art making. Skills, techniques, historical context, and critical thinking support all work in the arts at every stage in an artist's career. Foundation classes teach how to recognize and produce the artist's best ideas and how to communicate about art in ways that are personal and professional.

Liberal Arts: The liberal arts curriculum is an extremely important component of education in the visual arts. These classes build critical-thinking skills and examine the creative process in a wide range of subjects. Through four years of liberal arts course work, students learn effective writing, research, and analysis skills and establish the framework to think globally.

I believe that an artist has a responsibility to convey what they want to be conveyed. You are, in a sense, creating a visual language in which you also need to be the interpreter for the viewer.

Bill Mammarella, Chair of Fine Art



Amanda Rivera-Segundo,
Senior, Digital Media, Mount Joy, PA



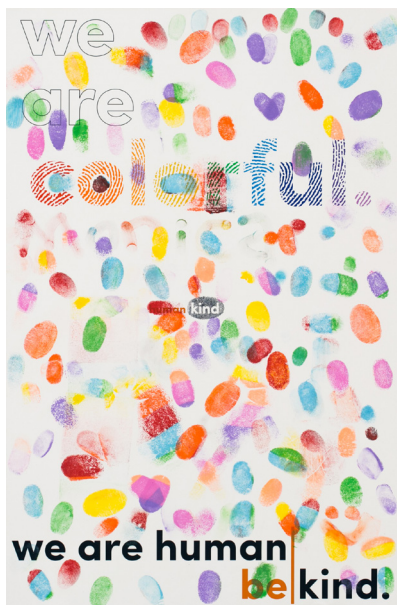
Leah Walt, Senior, Fine Art, York, PA

Fine Art: Fine Art majors at PCA&D work with a faculty of exhibiting artists to develop skills and abilities through studios in drawing, painting, printmaking, sculpture, and digital imaging. All courses in fine art are designed to hone the skills of each student as an artisan, to augment students' abilities to conceptualize as visual thinkers, and to assist in their consideration of complex contemporary issues while becoming creative problem solvers.

Digital Media: Digital Media and interactive entertainment are the most pervasive and popular modes of connection, influence, and communication in today's world. Students majoring in digital media receive introductory and advanced training in this integrative and technology-driven field. Through lectures, demonstrations and studio work, students gain mastery in the principles of 3-D modeling, digital animation, digital audio production, time-based media, and production skills.

A lot of people when they hear digital media they think digital software, but digital media for me has been a lot more about how to communicate a story and a concept that will interest a viewer.

Christopher Morris, Junior, Digital Media, Bear, DE



Casey Capece, Joshua Gingerich, and Rachel Keel, Seniors, Graphic Design



Justin Carney, Senior, Photography, Baltimore, MD



Brieanne Trevorrow, Senior, Illustration, Thurmont, MD

Graphic Design: Graphic Design provides a means to communicate powerfully and effectively through images and typography. From the label on a soda can to the most sophisticated interactive website and to the look and function of applications, the creative process always involves working with other designers, photographers, digital artists, and illustrators to meet the needs of a client. All faculty in the department are freelance or full-time designers who bring professional jobs to the classroom as competitive assignments.

Graphic design is information delivery. It's not just about going from A to Z. Students understand the design solving processes, the researching, the adaptive thinking, and the effective making.

Pamela Barby, Chair of Graphic Design

Illustration: Artists who work as illustrators develop a strong, personal style in their images and use it to support the communication needs of a wide variety of clients. Illustrators need to meet this industry's high professional standards as soon as they graduate. A balance of conceptual and technical courses help students find their own styles and develop them to the highest possible professional level. Courses in the business of illustration and portfolio preparation also ready students for their future careers.

You're visually problem-solving for an avenue of commercial art, such as publishing or entertainment. One of the key successes to being an illustrator is knowing how to communicate not only visually and aesthetically but also verbally and written.

Christina Hess, Chair of Illustration

Photography: Since photography is a medium that contributes to both the cultural and economic aspects of society, its students are well-positioned to pursue art as a life's work. In PCA&D's photography program, vision – design sophistication and the ability to see photographically – is of primary importance, regardless of its application. Students discover how craft and vision are inextricably bound, and develop strong visual skills and knowledge of traditional, digital and experimental photographic processes and video.

PCA&D definitely helped me pursue my passion for photography. I know well, now that I've been at PCA&D, that I can pursue what I want to show to the rest of the world and make a connection.

Julya Nichols, Senior, Photography,

PCA&D Students

PCA&D students are artists - designers, photographers, illustrators, thinkers, and makers. The PCA&D student body is a thriving tight-knit community of diverse and highly creative students, active in the College's activities and organizations.

As a small college, PCA&D offers the students in its BFA programs a level of personal attention not found at other colleges. Unlike larger institutions, only a limited number of students are enrolled to maintain a close-knit creative community, providing students with smaller classes and more individualized instruction. PCA&D's student to teacher ratio average is 12 to 1.

An average of 95% of respondents to an annual survey of graduates reported being employed full-time or pursuing advanced education within one year of graduation. PCA&D is proud of its alumni and the innovative work they are accomplishing.

PCA&D Faculty

PCA&D's highly accomplished faculty, many recognized nationally and internationally for their work, bring their professional experiences and learning from around the globe to augment PCA&D's carefully constructed curricula. Every faculty member has a personal professional career outside of teaching and embraces the spirit of entrepreneurship, sharing what it means to "live a life in art." They bring into the classroom real world experience dealing with and tackling the very same problems faced by the students.

The faculty is committed to the students and the college. Many adjuncts have taught for more than a decade at PCA&D. Many are alumni themselves and others commute from New York City, Philadelphia and other metro areas. Going beyond the classroom, these



dedicated individuals enrich their classroom and studio study by actively mentoring and supporting students in their artistic growth.



Under the direction of these successful artists, PCA&D students find their artistic voice and are well prepared for their lives as working artists and entrepreneurs.

PCA&D in the Community

Pennsylvania College of Art & Design is one of the region's leading cultural centers. With the College's City as Campus focus, students are an integral part of the fabric of the community.

PCA&D offers events, artist talks, classes, workshops, and gallery events that closely link the College to the Lancaster community. Exhibits in PCA&D's Main Gallery, curated by the gallery director, bring works by nationally and internationally recognized artists to Lancaster. PCA&D's "Senior Show & Celebration," is Lancaster City's largest one-day gallery event by a single organization.

The Mosaic Project offers under-served local middle school and high school students an opportunity to spend a day with professional artists and see, first hand, that careers in art and design are truly within their reach.

Through PCA&D's annual Designathon, more than seventy-five non-profits throughout Lancaster County have partnered with the college, providing real-

world experience for students by matching them with non-profits in need of professional-quality design work.



History of the College

Founded in 1982, Pennsylvania College of Art & Design began as the result of the closure of the York Academy of Arts. Key members of its faculty, the last of whom retired in 2017, dedicated themselves to founding the Pennsylvania School of the Arts. The new institution offered a three-year diploma program, which consisted of classes in fine arts, interior and environmental design, and communication arts.

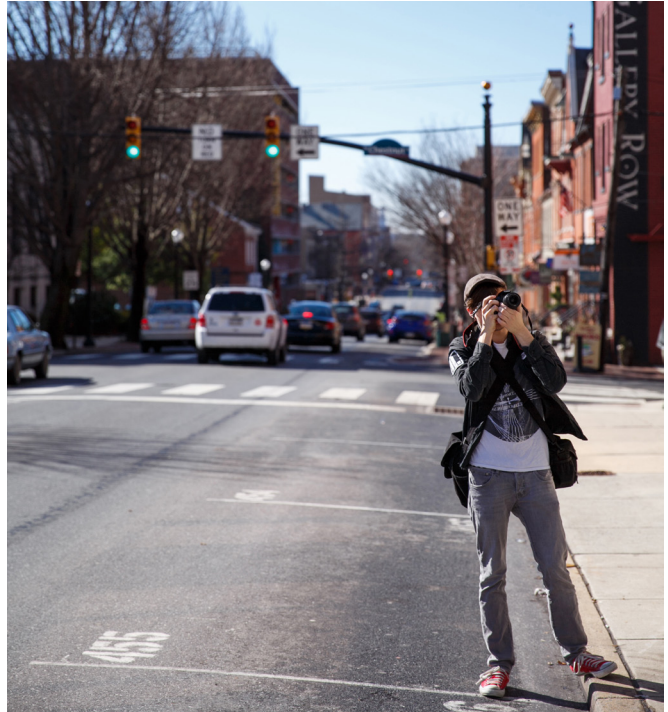
The school thrived and soon outgrew its facility in Marietta, and changed its name to Pennsylvania School of Art & Design. In 1987, a move to the City of Lancaster provided students and staff with more space, better facilities, room to expand, and a campus: downtown Lancaster itself.

In 1999, Pennsylvania School of Art & Design was approved as a college by the Pennsylvania Department of Education, welcoming the first BFA freshman class the following year. In 2003, the school changed its name to Pennsylvania College of Art & Design and established itself as a major anchor in downtown Lancaster. Today, the college is a leader in Central Pennsylvania's visual arts community.



Lancaster, Pennsylvania

The City of Lancaster, Pennsylvania, is PCA&D's home and campus. This historic small city encourages artistic expression and values diversity. Entrepreneurial spirit freely flows across Lancaster City and its central location to the major cultural meccas along the east coast. Low unemployment, cost of living, high ranking public and private schools; are only a sampling of what



makes Lancaster a sought after destination to call home. Lancaster combines the advantages of urban living with the comfort and safety of a small town.

Step right off PCA&D's campus onto Gallery Row — and into neighborhoods filled with art galleries, artist studios, and creative professionals. With more than 125 arts organizations, galleries, studios, museums, theaters, orchestras, makerspaces, performance venues, poetry sites, and public installations ... art is always in the air.

Lancaster was named as 41st on USNews's "100 Best Places to Live in the USA," recognized on Thrillist.com's Best New Food Cities in America, and the Farmers Insurance Group of Companies has rated Lancaster as the 8th most secure place to live among mid-sized cities. In addition, Lancaster's Central Market ranks 8th out of best fresh markets in the world.

In a recent ranking of charitable giving, the Lancaster metropolitan area came in first as the "most generous place in Pennsylvania," according to philanthropy.com. This distinction underscores the fertile ground for PCA&D's development efforts.

Lancaster is home to nine colleges and universities, including Pennsylvania College of Art & Design, and is very welcoming to the more than 17,000 college students who populate the county each year.

The Agenda for the New President

PCA&D seeks a president who identifies as an educated risk-taker. In addition, the new president will bring a creative vision, an understanding of and deep appreciation for teaching and making art, a collaborative style, an outgoing interest in others, and a keen perspective on the unique place this college holds in the overall fabric of higher education.

PCA&D's progress and current stability provide a clear foundation on which a new president can begin her/his work. While retaining a clear focus on the special profile provided by a vibrant program in the visual arts, the agenda for the next president goes beyond maintaining the status quo.

The new president should arrive with a sensitivity to PCA&D's past experiences, a willingness to observe and listen, and an ability to execute a leadership agenda that includes but is not limited to:



Refreshing the Next Strategic Plan

PCA&D has benefited from the existence of a culture of planning, by regularly issuing a three-year planning document, with a general planning statement that extends beyond the three-year period. It is noteworthy that the current PCA&D plan will have only one year remaining when the new president assumes office. The confluence of the new president's arrival and the need to begin consideration of the next iteration of PCA&D's strategic plan will provide a distinctive opportunity to reimagine PCA&D for the coming years.

Respecting stakeholders' sentiments, leading complex and thoughtful discussions across all campus constituencies, and encouraging the College's

consideration of its collective future will be essential tasks for new leadership. Open discussion around the establishment of future academic and enrollment benchmarks, potential new academic partnerships, future institutional priorities in the visual arts, and a strong financial matrix will contribute to strategic planning that can be gratifying for all PCA&D constituencies.

Creating a Shared Vision

The new president will be expected to create a sense of vision for PCA&D's future. The strategic planning process will provide an opportunity to create a shared vision for the College that will help to unify the campus around potential bright accomplishments for the institution and its people. Once again, careful listening and thoughtful discussion will help to clarify future issues of importance. Under a new president's leadership, the resulting shared vision can be exhilarating, reassuring, and exciting for the entire PCA&D family.

Building the College Community

The planning discourse will also offer the new president the chance to reinforce a longstanding institutional ethos that reflects a deep sense of community. New leadership's commitment to quality teaching and contemporary learning in the visual arts will create an environment in which all active constituencies can work well together. Such an environment will help to underscore the general principles of shared governance that are informally reflected in this intimate and collaborative community. Few if any silos currently exist in both the academic



and administrative programs. By communicating clearly, collaborating effectively, and making informed, transparent decisions, PCA&D's president can tackle future institutional issues and initiatives with a basis of understanding and trust among and between trustees, faculty, staff, students, and alumni.

Reinforcing Student Centeredness

The individual student is the focal point of the PCA&D experience. Students value the mentoring they receive in many venues and the personal attention they receive in such a small and intimate environment. Presidential leadership must consistently consider the welfare of PCA&D students, be visible and accessible to students, and enthusiastically participate in the life of the college community.

Enhancing Enrollment Management

Integral to the larger planning effort should be a strategic enrollment plan that will explore and inform future decisions regarding the size of the PCA&D student body, the diversity and geographic goals for prospective student pools, the contemporary branding of the PCA&D profile, and the type of financial aid program that will be administered to all students. The president's role in sharpening PCA&D's competitive edge, in conceptualizing and monitoring enrollment outreach, and in insuring successful enrollment outcomes will be critically important items of this new leadership agenda.

Current enrollment (2017-2018) stands at 260 FTE. The new president's role in enrollment management will be further intensified due to aggressive long-term targets. The new president will want to reconcile these longer-term targets with the articulation of the new strategic plan. The opportunity to review the operation, organization, and resources of enrollment services will present itself early in the new president's



tenure and will call on experience and understanding of current best practices in enrollment management. The importance of a gracefully aggressive enrollment program cannot be overemphasized, given the critical nature of the revenue stream flowing from tuition and fees.



Enriching PCA&D's Philanthropic Culture

The distinctive story that PCA&D can tell as a successful college of art and design in Lancaster, PA, is extraordinary. There is widespread consensus that more aggressively telling that story with energy and passion will have a major impact on growing the College's resource base. With the expectation that the president will openly serve as PCA&D's chief fundraiser, this is an area in which the new president's ability to define and illustrate the value of a PCA&D education in the visual arts is critical.

PCA&D's current development program is small in terms of staff support and annual results, but it provides an essential starting point for new leadership to build a growing network of supporters and friends. While current annual giving averages about \$200,000 in restricted and unrestricted gifts, periodic informal campaigns have funded special capital projects at the College for new student housing, the early development of an outdoor art garden, and an exhibition gallery that brings the public to the College in increasing numbers. The new president will be expected to expand these efforts by inspiring and stewarding the philanthropic culture at PCA&D with energy and creativity.

Engaging the Surrounding Community

To be successful as PCA&D's chief fundraiser, the president must also engage the local community in a variety of partnerships and friend-raising initiatives. Local leaders in Lancaster and the surrounding area see PCA&D as a major resource for substantially

enriching the area's quality of life and cultural well being. Passionate and personal engagement by the president can have a meaningful impact on the region and will also be beneficial to PCA&D. The College family is prepared to respond to invitations from the larger community to participate in a variety of off-campus activities.

Exercising Financial Stewardship/Strong Management

PCA&D's president must bring financial acumen to this role, thereby enabling strong fiscal management across all areas of the program. With an annual budget of \$7M and adequate reserves, new leadership must be committed to live within institutional means, engage in sound business practices, focus on increasing revenues, and sustain a dependable and integrated financial base that will undergird the strategic plan.



Equally important will be the president's management skills in the human resource area. Her/his abilities to delegate, evaluate, and empower the leadership team will, in turn, reinforce transparency, enrich morale, and enhance trust with all those for whom the team is responsible. As suggested earlier, the personality of PCA&D will be amplified by the president's



management style, ability to communicate openly, and to build genuine relationships throughout the College family.

Reinforcing Best Governance Practices

The president serves as the primary thread in the governance fabric at PCA&D. Communicating the policy positions of the trustees to the campus, informing trustees about campus issues of importance, and sustaining open dialogue among and between all College constituencies will be important.

The Board of Trustees will provide a new president with a supportive and collaborative body with which to interact on a regular basis. The new president has an opportunity to build an effective and engaged partnership with the board, to integrate trustee insights into the strategic planning effort, and to build ongoing programs of board development. PCA&D's Board of Trustees currently has 13 seated members with immediate plans to build the board to 18 members, recognizing that a maximum of 21 is possible. Trustees are elected for a three-year term and are eligible for re-election to two additional successive three-year terms.



Desired Presidential Attributes

Pennsylvania College of Art & Design seeks a president with energy, strength of personality, and an ability to articulate the transformative process of helping students to find their creative voice through conceptualizing, making, and critiquing art. Leadership qualities and professional accomplishments that support the College's presidential agenda as outlined in this document will be critical.

PCA&D recognizes that there are many pathways to a successful college of art presidency and leadership interests from a variety of venues will be welcomed. While academic credentials and artistic accomplishments will be desirable, an understanding of and deep appreciation for teaching and making the visual arts will be essential.

Personal characteristics of integrity, authenticity, entrepreneurship, and approachability are important, as are warmth and a sense of humor. Beyond this, the successful PCA&D president should be:

Leadership

- A visionary leader, able to prioritize and lead by ideas, while building trust among and between all PCA&D constituencies
- A creative strategic thinker, committed to collaboration as a means of planning
- A person fully committed to teaching and discovery as critical components of academic quality and institutional well-being at PCA&D
- A strong advocate for the liberal arts as an integral part of the College's curriculum

Management

- An effective fundraiser, able to inspire the philanthropic culture and measurably increase gift revenues
- A person knowledgeable about the complexities of enrollment management and the importance of higher education marketing and branding
- A person of financial acumen, who is effective in a demanding fiscal environment and who will strengthen PCA&D's financial condition
- A keen practitioner of positive human relationships, who will empower an effective senior team and enable an affirming and healthy college community
- A person with knowledge and application of best governance practices

Personal Engagement

- An energetic campus presence, actively participating in the student-centered life at PCA&D
- A person with knowledge and application of best governance practices
- A active participant in the fabric of Lancaster and the surrounding region
- A person of intercultural competence, with an ability to develop and support diversity and inclusivity throughout the PCA&D community



The Application Process

The Presidential Search Committee will be accepting nominations and applications on a rolling basis throughout the fall and early winter and will begin to narrow the candidate pool late in 2017.

Although applications will be accepted until a new president is selected, candidates should submit materials by 5 p.m. on Sunday, December 10, 2017, for the most favorable consideration.

Dr. Thomas B. Courtice is assisting with this search. Nominators and prospective candidates may contact him at tom.courtice@gmail.com or 614-395-6631. Application materials should include 1) a letter that responds to the AGENDA FOR THE NEW PRESIDENT, 2) a complete CV or resume, and 3) the names and contact information (phone and email) for three references, none of whom will be contacted until a later stage of the search and not without the candidate's formal permission.

Applications should be submitted electronically to:

Mr. David Buckman, Chair
Presidential Search Committee
PCADPres@tbcsearchconsulting.com

All inquiries and applications will be received and evaluated in full confidence.

Pennsylvania College of Art & Design does not discriminate against any individual for reason of disability, handicap, ancestry, race, color, age, religion, national origin, gender, sexual orientation or any other characteristic protected by law in the admission of students, administration of programs, employment of faculty and staff, or any terms of instruction and employment.



Pennsylvania College
of Art & Design 

Lancaster, Pennsylvania

pcad.edu