



University of Pittsburgh
Bradford



University of Pittsburgh
Titusville

Presidential Search

The University of Pittsburgh has reopened the search for the next president of its regional campuses at Bradford and Titusville and invites applications, nominations, and expressions of interest. The next president of Pitt-Bradford and Pitt-Titusville will have the opportunity to drive educational innovation and advancement at student-centered campuses that are integral components of their communities. Nestled among the rolling hills of northwestern Pennsylvania, Pitt-Bradford and Pitt-Titusville are each situated within a larger region of spectacular natural beauty and outdoor recreation, enjoying close access to the Allegheny National Forest and the [Pennsylvania Wilds](#), as well as to southwestern New York State.

Pitt-Bradford, a four-year undergraduate institution with nearly 1,300 students, is a friendly, tight-knit campus community with strong ties to the Bradford region. Pitt-Titusville, a two-year institution, has over 200 students and, like Bradford, is an intimate campus deeply rooted in its community. While each campus has a different academic mission, they share a commitment to the success of a diverse student body, an enviable record of achievement, and a dedication to the power of higher education to promote economic and social mobility. Facing similar challenges, the campuses have developed innovative ways to partner and to share resources, and yet each offers a unique set of opportunities for the next president.

The successful candidate will be expected to provide creative and inspirational leadership to both institutions. This opportunity requires an individual who is strongly student-centered; enjoys and works well in close, collegial academic communities; and is unequivocally committed to making a difference in the lives of students and within the region.

The University of Pittsburgh is one university with five campuses, and the new president of the Bradford and Titusville campuses will be a member of the University's senior leadership team. The new president will also enjoy the support of the faculty, staff, and Advisory Boards and, in both communities, leaders who are committed to their students' and campuses' success. The new president will benefit from the campuses' stable and dedicated leadership, and well-developed and well-executed strategic planning.

THE UNIVERSITY OF PITTSBURGH AND ITS REGIONAL CAMPUSES

Since its founding in 1787, the University of Pittsburgh has established itself as one of the finest public research universities in the nation. With an enrollment of more than 34,000 students, the University is one of the largest and oldest institutions of higher education in America and is a member of the Association of American Universities. The University is internationally respected as a center for learning and research that supports the needs and interests of its students and more than 13,000 faculty members, research associates, and staff members. The University is composed of 16 undergraduate and graduate schools and colleges, including nationally recognized schools of health sciences, engineering, law, and business, as well as four regional campuses.

The first of the University's four regional campuses in western Pennsylvania was established in Johnstown in 1927 as a feeder to the Pittsburgh campus. In the early 1960s, Pitt added regional campuses in Bradford, Greensburg, and Titusville. Today, Bradford, Johnstown, and Titusville award associate degrees, and Bradford, Greensburg, and Johnstown offer baccalaureate degrees. Pitt has an endowment of more than \$3.5 billion and has well over 300,000 living alumni worldwide.

PITT-BRADFORD



In 1962, a Bradford geologist advocated that the University of Pittsburgh open a campus in northwestern Pennsylvania, demonstrating the community's lasting commitment to outstanding higher education. Pitt-Bradford was thus forged in 1963 from an entrepreneurial spirit and strong local support, and those characteristics continue to exemplify the campus. The development of the campus has been guided by careful [strategic planning](#) and fundraising, as well as a comprehensive facilities master plan. High academic standards, challenging and nurturing academic programs, and high-quality, teaching-oriented faculty have always been hallmarks of the campus.

Pitt-Bradford has been increasingly recognized nationally for the quality of its education, as well as for the financial support it provides its students. The Princeton Review has named Pitt-Bradford as one of the Best Colleges in the Northeast for fifteen consecutive years. Additionally, G.I. Jobs has named Pitt-Bradford a Military Friendly School

for the past nine years. In 2013, Pitt-Bradford was ranked among the top ten regional campuses in the United States by TheBestColleges. The Council for Aid to Education ranked the campus fourth highest in percentage of dollars devoted to financial aid in 2017. And, in 2016, President Obama recognized Pitt-Bradford as one of thirteen institutions excelling in enrolling and graduating Pell-eligible students.

Pitt-Bradford Today

Over its 55-year history, Pitt-Bradford has grown from one building, 143 full-time and 145 part-time students, and two majors, to a campus with 37 buildings on 319 acres offering more than 40 majors and with an endowment of \$28.5 million. By the nature of its programs and ethos, Pitt-Bradford is similar to a small, private, residential liberal arts college with an equal commitment to select professional and pre-professional programs. The fall 2018 headcount enrollment is 1,281 students. Seventy-four percent are from 60 counties in Pennsylvania, 14 percent are from 27 counties in New York, and 12 percent are from 28 other states and 17 countries; 74 percent live on campus. Though the Bradford region is not especially diverse, 16.0 percent of Pitt-Bradford students are Black/African American, 4.5 percent are Hispanic, and 5.3 percent are Asian. Its 76 full-time and 20 part-time faculty create a 15:1 student-to-faculty ratio. Sixty-five percent of its classes have fewer than 20 students; 91 percent have fewer than 30. With a contribution of \$67.5 million to the regional economy in 2011 alone, Pitt-Bradford is recognized as a driving economic force within the communities it serves.

Academic Program



Regardless of their majors, all Pitt-Bradford students who wish to complete a baccalaureate degree are required to take a rigorous general education program that develops foundational academic skills and the breadth of knowledge and understanding that are the hallmarks of liberal education, as well as the basis for lifelong learning.

Students can choose from majors in the basic liberal arts and sciences disciplines as well as in business, communications, criminal justice, engineering, and exercise science. Several of these major programs combine disciplines. In addition, students are able to complete 50 minors, concentrations, and pre-professional programs to enhance and individualize their courses of study. Pitt-Bradford's most popular majors are nursing, business management, biology, computer information systems and technology, and criminal justice.

Pitt-Bradford offers associate degrees in petroleum technology, engineering science, information systems, nursing, and liberal studies. It also offers a master's in social work as a satellite program of the Pittsburgh campus' School of

Social Work, as well as Master of Science in Nursing degrees in Nursing Informatics, Nursing Administration, and Clinical Nurse Leader through Pitt Online. Under certain circumstances, Pitt-Bradford students may be guaranteed admission to many of the Pittsburgh campus' graduate and professional programs.

To support students in their academic work, Pitt-Bradford has a writing center, a math center, tutoring and coaching services, academic advising, and TRIO student support services. Students may enhance their academic work by doing research with a faculty member or by completing an internship through the Career Services center. Students also have access to resources on the Pittsburgh campus such as the library's holdings, online access to journals, and extensive study abroad offerings.

Efforts are currently underway to develop new academic space to accommodate planned enrollment growth within the existing computer information systems and technology program and proposed new mechanical and energy engineering technology programs. Two million dollars of initial funding has been secured through the Commonwealth of Pennsylvania to support this initiative, and other funding options are actively being pursued.

Campus Life



An institution that is highly residential, increasingly diverse, and composed primarily of traditional-aged undergraduates, Pitt-Bradford offers its students a rich campus life with a broad array of programs and opportunities. There are more than 60 academic, special interest, and honorary clubs, societies, and groups, an ROTC program, and Greek organizations. Students can have significant involvement in the Bradford community through internships and community service. There are also many opportunities for intramurals, club sports, artistic endeavors, and recreational activities. The Outdoor Club gives students the opportunity to make the most of the scenic natural environment in which they live.

Pitt-Bradford is the home of an NCAA Division III athletic program and offers competition in 14 sports. The school is a member of the Allegheny Mountain Collegiate Conference and competes with institutions in western Pennsylvania, western New York, and eastern Ohio.

Pitt-Bradford offers vibrant arts programming and brings more than 25 events annually to the campus and local community through its Prism, Spectrum, and Kaleidoscope series. These events provide unique and diverse cultural experiences and outreach opportunities in all performing arts disciplines. In recent years, the Spectrum Arts Series also has hosted a Common Reader series resulting from a collaborative effort between academic disciplines and the

City of Bradford's One Book Program. On multiple occasions, the student literary arts magazine, *Baily's Beads*, has received the American Scholastic Press Association's award for Most Outstanding Literary Magazine in the school's enrollment category.

Enrollment and Financial Aid

Pitt-Bradford, like many institutions in Pennsylvania, faces a challenging enrollment situation as the number of high school graduates in the state declines. As of fall 2018, the campus had 1,281 students (1,232 FTE). Recently, the six-year graduation rate has been near 50 percent, and first- to second-year retention has averaged about 70 percent.

Ninety-eight percent of students who apply for financial aid receive assistance. In-state tuition is currently \$12,940, out-of-state tuition is \$24,184, and room and board are \$9,058. Tuition increases in recent years have been relatively modest, and tuition did not increase for the 2018-19 academic year. Thanks to the leadership of the Advisory Board, the campus [recently established](#) the [Dean Evans Legacy Fund](#) as an endowment to provide additional funds to promising students who run into unanticipated financial difficulties that can prevent them from returning the following semester.

In the past few years, Pitt-Bradford has seen growth in its continuing education enrollments. This has served many local businesses well and created good will and support for the University.

Finances

Pitt-Bradford is financially healthy. In FY18, revenues were \$36 million, and expenditures were \$34 million. In the Pitt system, tuition revenues are collected centrally and redistributed, whereas other forms of income, including gifts, stay with the campus. Tuition redistribution accounts for nearly 60 percent of the campus' revenue, and income from auxiliary services accounts for just over one quarter. Bradford has received a Rural Education Outreach line item from the Commonwealth of Pennsylvania, which accounts for approximately 7.8 percent of the budget. The remainder of the campus' income is from gifts and pledges. The campus generally runs a budget surplus, which allows the president some flexibility and creativity.

Fundraising

There are six staff members in the Office of Institutional Advancement. In 2015, the campus concluded the *50 and Beyond* campaign, the largest in its history, and raised \$20 million for student scholarships, capital projects, athletics, the arts, and technology. In FY18, Institutional Advancement raised \$2.0 million. Pitt-Bradford has 10,000 alumni; in FY18, 7.1 percent of them gave a total \$129,000.

The Bradford Educational Foundation was established in 1981 as a separate, nonprofit organization. Its purpose is to receive, administer, and distribute property exclusively in connection with and for the benefit of the Bradford campus through grants for various academic, educational, cultural, sports, and recreation programs, and to promote faculty development through grants for sabbaticals, seminars, research, and other educational programs. It is governed by a nine-member board of directors; the University president is an ex-officio member. As of FY18, its assets totaled \$30.4 million; its total investments were \$26.7 million.

From its inception, Pitt-Bradford has been supported by an active Advisory Board composed of many of the major business and civic leaders in the region. Currently, the Board consists of some 70 members, and includes such

committees as an executive committee and an institutional advancement committee. In many years, the Board's giving rate is 100 percent.

Bradford

Settled in the 1840s and incorporated in 1879, Bradford was one of the boomtowns of the western Pennsylvania oil rush of the late 19th century. The city's population is currently about 8,600; the greater Bradford area is about 18,000. With an approximately five percent minority population, the city is less diverse than other regions in the state.

Described as “a cool town with a warm heart”, Bradford recently completed a \$3 million revitalization effort and has secured several million dollars more for streetscape improvements to the historic downtown. It also has been successful in recruiting new industries and services to the community, and is interested in continuing to partner with Pitt-Bradford in innovative campus/community development projects. In 2017, Pitt-Bradford opened its [Marilyn Horne Museum and Exhibit Center](#) on the Bradford Town Square, providing exciting new academic, programming, and event space, as well as the new home of the Bradford Creative and Performing Arts Center. Horne, a world-renowned opera singer and a native of Bradford, has supported a variety of programs that benefit both the community of Bradford and Pitt-Bradford students.

Major employers in the Bradford region include the American Refining Group, Zippo Manufacturing Company, Case Cutlery, and the Bradford Regional Medical Center. Pitt-Bradford is moments away from a multitude of outdoor [recreational opportunities](#), including a 42-mile trail system – part of which runs through campus – boating and kayaking, camping, skiing, snowmobile and ATV trails, a state park, and access to the Allegheny National Forest. The campus is less than a one-hour drive to Lake Chautauqua and an hour and a half to both Erie, PA and Buffalo, NY. Bradford enjoys a low cost of living, and the University maintains a beautiful and historic residence for the president in a city neighborhood close to the campus.

PITT-TITUSVILLE

Pitt-Titusville was founded at nearly the same time as Pitt-Bradford. It began in a magnificent Victorian House, McKinney Hall, which, together with the adjacent carriage house, were the first buildings on campus.

Like the other Pitt regional campuses, Titusville was established as a feeder school to the Pittsburgh campus. In the 1990s, it was authorized to grant associate's degrees. In 2012, the president of the Bradford campus took on leadership of the Titusville campus. Since then, some “back office” functions have been shared, and the campuses have a common CFO, as well as some shared personnel in facilities, IT, and financial aid.

In 2017, the University initiated a study on the future of the Titusville campus and developed a [report](#) outlining several options. In February 2018, the University's Board of Trustees approved a plan to develop a multi-institutional education and training hub on the campus. The University of Pittsburgh will offer Nursing and Physical Therapist Assistant programs – areas of long-standing excellence for the campus – and partner intuitions will offer a variety of educational and workforce-training opportunities tailored to meet regional needs. The hub is slated to begin operations in Fall 2020, and transition efforts are currently underway. The next president will be involved in the transition, and will have ongoing oversight of Pitt's academic offerings on the campus.



Pitt-Titusville Today

Titusville is a small institution that does an admirable job educating the students of the region. The campus has excellent lab facilities, which facilitate its strength in health-related programs. As the campus moves towards its next phase, students entering in Fall 2019 and beyond are admitted to the Nursing and Physical Therapist Assistant programs, while currently enrolled students are completing associate's degree programs in a variety of fields, or preparing to complete four-year degrees at another Pitt campus. Titusville's faculty are strongly committed to the success of their students, and the faculty excel at employing innovative teaching methods. The low student-to-faculty ratio and the small class sizes create not only a sense of community, but also the conditions for a high level of student achievement.



Academic Programs and Campus Life

The education and training hub at Titusville will be an innovative collaboration between the University of Pittsburgh, a community college partner, and workforce training programs. Students at the hub will be able to move seamlessly across educational providers, and will have access to key academic support services, such as a redesigned library.

The campus also serves as a cultural hub for the community. The Cultural Series at Pitt-Titusville hosts a variety of events, and drum ensembles from Japan and the Caribbean are both slated to perform this academic year. In recent years, the Series has featured programs on the storytelling and music of the Harlem Renaissance, Middle Eastern music and dance, and Hispanic Heritage music and storytelling. These events are open to the public and are sometimes coupled with a culinary experience.



Enrollment and Financial Aid

Pitt-Titusville faces enrollment challenges similar to those of Pitt-Bradford. The current enrollment is 225 students (202 FTE). In-state tuition is \$10,958, out-of-state tuition is \$20,702, and room and board are \$10,580. Ninety-one percent of Pitt-Titusville's students receive need-based grant aid.



Finances and Fundraising

In August 2018, the University of Pittsburgh and the Commonwealth of Pennsylvania [committed a total of \\$4 million](#) to the development of an education and training hub at Titusville. A financial model for the various hub partners will be developed as part of the transition.

The Titusville campus has been successful in securing gifts, despite not having a dedicated development team or a separate foundation. There is a history of community

financial support for the campus, most recently leading to the multimillion-dollar renovation of the dining hall in the student union. Raising support and funds will be an essential component of executing the new plan for the campus, and the next president will be involved in organizing existing resources and implementing a fundraising structure.

Titusville

Settled in the late 18th century, Titusville was home to the first commercially viable oil well, which led to the explosive growth of the oil industry in western Pennsylvania. As a result, Titusville grew through the 1860s in its number of oil wells, refineries, and railroads. By 1865, Titusville's population was 15,000, and it was reputed to have more millionaires per 1,000 people than any other city in the United States. Oil production peaked in the 1890s, and has since been surpassed by iron and steel production and timber as the foundations of the region's economy.



The population of Titusville is currently 5,400, and approximately 5 percent are nonwhite. It is 40 miles from Erie, PA, and 85 miles from Pittsburgh. Located in the foothills of the Allegheny Mountains, Titusville is a gateway to outdoor recreational activities such as hunting, fishing, boating, swimming, canoeing, skiing, golfing, hiking, biking, and horseback riding. Just minutes from campus, for example, is Oil Creek State Park, which covers 6,400 acres and offers a 10-mile paved biking path and an exercise trail.

THE PRESIDENT OF THE UNIVERSITY OF PITTSBURGH AT BRADFORD AND TITUSVILLE

The president of the Bradford and Titusville campuses reports to the Provost of the University of Pittsburgh and is a member of the University's Council of Deans.

On the campuses, the President's Cabinet is composed of individuals from both Bradford and Titusville. The current members include: Vice President for Academic Affairs, Titusville Campus Dean, Vice President for Enrollment Management, Vice President for Business Affairs, Vice President for Student Affairs, Executive Director of Advancement, Executive Director of Communications and Marketing, Executive Director of Continuing Education and Regional Development, Director of Intercollegiate Athletics and Recreation, and the Executive Assistant to the President. The president has administrative support on both campuses. The President is an ex-officio member of the Bradford Educational Foundation, the Bradford Advisory Board, and the Titusville Advisory Board.

LEADERSHIP AGENDA

The new president will be expected to focus on the following agenda:

Maintain and Strengthen Academic Excellence

The Pitt-Bradford and Pitt-Titusville faculty are committed to teaching excellence and offering high-quality academic programs. Through shared governance, the next president must nurture and enhance collaboration with the faculty to continue advancing academic excellence and strengthening the student experience. The president will need to be a visible and approachable presence on campus who easily engages all and participates in the excitement of academic and campus life. The strong sense of community on both campuses has a significant impact on students and is a powerful means of promoting their success.

Continue Effective Planning

Pitt-Bradford has been the beneficiary of a long history of thoughtful and well-executed strategic planning that has resulted in a modern, well-developed campus with a robust academic core. The current strategic plan is a culmination of active engagement with key stakeholders, and campus constituents are working toward its successful execution by 2020. The community is committed to the planning process and is dedicated to shaping a realistic, long-term vision for Bradford. The president will lead planning efforts, as well as program evaluations and assessments of the success and impact of various initiatives. In Titusville, faculty, staff, and the community are committed to the institution's success and were deeply engaged in the planning process that led to the new direction for the campus. The next president must seek to engage both the Bradford and Titusville communities in long-term

thinking that leads to carefully developed and successfully implemented plans for the campuses that align with the University-wide strategic plan, [The Plan for Pitt](#).

Support Student Success

The new president must develop a sustainable strategic enrollment model and improve retention and graduation rates. In addition, the president should continue to attract and support a diverse student population, including first-generation and Pell-eligible students. The president should also view the campuses' intimate scale as a key attraction and should relish the opportunity to personally engage with students on a regular basis.

Enhance Revenues

Both campuses must have a sustainable financial model based upon a solid enrollment plan, strategic programmatic development and management, and the proper alignment of resources. The communities of Bradford and Titusville are eager to support their respective campuses. The new president will need to create a trusted community presence, provide vision and leadership that will maintain and increase the level of community support, and build on past fundraising successes. The new president also will need to be a clear and compelling advocate for the campuses in Pittsburgh and in the state's capital, Harrisburg.

Support the Transition of Pitt-Titusville

As the Titusville campus transitions to an education and training hub, the new president will assist in implementation efforts and will help coalesce the faculty, staff, and the community around the vision for a shared future.

Foster Engagement with the Region

The campuses each have a long and successful history of active and supportive community engagement. The new president will need to be a vital community presence and must work with community members not only in support of each campus' main academic mission but to further develop the region's exciting potential. The president will continue to foster a mutually beneficial relationship between the campuses and their communities to ensure that they remain assets for each other.

QUALIFICATIONS

The ideal candidate will have:

- A unequivocal commitment to the missions of Pitt-Bradford and Pitt-Titusville as regional campuses committed to the success of the students and the communities they serve;
- An understanding of the rapidly changing landscape of higher education;
- Strategic and visionary ideas about the possibilities for the regional campuses of a major research university;
- Flexibility and sensitivity in implementing ideas from diverse constituents, and a commitment to shared governance in which faculty, staff, and students have a strong sense of ownership;

- A history of significant academic leadership and administration at the level of dean or above, or its equivalent, and credentials consistent with the standards for appointment at the rank of full professor, with tenure, in one of the disciplines offered at the University;
- A clear understanding of faculty and the ability to recruit, retain, and develop distinguished teacher-scholars;
- The ability to nurture internal leadership and recruit members of the President's Cabinet;
- A demonstrated commitment to cultivating diversity and inclusion;
- An understanding of the needs of – and a commitment to the success of – diverse students, including underrepresented students, first-generation students, and those from lower socio-economic backgrounds;
- A record of successful fundraising and engagement of key stakeholders, such as alumni, community members, and members of the state legislature;
- An understanding of enrollment management, program development, and program evaluation, with a focus on increasing admissions, retention, and student outcomes;
- Successful experience in change management, inclusive strategic planning, and effective implementation;
- An enjoyment of rural and community life and the ability to engage with people from all levels and backgrounds;
- Excellent interpersonal, oral, and written communication skills, particularly an ability to communicate and advocate effectively for the campuses with the administration of the University of Pittsburgh and legislators;
- The highest integrity.

APPLICATIONS AND NOMINATIONS

To apply, candidates must send a letter of application in which they address the leadership priorities and qualifications outlined in this prospectus, a curriculum vita, and contact information (names, phone numbers, and email addresses) for five references in a single Word or PDF document to PittBradfordPresident@agbsearch.com.

For fullest consideration, applications should be received by January 14, 2019.

Inquiries and nominations should be directed to:

Robert Holyer, Ph.D.
Executive Search Consultant
AGB Search
robert.holyer@agbsearch.com
804-359-9370 OR 804-402-6736 (c)

This search will be conducted confidentially. All inquiries, nominations, and applications will be held in the strictest confidence; references will not be contacted without the candidate's expressed permission. Only the selected candidate will be announced publically.

For more information about Pitt-Bradford, please visit www.upb.pitt.edu; for more information about Pitt-
Titusville, visit www.upt.pitt.edu.

The University of Pittsburgh is an Affirmative Action/Equal Opportunity Employer and values equality of opportunity, human dignity, and diversity. EEO/AA/M/F/Vets/Disabled.