



PROVOST SEARCH PENNSYLVANIA COLLEGE OF ART & DESIGN

LANCASTER, PENNSYLVANIA



Pennsylvania College of Art & Design (PCA&D) has announced the search for a provost, its newly titled position for the College's chief academic officer. PCA&D will welcome the new provost as it embarks on a transformative reimagining of its ability to sustain its historical strength in teaching art and design, while considering creative new directions for academic programming.

The provost will be responsible to PCA&D's visionary new president, Michael Molla, and will become an integral part of the College's senior leadership team. As the College's chief academic officer, the provost will be academically entrepreneurial as a leader, experienced as a teacher/artist/arts administrator, accomplished as a strategic thinker and implementer, collaborative by nature, and informed about changing pedagogies and the needs of the 21st century learner. The provost will be actively engaged with a highly qualified faculty, dedicated staff, and talented student body.

PCA&D is prepared to welcome its new provost as soon as possible after January 1, but no later than July 1, 2020.

To learn more about PCA&D's energy go to: <https://www.youtube.com/watch?v=UIB7TM88F6M&t=28s>

About PCA&D

Pennsylvania College of Art & Design is a professional art college offering a BFA degree, certificates, credentials, and curricula that enable students of all ages to pursue art as their life's work. Founded in 1982, 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 by the Pennsylvania Commission on Higher Education, and is a member of the Association of Independent Colleges of Art & Design (AICAD).

PCA&D's 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 redesign in an immersive experiential environment. Because visual, verbal, and virtual communication is valued in a global society, the College's curriculum emphasizes the relationships among thinking, making, and communicating. Faculty work with students 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.

Curriculum

Curriculum is designed to address questions facing our students today and also look to the future in areas that may not yet have been realized. Students pursue a course of study in the fields of digital media, fine art, graphic design, illustration and photography. Academic disciplines focus on creating a balance in the curriculum between general education and individual specialization while also creating an opportunity for students to pursue their creative passions and be part of an imaginative community.

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.

Foundation Year: The first year (or Foundation Year) courses are structured to teach the fundamentals of art making. High level of craft, attention to detail, technique, historical context, and critical thinking are paramount at every stage of an artist's career. Foundation classes teach students how to cultivate sophisticated ideas, producing work that is visually articulate, concise, and in line with an artist's intention. It is here that first-year students begin effective creative practices and rehearsing skills to communicate about art in ways that are both personal and professional.

Digital Media: Digital Media and interactive entertainment are the most pervasive and popular modes of connection, influence, and communication in today's fast changing world. The digital media field encompasses a vast array of careers including animation, 3-D modeling, visual effects, gaming, and more. Professionals in this field possess a wide variety of skills, many of which are rooted in the fundamental principles of art, design, and visual storytelling but are ultimately applied through digital and technological means. The digital media professional is well equipped to meet the demands of a diverse and expanding job market that is increasingly changing and impacting the way in which we live, interact, learn, connect and heal.

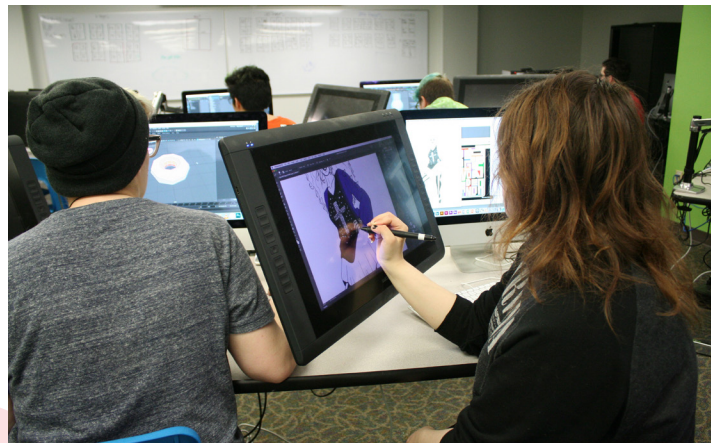


Fine Art: A working fine artist is immersed within a self-directed creative practice. The innovative, curious, and insightful mind of the fine artist applies a renewed perspective when connecting to industry, the community, and other wide-ranging fields of study. The fine artist is deeply valued and hired for their collaborative nature, visual understanding, and unique vision that challenges the status quo, and provides lasting and impactful solutions to both human and non-human centered problems. The study of fine art places no restrictions on self-expression but instead is characterized by an emphasis on wide-ranging intellectual curiosity, strong craft in a variety of media, and a tireless push toward personal growth and understanding. Whatever the work, the fine art discipline requires the artist to be effective in communicating and leading others. As they continue to fill new roles within the community, it is their life-long passion that supports evolving goals and desires that manifest into work of their personal vision.

Graphic Design: A professional in the field of graphic design must be able to produce work that effectively meets the communication needs of others. Successful design must balance concept, style, craft, research, and analysis with meaningful and arresting delivery of information. Design that attracts and holds a viewer's attention or compels one to a call for action sets itself apart because of the specialized education, strong visual concept, and innovative thinking that informs this practice. For designers, the ability to combine multiple complex or even the simplest of ideas into a visual tool, is—and will continue to be—the hallmark of the best and most successful designers today.

Illustration: Illustration is the quintessential heart of storytelling through images. Illustrators rely on traditional media and sophisticated technologies to reach out to viewers. The wealth of visual communication now part of our everyday relies on strong concepts and equally strong execution skills. The backbone of concept and execution within the field of illustration include drawing and research combined with an in-depth understanding of the expressive capacities, both animate and inanimate forms. Successful illustrators today develop a wide range of storytelling skills and use them with discernment in all forms of media and technology.

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.



Faculty

PCA&D's approach to learning focuses on the individual in a small and inclusive classroom experience. Faculty are working artists and professionals who are active in their fields and stress the connection between active engagement both in and out of the classroom. Faculty strive to foster free thinking, as well as intellectual and creative ambition as teachers, mentors and coaches to students.

PCA&D's highly accomplished faculty, many recognized nationally and internationally for their work, bring their professional experiences and learning 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.



2018

Illustrated and Designed by Christina Hess

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, Baltimore 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 and intellectual growth.

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

Students



From the beginning of the admissions process, to the first day of enrollment, PCA&D students experience a focus on empowerment to achieve their professional and creative ambitions. The College is dedicated to cultivating a creative environment that leads to transformational experiences and fuels students' growth as artists, designers, and creatives. The College is devoted to ensuring distinctive personal attention for each student, helping craft the foundation for a remarkable career and creative life.

PCA&D's emphasis is holistic, focusing not only on a students' career development, but also on offering co-curricular programs that support health, wellness, engagement and leadership. PCA&D helps students develop the tools to navigate a sustainable and invigorating path as a creative once graduated. Students participate in real world experiences through a broad range of community partnerships that foster involved and active learning and leadership both inside and outside the classroom.

The 2018-19 enrollment in the BFA program is 250. As a private college, PCA&D is committed to the careful stewardship of students' tuition dollars. With next year's tuition set at \$12,500 per semester (12-18 credits per semester), the College remains one of the best values for a professional collegiate art education in the nation. In addition, PCA&D is committed to fiscally supporting its students with over 90 percent of the student body receiving some form of institutional assistance.

As a testament to PCA&D's strength and the impact of art and design careers, ninety-five percent of the graduates are employed professionally or enrolled in graduate school within one year of graduation.

Community

PCA&D acts at the intersection of education and community, extending arts education beyond its own walls to the surrounding communities. Through its undergraduate college, continuing education programs and commitment to the arts, PCA&D offers unique opportunities for students and faculty to study, experience and realize the principle that higher-education institutions are connected to and can impact the communities in which they live.

The City of Lancaster 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.

Steps from PCA&D's campus is Gallery Row and nearby 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. PCA&D is a valued part of the city and a significant contributor to Lancaster's cultural life, economy, and workforce.

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.

PCA&D's founding faculty were well-established and accomplished creatives who also understood that if the school was to succeed, they would need the support and engagement of the community. PCA&D today seeks to inspire curiosity and a love of learning through innovation, partnerships and a commitment to link higher education with the community in which it lives, works and plays.

PCA&D WILL TRANSFORM
INNOVATIVELY INTO A NEW ERA
OF GROWTH, INFLUENCE, AND
COMMUNITY ENGAGEMENT; **EXPAND
AND REDEFINE EDUCATION
OF LEARNING, ART, DESIGN,
AND CREATIVITY.**

President Michael Molla



THE AGENDA FOR THE NEW PROVOST

The new provost will be expected to partner with PCA&D's innovative new president at a moment of uncommon opportunity. An ability to embrace and build on the College's existing strengths, to engage a freshly articulated strategic framework and move beyond the status quo, to develop and implement the academic strategic plan, and to reflect a style that combines collaboration and decisiveness will be essential to the new provost's success.

At this pivotal moment in PCA&D's history, as the extension and enhancement of current institutional success comes into sharp focus, the new provost's agenda will include:

Advocating for the Academic Program – While much is expected to change in PCA&D's future, the provost cannot lose sight of this basic advocacy responsibility. The provost is responsible for the overall academic administration at the College, including the hiring, support, supervision, and retention of the department chairs and all faculty, registrar, gallery director, and librarian. Facilitating the evaluation and possible revision of current curricula will be essential, since PCA&D's existing program provides the foundation for maintaining the College's strength and academic integrity. Partnering with the dean of students on the integration of the co-curriculum and other student services to ensure all around student success is also critical.

Championing the academic program and providing for the professional development of faculty is at the core of this agenda. The strength of leadership from a new provost in this fundamental way will be among their first steps in establishing trust and credibility within the campus community.



Illustration by Marina Salvatore '19

Completing the Strategic Framework; Implementing the Strategic Plan – Beyond maintaining the core academic advocacy described above, the new provost will join PCA&D in a year (2019-2020) where the transformational foundation and strategic framework for the College's future is being completed. The provost's experience and creativity will be engaged as a critical voice in moving from strategic framework to the focus and implementation of a new strategic plan.

It is anticipated that four major areas of focus in the strategic plan will be introduced, calling for the provost's energetic leadership as the plan is implemented (2020 – 2023). The four areas for future development and enrichment at PCA&D include:

- **Academics & Co-Curricular Programs** – Initial steps will include the development of new articulation agreements, capstone degree partnerships, and new corporate partner studios. It is envisioned that in three years the outcomes will include 3-4 new BFA programs, 2-3 new non-degree programs and experiential programs, 2 dual degree programs, and initial planning for possible graduate programs.
- **Community & Center for Engagement** – With a culturally rich and robust arts location in the City of Lancaster, PCA&D intends to improve dramatically its relationship with the larger region and advance significantly its stakeholder outreach for community engagement. By the end of the three-year planning implementation, Centers for 1) Creative Leadership, Entrepreneurship, and Creativity, 2) Creative Community Engagement, and 3) Alternative Learning will have been established with valuable community engagements as a result.
- **Resources & Facilities** – With a campus master plan taking an integral spot in the overall strategic planning effort, expanded fund-raising activity will provide the resources necessary to complete new housing and dining amenities, renovated campus spaces including galleries, and enhanced technology throughout the College.
- **Identity and Student Experience** – With the wide range of changes anticipated over the next three years, it will be important to consider the “rebranding” of PCA&D, in part through a visual identity campaign. New academic programs and enrollment growth, community engagement efforts and expanded diversity, improved human and financial resources, and tangible new measures of student success will all provide an exciting new story to tell about a transformed PCA&D.



The new provost will be expected to be a fully engaged partner in all areas of this planning framework. The leadership and energy required around program development and community engagement will provide especially attractive professional opportunities. In short, the provost's chance to make a difference in the life of PCA&D is palpable.

Encouraging Creativity – Reflecting the vision that frames the strategic plan, the provost will be encouraged to exercise multiple opportunities to lead by ideas, to nurture the energy of faculty, staff, and students, and to collaborate through an ethos of entrepreneurship that will help PCA&D to grow. Whether supporting experiential learning in the curriculum, reaching out to incorporate noted alumni accomplishments in the fabric of the College's program, or discovering special gifts among PCA&D's talented faculty, the provost should be creative in blending all the resources available to them to build a distinctive educational profile for the institution. The potential to broaden the provost's creative impact in this intimate community of discovery is clear.

Valuing Diversity and Inclusion – Expanding the ethnic and gender diversity of the faculty and staff, including practices of inclusion, equity, and globalization, is a key vision of the College moving forward. With the large majority of faculty and staff identified as caucasian, PCA&D is eager to consider how to expand its diversity. In addition, diversity of thought, pedagogy, and expanded inclusive topic areas in the curriculum is also important.

The stature of underrepresented persons and the presence of unconventional thinking on campus is critical to the quality

of life at PCA&D. The provost's embrace of inclusion will be enhanced by fresh ideas and affirming action that can be introduced to all areas of academic affairs.

Providing Visibility and Accessibility – Students have historically been the focus of PCA&D's educational program. Faculty and staff strive to provide a supportive and caring dimension in the mentoring of students. It is no accident that students are drawn, among other things, to a strong sense of campus community and a recognizable commitment to student-centeredness. The new provost must be comfortable with the personality of the campus and genuine in their visibility, accessibility, and enthusiastic participation in the life of the College.

At the same time, the provost must be effective communicating in the public arena about the College's distinctive features. Important relationships will be strengthened locally by the provost's active presence in the City of Lancaster and the surrounding region. PCA&D's engagement in these external communities requires the new provost's attention; partnerships/collaborations with schools, business, government and other non-profit groups will help the region, while also bringing reciprocal benefits to the College.

Managing While Leading – While accepting a pivotal role in the major transformational change and growth being forecast at PCA&D, the new provost's "fit" at what will remain a small and intimate educational setting is crucial. Working in a lean administrative structure calls for distinctive management skills not always found at larger institutions. In PCA&D's case



particularly, a seasoned management style that will capture the urgency required to launch institutional change must be combined with a cautious overview for moving at a pace that will not erase the College's current foundation of stability. A progressive but pragmatic management style will be necessary.

The provost's skills at evaluating organizational structure and delegating both shared and individual responsibilities will be critical. The changes envisioned at PCA&D will likely occur without deep "bench strength" in any departments. Analyzing and providing feedback on performance while understanding a realistic commitment to multi-tasking by all members of the team will bring strength to the work of the academic affairs program.

As the chief academic officer, the provost will also bring a singularly critical management perspective to educational issues that impact the entire PCA&D program. An ability to work cooperatively and communicate openly as a member of the senior leadership team will enhance the new provost's effectiveness. As the new strategic plan is implemented, the provost's abilities to collaborate with the faculty and the enrollment team on new program development, to work effectively with student affairs around the issues of student success, and to engage with the president and the development staff on community engagement and fund-raising will all be critical to the provost's management profile.

Traditionally one of the most challenging assignments on any campus, the provost's effectiveness with academic advocacy blended with the ability to lead significant institutional change will underscore the success quotient for this position.



DESIRED ATTRIBUTES OF THE NEW PROVOST

The successful candidate at PCA&D will possess a combination of personal qualities and professional experiences that match the expectations outlined earlier in the Agenda for a New Provost. The candidate will bring integrity, energy, an uncompromising work ethic, authenticity, and a sense of humor.

PCA&D recognizes that there may be many pathways to a successful candidacy and interest from a variety of venues will be welcomed. While academic credentials and artistic accomplishments will be desirable, an understanding of and a deep appreciation for teaching and making art will be essential. Beyond this, the successful PCA&D provost should be:

- A person who will lead with a style that is visionary, innovative, academically focused, action oriented, and fiscally responsible;
- An advocate for the academic program and the faculty, while contributing to an array of all-institutional issues as a member of PCA&D's senior leadership team;
- A visible and accessible campus presence, actively engaging in PCA&D's student-centered ethos, while modeling traits that will enrich collegiality and community on campus;
- An open and effective communicator, who listens carefully, writes well, and speaks with clarity and inspiration;
- Able to integrate technology into an expanding visual arts curriculum, reflecting a thread in the fabric of 21st century teaching and learning;
- A seasoned "follow through" manager who can balance the demands of moving quickly on several planning fronts with the ability to motivate a "thin" administrative team within their capacities;
- A person with demonstrated success in building new academic programs with strong enrollments;
- A person with proven ability in building external partnerships and engaging faculty to do the same;
- Experienced with continuing education and non-credit programs that can engage new PCA&D audiences;
- A person able to strengthen diversity and inclusivity in several areas at PCA&D;
- A strategic thinker and planner, open to new ideas and directions, with an ability to lead others to embrace change, and;
- A passionate proponent and proactive contributor to the growth of a small, private, professional art college.





THE APPLICATION PROCESS

The search committee will accept nominations and applications throughout the early summer and will begin to narrow the candidate pool late in July. Although applications will be accepted until a new provost is selected, candidates are encouraged to submit materials by 5 PM EDT on Sunday, July 28, 2019, for the most favorable consideration. Dr. Thomas B. Courtice is the consultant assisting with this search. Nominators and prospective candidates may contact him at tom.courtice@gmail.com or 614/395-6631.

Application materials should be submitted electronically to PCADProvost@tbcsearchconsulting.com and addressed to:

Linda King Brown and Eric Weeks
Co-Chairs, Provost Search Committee

Application materials should include:

- A letter of candidacy that responds in detail to the Agenda for a New Provost
- A complete CV or resume
- The names and contact information (email and phone) for three references, none of whom will be contacted until a later stage of the search and not without the candidate's formal permission

All inquiries and applications will be received and evaluated in full confidentiality. Applications from persons in underrepresented groups are highly encouraged.

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 or employment.

