

**PENNSYLVANIA INSTITUTE OF TECHNOLOGY  
Media, Pennsylvania**

**PRESIDENTIAL/CEO SEARCH PROFILE**

**The Pennsylvania Institute of Technology Board of Trustees and the  
Presidential Search Advisory Committee invite nominations and  
applications for the position of  
President of the College**

The new President will be expected to assume office in September 2010  
or soon thereafter

## **THE COLLEGE**

The Pennsylvania Institute of Technology (P.I.T.) is an extraordinary college due to the remarkable vision of its founder, the dedication and hard work of its employees, and the high level of institutional integrity. Everyone at the College is passionate about their mission of helping people help themselves through a technical education that leads to employment or transfer upon graduation to colleges and universities to complete their academic goals. Students' lives are positively changed by their experience with the College.

P.I.T. was founded in 1953 by Walter R. Garrison, a practicing engineer and business entrepreneur, to help engineers hone specific skills. It grew to include preparation and training in several technologies and now offers associate degrees and certificate programs in engineering, business, information technology, allied health and practical nursing. P.I.T. is a resource for the community; for example, it has a performing arts center that is the premier, affordable venue for community and school based organizations such as the Delaware County Historical Society.

The College is a small, private, not-for-profit, 501c (3) institution governed by a 12 member, self-perpetuating Board. The student body of 1100 is very diverse. Approximately half of the students attend classes at the 15 acre Rose Valley-Media Campus in Delaware County, PA, and half attend the Curtis Center in Philadelphia near Independence Hall. Most of the professional certificate programs are offered at the Curtis Center.

The College is authorized to offer associate degrees by the Pennsylvania Department of Education and is accredited by the Middle States Commission on Higher Education. P.I.T. is a commuter school and both locations are close to public transportation for student easy access. Tuition is \$4,725 per semester for full time students and \$315 per credit for part time students. Some certificate programs, such as practical nursing and medical assisting, have their tuition based on the specific cost of the program of study.

The operating budget of approximately 13 million dollars is principally supported by tuition and fees. In some years additional revenue to balance expenditures came from two foundations established by Mr. Garrison to support the College. Tuition and fee income during the last two years has nearly equaled expenditures. P.I.T. has articulation and transfer agreements with many colleges and universities; the prime example is a joint enrollment agreement with Drexel University. Approximately 30% of recent graduates transfer to complete their educational goals. P.I.T. has a 36 year record, since 1974, of placing 94% of job seeking degree graduates in jobs related to their education. Visit P.I.T.'s web site at [www.pit.edu](http://www.pit.edu)

## **THE COMMUNITY**

The Media and Delaware County, PA, area is a great place to live, work, recreate, and raise a family. The Pennsylvania Institute of Technology's main, suburban campus in Media is complemented by a second location 15 miles away in Center City Philadelphia. Philadelphia, Delaware County and the Brandywine region are rich in American history and historic attractions. The setting is easily accessible to the

amenities of Center City Philadelphia, quaint towns and villages, and the more rural Pennsylvania country side.

Cultural attractions of the area include museums, orchestras, galleries, theatres and dozens of colleges and universities. Exquisite shops, fabulous restaurants, and neighborly communities are found throughout the region. The Philadelphia International Airport, Amtrak Rail, and easy access to interstate highways facilitate travel. In addition to Philadelphia, the major metropolitan regions of Washington, Baltimore, Wilmington, and New York are within a couple of hours drive. Equally close are the New Jersey beaches and the Pocono Mountains.

The business base of the region includes a variety of large corporations, small and medium businesses, and many service, tourism and hospitality entities. Several hospitals in Delaware County and many more in the greater Philadelphia region provide high quality health care and excellent training and teaching sites. There are fifteen public school districts and twenty private, independent, or parochial schools in the County. For more information please see [www.Delcochamber.org](http://www.Delcochamber.org) and [www.delcohistory.org](http://www.delcohistory.org) and [www.visitmediapa.com](http://www.visitmediapa.com) and [www.brandywinecountry.org](http://www.brandywinecountry.org) .

## **LEADERSHIP OPPORTUNITIES AND CHALLENGES**

The Pennsylvania Institute of Technology is enrollment and tuition dependent. It has made substantial progress with enrollment and revenue growth in the past few years so that it now has a relatively strong balance sheet. The recent growth must be solidified to ensure financial and institutional stability. The new CEO/President must be a perceptive, experienced executive who can build on recent successes and achieve long term sustainability. The successful candidate must be an educational leader, an astute business person, as well as knowledgeable about technical educational program development and marketability.

**Executive Leadership** – Past Presidents of P.I.T. have functioned as Chief Operating Officers while the Board Chair and Board Executive Committee have functioned as Chief Executive Officer. The Board Chair, the Executive Committee and the full Board intend to relinquish the CEO role, and the new President is expected to function as CEO and President. The leadership opportunity for the new President/CEO is to be a listening but assertive leader to firmly establish the CEO function in the Presidency while leading the Board to the more traditional higher education role of a policy and oversight body without operating or executive functions.

**Generalist Leadership** – P.I.T. has fewer specialized administrators and managers than larger institutions. The administrators, managers, and faculty all have multiple functions at both locations in order to effectively operate the College. The leadership opportunity for the new President/CEO is to be a successful executive who can delegate and hold others accountable for results but who also can be “hands on” in as many areas as necessary without micro-managing. The new President must be a generalist and multi-tasker who is outgoing and personable. He/she must know higher education, financial management, program development and quality control. The new President must be a proponent of institutional, instructional and administrative use of technology. He/she must supervise marketing, fund raising and public relations as well as guide

facilities development and utilization. The new President must be active and visible in the College and in the community.

**Educational Programs** – Program development and enrollment growth in existing programs are important functions at P.I.T. The College can not afford to offer many, if any, programs that cost more than the revenue they generate. Therefore, selective program development and existing program review are important operations as is appropriate but effective marketing of programs. There is the opportunity to develop new programs and perhaps selectively broaden some existing programs to baccalaureate offerings. The new President must be experienced in program development and review as well as with developing accurate cost analysis of programs.

**Business Acumen** – The College is tuition and fee dependent; therefore, revenue from enrollment growth and tuition increases must be considered along with concern for program costs and maintaining student affordability. The new President/CEO should be an educational leader but possess substantial business savvy. The President/CEO must be able to understand a balance sheet, cost analysis, cash flow, receivables, and how to develop and use information systems to provide timely management data.

**Technology** –The College has grown substantially in the past three to four years, but the technological infrastructure must be expanded to keep pace. The use of existing administrative information systems should be expanded by all campus constituencies. Classrooms, laboratories, computing infrastructure and information systems should be reviewed and upgraded as needed while centralized and distributed computing should be enhanced to provide better support for both educational and administrative needs. As an example: web based services such as “apply online” for applicants and “registration online” for students should be enabled. The new President should be prepared to institute development of improved campus wide policies and procedures to utilize existing information systems and assume the lead in the development of improved campus-wide policies and procedures with upgraded hardware and software systems.

**Facilities** – The Media Campus is attractive and reasonably well maintained but it is small and the buildings are aging. There is very little space for classroom expansion and there is inadequate recreational and activity space for students. To accommodate growth, the College leases 20,000 square feet in Center City Philadelphia. Future growth will require modifying or adding to the main campus and perhaps utilizing other leased locations. The new President must have a working understanding of facility utilization, modification, and development as well as with renting and leasing facilities.

## PRESIDENTIAL/ CEO CHARACTERISTICS AND QUALIFICATIONS

The characteristics and qualifications of the successful candidate for the President's position at the Pennsylvania Institute of Technology are based on the "Leadership Opportunities and Challenges" expressed above as well as other desired experiences and characteristics summarized below.

A person:

- who is a leader with skills to motivate the staff to implement the policies to accomplish the goals and achieve the mission of P.I.T.
- who values education and teaching and embraces P.I.T.'s technical education mission.
- who intends to make a strong personal as well as a long-term commitment to P.I.T.
- with academic credentials appropriate for leading a technical college.
- with senior executive experience in higher education, with substantial business and finance savvy.
- with high ethical standards and personal integrity.
- with emotional intelligence, able to relate well with others, open to their ideas, and able to build lasting partnerships .
- who is affable, approachable, and exceptional manager of people.
- with exceptional communication skills of listening, speaking, and writing.
- who is self confident with strength of conviction and assertive when appropriate.
- with experience, knowledge, and understanding of technology and information systems applicable to higher education.
- who is comfortable with and can function well in a small college environment.
- with high energy who is hard working, patient, persistent, and flexible.
- with strong interpersonal skills who will be active and visible on campus and in the community.

## APPLICATION AND NOMINATION PROCEDURE

Applications and nominations will be treated confidentially and should be sent

***electronically in MS Word or PDF format to:***

PIT Presidential Search Advisory Committee

[PIT@academic-search.com](mailto:PIT@academic-search.com)

Applications should include an up-to-date resume and a three to five page application letter ***specifically*** addressing the applicant's background in relation to the opportunities, challenges, characteristics, and qualifications described in this ***Profile***. The search committee will begin reviewing applications May 25. To ensure consideration, all application materials should be ***electronically*** received by June 4, 2010. Please refer to [www.academic-search.com](http://www.academic-search.com) or [www.pit.edu](http://www.pit.edu) for additional information.

This search is assisted by:

**Dr. Robert Parilla, Senior Consultant**

**Academic Search, Inc.**

**[rep@academic-search.com](mailto:rep@academic-search.com) or 301. 518. 2071**

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