

# UNIVERSITY OF PITTSBURGH AT BRADFORD

## PLAN FOR THE FIFTH DECADE (PHASE TWO)

2009-2014

### VISION

*The University of Pittsburgh at Bradford strives to promote collaborative, interdisciplinary, experiential learning to prepare students for leadership in a world whose geographical, intellectual, and cultural boundaries are giving way to global interdependence. Pitt-Bradford's student-centered academic environment fosters the skills and habits of mind that lead to life-long learning, rewarding careers, and fulfilling lives. Pitt-Bradford invests in the surrounding communities and is enriched by partnerships which enhance the quality of life in the region and beyond.*

### MAJOR GOALS

1. **New Levels of Academic Excellence** – Establish standards of excellence in academic programs that distinguish Pitt-Bradford as an outstanding provider of higher education.
2. **Student Enrollment and Academic Success** – Recruit qualified students to meet enrollment goals and promote high standards of performance in scholarship, innovation, and service, while creating a supportive campus environment to enable the success of all students.
3. **Human Resources and Diversity** – Create a mutually respectful, enterprising, and intellectually curious community of students, faculty, and staff reflective of the diversity of demographics in the Commonwealth.
4. **Rural Engagement and Outreach** – Enhance the quality of life in our six-county service region by contributing to the educational, economic, and cultural development of Northwest and North Central Pennsylvania.

5. **Reputation and Identity** – Communicate an image that blends the prestige of a world renowned university with the distinctive qualities and attributes of a student-focused undergraduate institution.
6. **Financial and Material Resources** – Enhance and leverage financial and material resources in order to appropriately serve a population of 1,500 full-time equivalent students.
7. **Campus Ambience and Sustainability** – Enhance the beauty and functionality of the campus through architecturally consistent design, construction, and landscaping and environmentally sustainable operational practices.

**Goal One: New Levels of Academic Excellence – Establish standards of excellence in academic programs that distinguish Pitt-Bradford as an outstanding provider of higher education.**

### **Critical Success Factors**

- **Overall ranking in U.S. News and World Report, Princeton Review and other publications**
- **Recognition as regionally/nationally prominent academic programs**
- **Number of programs accredited that are eligible for accreditation**
- **Quality of programs as evidenced by assessment of learning outcomes**
- **For programs targeted for prominence, performance on the following indicators:**
  - **Specialized accreditation (where applicable)**
  - **Evidence of program improvement based on assessment of student learning outcomes**
  - **Graduation rates**
  - **Job placement rates (in field)**
  - **Board/certification pass rates (where applicable)**
  - **Professional development of faculty/student engagement in discipline**
  - **Unique attributes of program**
  - **Others indicators identified by program faculty**
- **Number and academic preparation of faculty supporting each academic program**
- **Increase in the proportion of credit hours taught by full-time faculty and concomitant reduction in the proportion taught by adjunct faculty**
- **Student/faculty ratio**

### **HIGH PRIORITY INITIATIVES**

**FY 12 Complete the first-floor science area in Fisher Hall**

**FY 12 Strategically expand the number of full-time faculty members so that all majors are supported by at least two faculty members**

**FY 12 Develop more effective and efficient approaches to assess student learning outcomes and improve the academic programs**

**FY 12 Review and revise General Education program with specific attention to competencies, especially oral communication**

- FY 12 Expand and focus distance education program by developing online, ITV and hybrid courses targeted for specific groups of students (i.e., commuting and part-time students)**
- FY 12 Increase budget for cooperating teacher stipend from \$12,000 to \$40,000 over next three years**
- FY 12 Increase the Academic Affairs part-time/overload budget in concert with increases in enrollment**
- FY 12 Develop a baccalaureate program in Energy Technology**
- FY 12 Conduct a feasibility study for baccalaureate program in Engineering Technology**
- FY 12 Establish an Act 120 Police Academy Training location**
- FY 12 Create International Studies Travel fund**
- FY 12 Implement series of faculty professional development seminars to enable faculty members to better meet the instructional needs of a new generation of students**
- FY 12 Develop long-range plan for delivery of online instruction which includes cost-benefit analysis, projections for impact on enrollment, assessment and quality, faculty development and pedagogy, and the instructional environment**
- Review and strengthen developmental courses in composition and mathematics**
- Enhance the budgetary and staffing capacity of CTM to enable it to administer and maintain discipline-specific computer labs**
- Add networking and security lab space for CSI&T and ASIS**
- Build a test kitchen for Hospitality Management program**
- Secure specialized accreditation for the Business Management and Hospitality Management programs**
- Convert the Broadcast Communication studio from Standard Definition to High Definition Television**

**Secure equipment for DNA forensic analysis**

**Develop a Criminal Justice Forensics minor**

### **MEDIUM PRIORITY INITIATIVES**

**FY 12 Develop certificates in International Business and Public Health**

**Develop English as a Second Language (ESL) transitional support services in Academic Success Center**

**Cooperate with other providers to deliver programming at off-campus sites**

**Develop a minor in Human Resources Management**

**Acquire and install exterior/remote video camera and other equipment to complete the CSI House**

**Acquire three new pianos for Blaisdell Hall practice studios**

**Develop a grant-funded K-12 entrepreneurship outreach program**

**Secure COSMA accreditation for Sport Management major**

**Create Disability Resources and Services Unit with separate budget (within ASC)**

### **LOW PRIORITY INITIATIVES**

**Create a “mock courtroom” for Criminal Justice program**

**Create a computer-aided language lab**

**Develop a Physical Therapy Assistant program**

### **COMPLETE**

**Acquire Tutor Trak (web based tutoring software)**

**Establish program-level strategic plans to guide development of the programs targeted for prominence, as well as all academic programs, which include initiatives**

consistent with a set of common outcome measures.

**Relocate the Verizon Learning Lab to and create faculty offices in Sport and Fitness Center control area**

**Goal Two: Student Enrollment and Academic Success – Recruit qualified students to meet enrollment goals and promote high standards of performance in scholarship, innovation, and service, while creating a supportive campus environment to enable the success of all students.**

### **Critical Success Factors**

- **Maintain enrollment of 1500 FTE by meeting enrollment targets each year as follows: 360 freshmen, 125 external transfers, 40 internal transfers**
- **Number of student applying directly to Pitt-Bradford**
- **Number of options referrals**
- **Number of student applicants who list Pitt-Bradford as their first or second choice institution**
- **Number of campus visits/tours**
- **Percent of college-going high school graduates in six-county service region who enroll at Pitt-Bradford**
- **Increase freshmen to sophomore retention to 78%**
- **Increase freshmen to junior retention rate from 56% to 58%**
- **Increase four-year graduation rate to 32%, five-year graduation rate to 42% and six-year graduation rate to 52%**
- **Maintain rating of 65 or higher on NSSE category Supportive Campus Environment for both freshmen and seniors**
- **Number of students served by Academic Advising Center**

### **HIGH PRIORITY INITIATIVES**

**FY 12 Implement reorganized structure for academic support services for a new generation of millennial students**

**FY 12 Restructure orientation programs to emphasize academic preparedness**

**FY 12 Implement transportation program to provide greater mobility to students, including access to Bradford and travel to locations in the tertiary markets over breaks**

**FY 12 Develop specific programming for sophomores, juniors, and seniors designed to improve retention and graduation rates**

**FY 12 Complete a feasibility analysis of an extensive and ongoing weekend program, as well as compressed delivery formats targeted to non-traditional and commuting students**

**Increase resources and services for students with disabilities**

### **MEDIUM PRIORITY INITIATIVES**

**Develop the “Regional Community of Learners Alliance”, an outreach program of Pitt-Bradford to engage regional school districts and educational professionals**

**Create a varsity athletics cheerleading squad**

**Install backboards in the gymnasium which include LED lights as required by NCAA regulations**

**Acquire Rapid Insight Analytics, a software package which develops predictive models of prospective students’ likelihood to enroll**

**Add assistant coaching positions in swimming and volleyball/softball**

### **COMPLETE**

**Increase the availability of psychological counseling services by adding up to four hours per week of service**

**Implement Academic Advising Center**

**Utilize results from the Noel-Levitz College Student Inventory (CSI) in advising students**

**Administer sophomore satisfaction survey**

**Develop comprehensive strategy for continuity of services to veterans enrolling in Pitt-Bradford**

**Goal Three: Human Resources and Diversity – Create a mutually respectful, enterprising, and intellectually curious community of students, faculty, and staff reflective of the diversity of demographics in the Commonwealth.**

#### **Critical Success Factors**

- **Comparison of faculty, staff, and student diversity with demographics of Pennsylvania**
- **Percent retention of students by demographic group**
- **Percent graduation rates of students by demographic group**
- **Faculty salaries equal to appropriate benchmark groups**
- **Number of underrepresented and female faculty in tenure stream and at ranks of Associate and full Professor**

#### **HIGH PRIORITY INITIATIVES**

**FY 12 Bring average salaries of faculty across all ranks to the averages of appropriate benchmark groups**

**FY 12 Take appropriate steps to ensure that applicant pools for faculty and staff vacant positions contain adequate proportions of individuals from underrepresented groups**

**FY 12 Expand student recruitment activities in secondary and tertiary markets and beyond to ensure that students from underrepresented populations apply and matriculate at Pitt-Bradford**

#### **LOW PRIORITY INITIATIVES**

**Develop a post-baccalaureate co-op program**

**Create an athletic internship program**

**Goal Four: Rural Engagement and Outreach – Enhance the quality of life in our six-county service region by contributing to the educational, economic, and cultural development of Northwest and North Central Pennsylvania.**

**Critical Success Factors**

- **Number of arts, cultural, entertainment, and educational programs on campus available to public**
- **Number and variety of summer camps and conferences**
- **Number of participants in summer camps and conference**
- **Percent of senior administrators serving on volunteer boards or committees**
- **Number of WEDNet training dollars allocated to businesses**
- **Number of business plans and business consultations completed**
- **Number of professional development and workforce training programs and number of participants served**
- **Number of partnerships with regional school districts**

**HIGH PRIORITY INITIATIVES**

**FY 12 Promote Pitt-Bradford as a cultural resource for the region and offer programs and activities in support of the arts**

**FY12 Expand collaborations with area school districts**

**FY 12 Increase exposure to campus by expanding the diversity and number of conferences, competitions, workshops, seminars and summer camps (especially in collaboration with the programs targeted for prominence) which are planned with collaboration among the offices of Conference Services, Communications and Marketing, Admissions and the sponsoring unit**

**MEDIUM PRIORITY INITIATIVES**

**FY 12 Conduct a study of the economic, social and cultural impact of Pitt-Bradford on the region**

**Create the position of “Rural Community Liaison” within the Center for Rural Health Practice**

**Provide a paid summer internship at the Center for Rural Health Practice for a Pitt-Bradford student**

**COMPLETE**

**Conduct a thorough review of the mission and functions of Outreach Services and create the optimal organizational structure to enhance those functions**

**Create the position of “Coordinator of Community Service and Chapel” to facilitate student volunteer work and manage the functions of the chapel**

**Goal Five: Reputation and Identity – Communicate an image that blends the prestige of a world renowned university with the distinctive qualities and attributes of a student-focused undergraduate institution.**

**Critical Success Factors**

- **Enhanced visibility throughout service region, including principal recruitment areas, donor and alumni service areas**
- **Number of students applying directly to Pitt-Bradford designated market areas**
- **Number of website visits**
- **Campus-wide ownership in brand promise and brand attributes**

**HIGH PRIORITY INITIATIVES**

**FY 12 Pursue comprehensive and sustained marketing campaign in primary and secondary recruitment markets**

**FY 12 Market the programs targeted for prominence within the framework of the campus’ integrated marketing plan**

**FY 12 Redesign Pitt-Bradford website**

**FY 12 Target Centre/Clinton and Butler counties for marketing campaigns**

**FY 12 Produce a book chronicling the history of Pitt-Bradford in anticipation of 50<sup>th</sup> anniversary**

**Seek design and cost estimates for a statue of the Panther mascot**

**Hire a vendor to develop a unique virtual tour for the website**

### **MEDIUM PRIORITY INITIATIVES**

**FY 12 Convene a 50<sup>th</sup> Anniversary committee to plan celebration events**

**Conduct market research on brand promise and tagline**

**Choose new designated marketing area**

### **COMPLETE**

**Develop two new television commercials – one targeted to teenagers, the other targeted to parents**

**Goal Six: Financial and Material Resources – Enhance and leverage financial and material resources in order to appropriately serve a population of 1,500 full-time equivalent students.**

### **Critical Success Factors**

- **Level of growth in endowment, annual giving and planned giving**
- **Amount of annual giving**
- **Percent of alumni giving**
- **Size of endowment and level of distribution to address campus needs**
- **Increase in number and size of scholarships awarded from an endowed scholarship on an annual basis**
- **Percent of faculty/staff giving**
- **Percentages of Advisory Board and Alumni Association Board giving**
- **Technology upgrades to address obsolescence, growth, and wear-and-tear**
- **Number of technologically equipped classrooms (or smart classrooms)**
- **Classroom and student life space to accommodate 1,500 full-time equivalent students**
- **Annual amount of external grant support**

## **HIGH PRIORITY INITIATIVES**

- FY 12 Plan and launch Capital Campaign beginning with kickoff celebration**
- FY 12 Host cultivation and stewardship events for alumni through regional receptions, Pitt football games and personal visits**
- FY 12 Implement Alumni Online Community with online giving capabilities**
- FY 12 Develop marketing plan for the Alumni Online Community**
- FY 12 Conduct an annual/semi-annual database clean-up, including address, phone, email, and death updates for The Raiser's Edge**
- FY 12 Conduct a wealth analysis of donor database**
- FY 12 Increase number of submissions of grant proposals produced by faculty and staff**
- FY 12 Maintain and support campus network infrastructure**
- FY 12 Complete Kessel Athletic complex**
- FY 12 Conduct a space utilization study of the Seneca Building**
- FY 12 Finalize acquisition and display of Marilyn Horne archive collection**
- Replace cardiovascular equipment in Fitness Center according to phased plan**
- Renovate space designated for Writing Center in Swarts Hall**
- Develop comprehensive plan to gradually phase out the aging Townhouse Apartments and replace them with suite-style apartments**
- Renovate Frame-Westerberg Commons to accommodate 1500 FTE and as many as 900 resident students.**
- Purchase locking devices so classrooms can be locked from within and install emergency phones in every classroom**
- Install donor recognition wall to recognize campaign donors**

**Enhance Blue & Gold Society**

**MEDIUM PRIORITY INITIATIVES**

**Conduct an alumni satisfaction survey**

**LOW PRIORITY INITIATIVES**

**Construct an enclosed sports and recreation facility for intramurals and general student use**

**Seek to include in current or future University facilities plan a new academic/administrative building**

**COMPLETE**

**Conduct an external review of the Office of Sponsored Programs**

**Secure necessary funds to construct a nondenominational chapel on campus**

**Install serenity recognition wall to recognize chapel donors**

**Provide a complimentary DVD of graduation to each participating graduate**

**Establish a Student Alumni Association**

**Hire a contract writer to prepare various gift acknowledgement and solicitation materials**

**Purchase one additional license for use with The Raiser's Edge to allow timely access to database**

**Purchase updated equipment (phones and headsets) to improve the effectiveness of the biannual phonathon program**

**Continue to develop "Friends of the Arts" support group**

**Goal Seven: Campus Ambience and Sustainability - Enhance the beauty and functionality of the campus through architecturally consistent design, construction, and landscaping and environmentally sustainable operational practices.**

**Critical Success Factors – *DRAFT \*To be reviewed by Sustainability Committee***

- Architectural design and renderings of phased improvements in campus aesthetics and infrastructure
- Safe and secure campus
- Reduction in automobile traffic onto and around the campus
- Reduction in output of campus waste through reduction, reuse and recycling of resources
- Increased use of alternative fuels
- Operational and construction protocols to measurably improve heating and cooling efficiencies and electrical power and water usage
- Silver LEED (Leadership in Energy and Environmental Design) rating from U. S. Green Building Council in association with construction of at least one campus building
- General education and specialized curriculum initiatives with environment as central theme in guiding students to think and communicate effectively about energy problems and other environmental problems and solutions.

### **HIGH PRIORITY INITIATIVES**

**FY 12 Implement the Energy Institute biodiesel facility to convert waste cooking oil into alternative fuel**

**FY12 Develop a comprehensive plan for increasing sustainable practices on campus**

**Construct a pedestrian pathway to reduce volume of traffic on campus**

### **COMPLETE**

**Establish a Campus Sustainability Planning Committee**

## **PROPOSED NEW POSITIONS**

### **Academic Personnel**

#### **High Priority**

Assistant Professor/Instructor (non-tenure stream), Petroleum Technology

Assistant Professor, Biology

Assistant Professor, Business Management (management)

Assistant Professor, Criminal Justice

Assistant Professor, Marketing

Chemistry Laboratory Instructor

Coordinator of Writing Center

#### **Medium Priority**

Assistant Professor, Health and Physical Education

Assistant Professor, Early Childhood Education

Assistant Professor, Sports and Recreation Management

Assistant Professor, Developmental Psychology

Assistant Professor, Sociology (global, quantitative, gerontology)

Assistant Professor, Information Systems (ASIS/CIS&T)

Assistant Professor, Writing

Assistant Professor, Sports Medicine

Assistant Professor, American Literature

Assistant Professor, Art

Biology Laboratory Instructor

**Low Priority**

Assistant Professor, Public Relations

Assistant Professor, Spanish

**Complete**

Laboratory Technician, Academic Affairs

Director, Energy Institute

Assistant Professor, Nursing

Assistant Professor, History and Political Science

Assistant Professor, Mathematics

Assistant Professor, English Composition

Clinical Coordinator/Instructor, Athletic Training

Assistant Professor, Anthropology (NTS)

Assistant Professor, Nursing (NTS)

## **Staff Positions**

### **High Priority**

Data Entry support position (50% effort), Office of Admissions

Junior-level CTM analyst

Administrative Assistant – Business Affairs

Advising Counselor – Advising Center

### **Medium Priority**

Assistant Swimming Coach

Rural Community Liaison – Center for Rural Health Practice

Summer Undergraduate Intern – Center for Rural Health Practice

Coordinator – Office of Sponsored Programs

Web Content Writer

### **Low Priority**

Volleyball/Softball Coach

Internship Coordinator

Increase effort for ASC Administrative Assistant from 75% to 100% effort

### **Complete**

Director of Advising Center

Web Programmer

Increase by 4 hours per week during the academic year (and 4 hours per week during the summer) the clinical hours in psychological counseling services

Coordinator – Community Service and the Chapel