



University of Pittsburgh  
Bradford



University of Pittsburgh  
Titusville

## Presidential Search

The University of Pittsburgh announces 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 of some 1,300 students, is a friendly, tight-knit campus community with strong ties to the Bradford region. Pitt-Titusville, a two-year institution, has nearly 300 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 and an enviable record of achievement. 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 also will 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 current administration's long tenure, stable 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. The University employs nearly 5,300 faculty and approximately 7,000 staff. Pitt has an endowment of more than \$3.5 billion and has more than 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 fourteen consecutive years. Additionally, G.I. Jobs has named Pitt-Bradford a Military Friendly school for the past eight 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 54-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 2017 headcount enrollment is 1,343 students. Twenty-two percent of those are from out of state; 73 percent live on campus. Though the Bradford region is not especially diverse, 12.4 percent of Pitt-Bradford students are Black/African American, 5.3 percent are Hispanic, and 2.1 percent are Asian. Its 71 full-time and 21 part-time faculty create an 18:1 student to faculty ratio. Sixty-three 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. 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's 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.

### 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 organizations, an ROTC program, and seven 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. It offers competition in 13 sports, and men's wrestling will begin intercollegiate competition in 2018. 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. The campus also was affected by New York's recently-introduced Excelsior Scholarship, which offers free tuition to New York residents attending a public institution in the state. As of fall

2017, the campus had 1,343 students (1,279 FTE). Recently, the six-year graduation rate has been in the mid-40 percent range, and first- to second-year retention has averaged about 70 percent.

In-state tuition is currently \$12,940, out-of-state tuition is \$24,184, and room and board are \$9,058. Seventy-nine percent of the entering first-year students receive need-based grant aid; the average grant aid for this group is \$10,234. Tuition increases in recent years have been relatively modest, averaging roughly 2.5 percent per year. The size of the average need-based grant has increased at a faster rate.

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 FY17, revenues were \$38 million, and expenditures were \$35 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 seven 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 FY17, Institutional Advancement raised \$1.4 million. Pitt-Bradford has 10,000 alumni; in FY17, 8.7 percent of them gave a total \$171,000.

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 seven-member board of directors; the University president in an ex-officio member. As of FY17, its assets totaled \$28.5 million; its total investments were \$24.8 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 an executive committee and an institutional advancement committee, among other committees. 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. 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. Just this year, 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, 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, snow mobile 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 and remain its signature buildings.

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. The report was reviewed by the University’s Board of Trustees in June of 2017. A decision on the future direction of the Titusville campus will be forthcoming.

### **Pitt-Titusville Today**

Titusville is a small institution that does an admirable job educating the students of the region, many of whom are academically at-risk. The campus has excellent lab facilities, which facilitate its strength in health-related programs. Pitt-Titusville currently enrolls 271 students (FTE) who are predominately of traditional college age. Sixty percent live on campus, and 7.9 percent are from out of state. The students are taught by 24 full-time and 21 part-time faculty. The student-to-faculty ratio is 9:1; 68 percent of the classes are under 20 students, and 97 percent are under 30. 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 Program**



Associate’s degree programs at Titusville require a strong foundation in the liberal arts and sciences. Health science programs, including nursing and physical therapist assistant, exhibit program excellence – 100 percent of the physical therapy assistant program graduates in the class of 2016 were employed within six months of passing the national licensure exam. Additionally, the campus offers associate degrees in accounting, biological science, business information systems, business management, computer technology, criminal justice, history, liberal arts, natural science, and psychology, which help to maintain a diverse academic student population. There are more than 100 majors that students may begin on the Titusville campus and complete by transferring to one of the other campuses in the Pitt system. In addition to providing good academic advising, Pitt-Titusville offers its students a full range of academic support services through the Learning Center.

## Campus Life



Since a majority of its students live on campus, Pitt-Titusville offers an array of opportunities for extracurricular involvement. There are 11 academic, special interest, and honorary clubs, organizations, and societies. Titusville is a member of the Western Pennsylvania Collegiate Conference and fields competitive teams in men's and women's basketball and women's volleyball. It also offers a variety of opportunities for intramural athletic competition and recreational activity. Students are able to attend an array of University-sponsored events, including cultural, academic, and athletic activities, and are in reasonably close proximity to three cities.

The campus also serves as a cultural hub for the community, hosting a variety of academic and cultural programs. In 2017, the Cultural Series at Pitt-Titusville 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 271 students (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

In FY17, the Titusville campus' revenues were just over \$7 million, and expenses exceeded revenues by a slight margin. Just over three-quarters of the campus' budget comes from tuition redistribution, and the rest is from auxiliary services. The Titusville campus does not have a separate foundation.

### Fundraising

The Titusville campus has been successful in securing gifts, despite not having a dedicated development team. 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 a plan for the campus, and the next president will be an integral part of 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 84 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 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 is supported by full-time and part-time administrative assistants on both campuses. The President is an ex-officio member of the Bradford Education 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 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. In Titusville, faculty, staff, and the community are committed to the campus' success and have been deeply engaged in the planning process that is developing the options for the future. 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](#).

### **Increase Enrollment, Retention, and Graduation Rates**

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.

### **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.

### **Lead the Transition of Pitt-Titusville**

The Titusville campus is in a time of transition. This is an opportunity for the new president to lead the implementation of an innovative plan and coalesce the faculty, staff, and 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 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 program development and enrollment management, including increasing both admissions and retention;
- 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](mailto:PittBradfordPresident@agbsearch.com).

For fullest consideration, applications should be received by December 11, 2017.

Inquiries and nominations should be directed to:

Robert Holyer, Ph.D.  
 Executive Search Consultant  
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 804-359-9370  
 804-402-6736 (c)

All inquiries, nominations, and applications will be held in the strictest confidence; references will not be contacted without the candidate's expressed permission.

For more information about Pitt-Bradford, please visit [www.upb.pitt.edu](http://www.upb.pitt.edu); for more information about Pitt-Titusville, visit [www.upt.pitt.edu](http://www.upt.pitt.edu).

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