



## PRESIDENTIAL SEARCH PROSPECTUS



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 leadership opportunity

The College recently completed successful re-accreditation and completed a five-year strategic plan. Enrollment has grown substantially, partnerships have flourished, a new major has been added, and institutional finances have been strengthened.

PCA&D provides a new president with an exciting institutional future and an opportunity to position the institution for its next strategic

moves. As a nimble, small college located in the heart of the vibrant and vital East Coast cultural region, the College is poised for continued growth. Accelerating this opportunity will require a forward-thinking, entrepreneurial leader who can continue to pay homage to its roots while being willing to respond to the demands of the ever-changing sector of art and design education.





# Who is PCA&D?

Founded in 1982, PCA&D is a private, professional college of art and design, offering BFA, BA, AFA, AA degrees, certificates, credentials, and curricula that enable students of all ages to pursue The Creative Life. The College centers inspiration, innovation, and imagination in a community of working artists, designers, and creatives, devoted to helping students pursue their own career pathways.

PCA&D is accredited by 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 AICAD (Association of Independent Colleges of Art & Design).

Since our beginning in 1982 by our seven founding faculty members, we have served the mission of educating artists and designers. Through this journey of growth and expansion, from a certificate school to a fully accredited AICAD-quality college of art and design, we continue to recognize and reaffirm the need to support the education of the career professional, as we nimbly respond to an ever-changing landscape.

## MISSION

At Pennsylvania College of Art & Design, our mission is to spark creativity within everyone. Welcoming learners of all kinds in a vibrant, inclusive community, we provide a comprehensive range of educational opportunities including bachelor's and associate degrees, certificates, and professional credentials, as well as enrichment and lifelong learning programs for all ages. We believe creativity enriches experiences and transforms communities, and we believe creatives design the future.

## VISION

Our vision is to trailblaze in creative education. We envision PCA&D as a nexus where teaching and learning, innovation and entrepreneurship, and our partners and campus community join to ignite imagination, inspire transformation, and reshape the creative economy, at home in Pennsylvania and as far as we dare to reach.

## VALUES

As a nonprofit, independent professional art and design college, our values guide institutional decision-making, inform the design of educational experiences, and define our

learning environment. We believe it all begins with taking the risk to be creative.

### **Creativity is a fulfilling, lifelong endeavor**

Whatever your motivation to create, we support learners of all ages and at all stages in their creative journeys. We believe in play and transformation in equal measure, and we balance critical thinking and effective communication with creativity.

### **Creativity drives innovation**

In a rapidly changing world, we believe creativity is required to meet new challenges and solve new problems. We challenge ourselves to innovate and lead change in the education sector, and we challenge students to embrace an entrepreneurial spirit.

### **Creativity is richest when everyone's voice is included**

We are committed to supporting an inclusive, respectful, collaborative community that celebrates diversity. Our community is strongest when each individual is valued, and we are accountable to one another. We are committed to an ethical, equitable, student-centered learning environment.

## **Academics**

The College's academic program is driven by the belief that tomorrow's

industries will look to the creative sector for the talent to fuel their growth, meaning PCA&D's graduates will be in high demand. PCA&D anticipates the economic impact of this creative workforce will continue to grow, and the expanding industry in its greater community will continue to distinguish this region as a place for creatives to thrive.

PCA&D offers **six Bachelor of Fine Arts degrees**: Animation and Game Art, Fine Art, Graphic Design, Illustration, Photography and Video, and Live Experience Design and Production (in partnership with the Academy of Live Technology). The College also offers a Bachelor of Arts degree in Design Thinking, five Associate of Fine Art degrees, and two Associate of Arts degrees. In addition to its majors, PCA&D offers students the opportunity for

14 different minor programs, and the College markets 14 varied undergraduate certificate programs, half of which can be completed online. The majors of Graphic Design and Illustration have traditionally been the strongest draws for new student enrollment. The College has 19 full-time faculty members and employs approximately 70 working artists as adjunct faculty members annually.

A faculty comprised of working professionals benefits students in a myriad of ways, from landing internships and jobs, to finding mentorship opportunities, to ensuring students are well-prepared in current practices. Seeing their faculty's gallery exhibitions, design work, and award-winning creations is a powerful reminder that the creative journey continues.

To support students throughout their academic

journey, a **team of faculty and staff mentors** work to shepherd students through challenges.

This resource, developed during the pandemic, has proven key in bolstering the College's retention efforts, with a spring-to-fall retention rate this year projected at 95 percent.

In 2021, recognizing the need for more real-world opportunities, the College initiated an in-house design house dubbed **The Agency**.



Students collaborate and problem-solve branding and design needs for various non-profit organizations in the community. Here they gain leadership and collaboration skills as they build goodwill with the College's neighbors. Graduates can also apply to become Fellows, who serve as leaders of The Agency. Surveys indicate that more than 90% of graduates find **employment in their fields** or continue on with their studies within one year of graduation.

In addition to its undergraduate offerings, PCA&D has expanded its educational footprint to include **Dual Enrollment** courses for high school students. The College also partners with **Acadeum** to offer available seats in our virtual art and design classes to students from other colleges and universities. Finally, the College's **Center for Creative Exploration** offers a myriad of programs for youth, working professionals, or adults in retirement. Programming includes everything from youth summer camps to workforce development certifications or creative pursuits for retirees. CCE also offers **pre-college courses** to prepare high school students for college readiness.

## Partnerships

### ACADEMY OF LIVE TECHNOLOGY

In the fall of 2020, PCA&D was one of the nation's first colleges to add Live Experience Design to its suite of creative arts majors. Lancaster County is home to Rock Lititz, a collection of



companies related to the live events industry, located approximately seven miles from the College's downtown Lancaster campus.

The companies residing on the Rock Litz campus are the world's premier live events production designers. Worldwide or nationwide tours, preparation for large-scale conferences or conventions, large sporting events, and any public event of significance and magnitude is likely touched by the companies associated with and in residence at Rock Litz. Its 100+ acre campus has the capacity for design, engineering, and manufacturing, all the way through performance rehearsals. Rock Litz is at the epicenter of the touring and live events industry, boasting unparalleled technical facilities and world-class expertise. Here, set designers, sound engineers, logistics experts, and professionals from every facet of the industry work

collaboratively with musical artists in residence to assemble and prepare a tour.

In March of 2023, the College entered into a **partnership with Academy of Live Technology**, a U.K.-based specialty school focusing on live events production, to offer a combined instructional program. This partnership represents the culmination of two years of work in crafting a curriculum and imagining a program that blends the best of our faculties and heritage with the incredible competencies, technical expertise, innovative tools, and vision of the world's leaders in live experience. This partnership makes PCA&D's BFA degree in **Live Experience Design & Production** (LiveX) the best of its kind in the country, empowering students with a strong art and design background, real-life problem-solving skills, and world-class mentorship. A new, \$12 million instructional

facility will open at Rock Litz this fall. This facility's proximity to the professional production crews who are building and rehearsing on the Rock Litz campus allows students unparalleled access and opportunity. After an abbreviated recruitment process for its first class, the College began comprehensively recruiting for the program in 2024-25.

## COLLEGE ALLIANCES

Lancaster County is home to seven institutions of higher learning, creating an environment that is supportive of the sector of higher education. The 12,000+ students attending these schools annually are from a variety of disciplines and backgrounds, and their presence is one of the factors that enhances the vibrancy of the community. PCA&D has created partnerships with two adjacent institutions for the provision



of housing and academic space - Franklin & Marshall College and the Lancaster Theological Seminary. Both campuses are within easy walking distance of PCA&D; these two partnerships are in their early stages but already bearing fruit, creating the opportunity for PCA&D to lease 200+ beds and provide expanded meal options for its students. The higher education environment that PCA&D operates in is a significant benefit and offers synergies still to be defined.

## REGIONAL OUTREACH

PCA&D's origins were in the City of York, a neighboring community 25 miles west of Lancaster. As part of its last strategic plan, the College renewed educational programming in York, offering non-credit courses and creating exhibitions in a small store-front facility in York's arts district. The College was warmly welcomed by community leaders and philanthropists, and it continues to explore partnerships for the potential for growth and expansion of programs specific to the community of York. The Center for Creative Exploration serves as the coordinator of the College's York efforts.

## Enrollment

The College emerged from pandemic years with successively larger incoming classes and corresponding overall enrollment growth. Some of the growth has been organic, based upon

improved enrollment management practices and the expansion of offerings such as LiveX, and some of the growth has been from a retraction of the industry writ large, providing an opening in the higher education marketplace. The College's FTE enrollment over the past three years has gone from 245 in 2022-23, to 323 in 2023-24, to an anticipated 400 in the fall of this year. The College's discount rate remains low in comparison to many private colleges: this year's entering first-year student discount rate is projected to be 23%, while it maintains tuition that is among the lowest of schools of art and design at \$30,250 per annum. While the College's enrollment places it among the smallest of private colleges in the Commonwealth of Pennsylvania, its reputation for academic excellence, its outward aspect and community engagement, and its role in workforce development in emerging industries all come together to create a unique and positive story in higher education.

The College has also been proactive in supporting students from other colleges and universities in the region. As institutions of higher education within the College's 100-mile radius have closed in the past year, PCA&D has become the recipient of teach-out agreements with three of these art and design schools. While the loss of educational opportunities for students in the College's region is never welcome news, the College views its prospects for expanding more





successfully into the adjacent Philadelphia/Wilmington metropolitan areas as promising.

## Development

As a relatively young institution of higher education, PCA&D relies heavily on community support for its charitable efforts. Fortunately, Lancaster County and the surrounding Central Pennsylvania region are generous benefactors. Fundraising for the past two years has exceeded \$1 million per year, and the College anticipates \$725,000 in federal funding in support of its new LiveX major in the coming year, courtesy of a congressional appropriation. Annual support from its Board, plus dedicated contributors for student scholarship and the College's operations generally provides in excess of \$200,000 per year. The College is steadily building our alumni network and an Alumni Council is becoming more active and engaged in the life of the institution.

## Finances

Throughout its forty-year life, PCA&D has been fortunate to be managed carefully and conservatively. Its history shows a small, private school of art and design emerging as a respected college, always providing value for its instruction and perennially finishing its academic years with a modest surplus.

However, like many small private colleges, PCA&D was negatively impacted by the

COVID-19 pandemic. While the College was able to pivot instruction to online, enrollment declined and finances were strained. The College was able to draw upon institutional reserves to manage through the period without any workforce cuts, and indeed, used the intervening years of the pandemic as a time to plan and originate partnerships. These partnerships have only now begun to flourish, but the 2023-2024 fiscal year is already showing a return to positive cash flow at year's end.

Like any young institution, the College is modestly endowed and nearly entirely tuition-dependent. Prudent and careful management and more successful fundraising have given the institution some base upon which to build, as restricted funds have grown from \$1.8 million in 2019 to \$3.3 million at year-end 2024. The institution's operating budget for 2024-2025 is \$11.6 million.

## Location

The College is centered in the heart of **Lancaster City's thriving arts district**. Not only does this position the College as an anchor institution for creativity and innovation within the community, but it also is a reflection of the rich historic tapestry of makers and creators in the region. From its founding, it has been a well-spring of entrepreneurial thinking, where many creative industries developed, including printing





and home goods, as well as the global capital for sound, lighting, and staging design.

Early in its history, Lancaster briefly served as the nation's capital. Its proximity and easy accessibility to Philadelphia, Washington, Baltimore, and New York City by rail or car have all served to make it one of the country's most desirable places to live. Lancaster often tops national rankings for quality of life as a hip, healthy, vibrant city that is immensely walkable and exceedingly welcoming. Lancaster is regularly ranked at a top place to live for its safety, affordability, access to healthcare, economic health, and education of all U.S. small cities.

A certified welcoming city, it is known as the Refugee Capital of America for its longstanding

commitment to supporting and resettling those fleeing war and persecution. It is also famously home to the largest population of those practicing the Amish way of life. And it boasts the largest population of retirees of any county in the country, which prompted Lancaster City to implement an Age-Friendly Action Plan in 2021 to ensure the city remains liveable for all ages.

Its food, music, and arts scenes make it a popular destination for locals and tourists alike. The surrounding county is renowned for its rural tranquility and friendly atmosphere, with small-town charm and sweeping pastoral landscapes of rich farmland and bountiful hiking and biking trails through woodlands and riversides.



# The Position

The position of president at Pennsylvania College of Art & Design is an exciting one as the institution considers its role in the region and nationally. Innovation has served the College well in recent years with the introduction of leading-edge initiatives that promise to place PCA&D at the forefront of art and design education.

The new president will also address the practical improvements necessary to serve all students and educational programs well, as the College continues to evolve for the 21st century. The successful candidate will lead PCA&D with a strategic sensibility that ensures relevance and long-term sustainability.

The president is the chief executive officer of Pennsylvania College of Art & Design and reports to the Board of Trustees. Serving on the Executive Cabinet are the following senior administrators: the Provost, Vice President of Strategic Communications, Vice President of Finance & Administration & CFO, Vice President for Strategy & Development, Dean of Admission, Dean of Faculty & Academic affairs, Dean of Student Affairs, Dean of the Institute for Leadership, Creative Entrepreneurship & Innovation, and the Executive Assistant to the President.



# Key Priorities & Opportunities

PCA&D is at a pivotal moment in its history, as it expands its offerings as well as its reach. With the challenging demographics of college-bound students and changing perceptions of an art and design education, the next president will be faced with important decisions that will define the College for years to come. Working closely with the broad range of the College's stakeholders, the next president will build upon strategic priorities to create a shared vision as well as a focused plan to address the following priorities and opportunities.

## Strategic Plan

The College is currently in the last year of its 5 year strategic plan, *The Art of Transformation: Designing Our Future*. So, the academic year 2024-25 will be a planning year for PCA&D's next president, who will lead the development and successful implementation of the next strategic plan, which will address both operational needs as well as creative aspirations. This is a tremendous opportunity for the new president

to work alongside PCA&D's Board, College community, and partners to reimagine future of the institution, ensuring inclusion of a diversity of voices in these efforts.

Much new has been created to date, including degree programs, such as LiveX; centers of engagement, such as the Institute for Leadership, Creative Entrepreneurship & Innovation; and initial development of a campus master plan that addresses both campus and partnership opportunities, such as those with the Academy of Live Technology at Rock Lititz.



## Enrollment Growth

As a tuition-driven institution, stable enrollment and clear metrics for enrollment success are essential for the College's sustainable future. PCA&D is situated in one of the most competitive higher education marketplaces in the nation, especially when considering demographic shifts. However, despite static or declining numbers of traditional students, the College has succeeded in strengthening enrollment by developing new programs as well as adopting

new recruitment and retention practices. While the recent closure of regional competitor institutions has contributed to the enrollment rebound from Covid, significant energy, focus, and creativity will be required to both sustain and grow enrollment. The College community will look to the new president for inspiration and commitment to this work.

## Fundraising

Leading the way in fundraising and institutional advancement,

the president will be an energetic and enthusiastic spokesperson for the College's accomplishments and prospects. The new president will build on the current momentum – working with the Board, the VP for Strategy & Advancement, and the College community – to ensure that resources necessary to realize PCA&D's ambitious vision.

Development of new resources will be possible through expanding relationships with corporate leaders in a wide range of related industries as well as community leaders and government entities. Pursuing grant activity with foundations and cultivating donor relations will also provide additional sources of revenue for innovative learning opportunities and scholarships for

students. Identifying needs in academic and student services, as well as for facilities, equipment, and personnel, will be critical to formulate priorities for fundraising. A plan for endowment growth must also be factored into that formulation of fundraising priorities.

## Financial Stewardship

Thoughtful management of resources, coupled with a clear sense of priorities will be essential to establishing a sound and stable financial profile for the College. Strong financial and operational health is particularly vital for small colleges post-pandemic and in light of the college-age demographic shift. Significant advancement of the institution for both new

and current programs and facilities will also require additional financial resources as well as a commitment to continued and regular assessment of capital needs. To that end, growing the endowment and developing new sources of revenue, such as grants and partnerships along with strengthening enrollment, will be needed to achieve and sustain a strong and stable financial profile.

## Partnerships

Partnerships will continue to play a key role in extending curricular and co-curricular programs as well as leverage Lancaster's and Pennsylvania's distinct ecosystem of stakeholders and resources. The president will engage





broadly to support ongoing identification of emerging workforce needs and opportunities. In doing so, the new president will ensure that PCA&D can continue to update its infrastructure and offerings to provide students with skills that are at the forefront of art and design trends and disciplines. These efforts will also enhance students' educational experiences by creating additional opportunities for internships and practice-based learning.

The College has well established relationships with many of the region's business leaders and enjoys a strong reputation for the quality of its graduates throughout Pennsylvania. However, the College's reputation should continue to grow beyond the region if opportunities for PCA&D's graduates are to be increased and its enrollment strengthened.

## Expansion

Central to the College's planning will be expansion of the campus's capacity through renovation and enhancement of existing facilities and equipment as well as new technology systems to support innovation. With additional College-owned properties on its block, there are considerable opportunities to both enhance and transform its profile in meaningful ways related to both academic affairs and student life. Partnerships will be key in this expansion. Neighboring institutions, such as Franklin & Marshall and Lancaster Theological Seminary

are helping to address the College's growing need for residential and student services. In addition, through collaborative degree programming with the Academy of Live Technology at Rock Lititz, students across the curriculum will have the opportunity to engage in the creation of live experience design and production.

## New Programs

With a new Strategic Plan on the horizon, there will be an opportunity to grow the College's academic programs. Successful and creative development of new programs will need to be coupled with effective plans for implementation, including operations, personnel, and facilities, to ensure the health and resources of ongoing undergraduate programs.

As the College continues to enhance its program offerings, preserving its history and traditions as an art and design college will also be a priority. Strengthening and expanding existing programs, along with creating new offerings in immersive technologies and art forms, has the potential to elevate the College's national prominence. The new president will need to collaborate with internal and external constituents and partners to consider the suitability and scale of these new programs with that of existing programs in order to establish a distinctive profile for the College.

# Preferred Qualifications & Characteristics

## Education

Candidates should possess a terminal degree in a discipline appropriate to Pennsylvania College of Art & Design or an advanced degree with significant commensurate senior-level experience.

## Experience

PCA&D recognizes there are diverse pathways to a college of art and design presidency. In addition to leadership in higher education, the successful candidate's background could include other non-profit experience, such as museums, or for-profit administration. Strong candidates will exhibit most of the following qualifications.

- **A genuine understanding of the role of the visual arts** today and a commitment to art and design education and the success of students at a small college.
- **Substantial record of administrative leadership and accomplishment** in higher education or possibly other environments that demonstrates sustainable innovation;

programmatic oversight of a range of art and design disciplines; and an understanding of practical considerations and fiscal accountability. Proven ability to lead a senior team and to inspire, motivate, and empower staff and faculty.

- **Ability to articulate and implement the College's mission, vision, values, and priorities** with passion and decisiveness to Trustees, administrators, faculty, staff, students, and diverse communities locally, nationally, and internationally.
- **Experience in leading, developing, and implementing comprehensive strategic plans** with practical, sustainable results through engagement of the Board of Trustees, faculty, staff, students, alumni, and community partners.
- **Experience in furthering academic growth** in creative fields with new opportunities, such as PCA&D's major in Live Experience Design & Production and partnership with the Academy of Live Technology at Rock Lititz, while ensuring the health and resources of ongoing undergraduate programs.



- **Demonstrated ability to sustainably grow enrollment**, working in partnership with admissions, communications, faculty, and staff. Continued recent enrollment growth will be an important part of the next strategic plan—a growth that is realistically attainable and one that can be operationally maintained. Retention rates currently stand at 95% and enrollment is projected to increase this fall to about 400 students, a growth of more than 20% since the fall of 2023.
- **Substantial financial management skills**, indicating the understanding of the challenges facing small colleges post-pandemic and in light of the college-age demographic shift.



Strong candidates will demonstrate the ability to lead financial discussions and strengthen the College's fiscal and operational health in collaboration with a chief financial officer. A clear understanding of the hand-in-glove relationship between institutional priorities and budgeting, resource allocation, and revenue generation.

- **Successful track record in fundraising**, demonstrating the capacity to represent the institution and the importance of an art and design education compellingly to prospective and current donors. Substantial experience in annual and capital giving.
- **Experience in building significant partnerships** with the public and private sectors

and universities and colleges locally, regionally, and statewide. Demonstrated understanding of the role that a private art college plays in enhancing the vitality of a city, state, and region. The successful candidate will be



an active participant in the city of Lancaster and the surrounding region.

- **Excellent communication skills** with the ability to achieve consensus with a range of constituents around a shared vision that promotes creativity, empowerment, and diversity. The ability to listen and communicate well with a variety of audiences and stakeholders.
- **Desired personal characteristics** include approachability, visibility, transparency, integrity, openness, flexibility, fairness, patience, and a sense of humor in an environment and a city in which collaboration and relationships are essential.

# Applications & Nominations

To ensure full consideration, complete applications should be received by **OCTOBER 4, 2024**, and must include:

- A letter of interest addressing the key priorities and opportunities and the preferred qualifications and characteristics identified in this profile
- A curriculum vitae
- A list of five professional references with email addresses, telephone numbers, and the applicant's professional relationship with each individual. References will not be contacted without prior authorization from the applicant.

Application materials should be submitted in PDF format through the AGB Search Portal at...

**Pennsylvania College of Art & Design - President**  
<http://bit.ly/3A7mV7g>

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Please direct any nominations, expressions of interest, or questions to [PACollegeArtDesign@agbsearch.com](mailto:PACollegeArtDesign@agbsearch.com) or the AGB Search Team below.

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