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 11  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.

FY 11  Complete the science area in Fisher Hall

FY 11  Strategically expand the number of full-time faculty members so that all majors are supported by at least two faculty members

FY 11  Develop more effective and efficient approaches to assess student learning outcomes and improve the academic programs
FY 11 Review and revise General Education program with specific attention to competencies, especially oral communication

FY 11 Continue to refine 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 11 Increase budget for cooperating teacher stipend from $12,000 to $40,000 over next three years

FY 11 Increase the Academic Affairs part-time/overload budget in concert with increases in enrollment

FY 11 Develop a baccalaureate program in Energy Technology

FY 11 Conduct a feasibility study for baccalaureate program in Engineering Technology

FY 11 Establish an Act 120 Police Academy Training location

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

Create International Studies Travel fund

Secure equipment for DNA forensic analysis

Develop a Criminal Justice Forensics minor
MEDIUM PRIORITY INITIATIVES

FY 11 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

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

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)
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 and six-year graduation rates by 2% each year for the next three years
- 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

FY11 Implement Academic Advising Center

FY 11 Utilize results from the Noel-Levitz College Student Inventory (CSI) in advising students

FY 11 Administer sophomore satisfaction survey

FY 11 Develop comprehensive strategy for continuity of services to veterans enrolling in Pitt-Bradford

FY 11 Increase the availability of psychological counseling services by adding up to four hours per week of service
FY 11 Develop specific programming for sophomores, juniors, and seniors designed to improve retention and graduation rates

FY 11 Complete a feasibility analysis of an extensive and ongoing weekend program, as well as compressed delivery formats targeted to non-traditional and commuting students

Add a data entry support position (50% effort) in Office of Admissions

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

Develop specific programming for sophomores, juniors, and seniors designed to improve retention and graduation rates and success after graduation

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

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

Proposed 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 11 Bring average salaries of faculty across all ranks to the averages of appropriate benchmark groups

FY 11 Take appropriate steps to ensure that applicant pools for faculty and staff vacant positions contain adequate proportions of individuals from underrepresented groups

FY 11 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
• Percent of faculty and staff 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

HIGH PRIORITY INITIATIVES

FY 11 Promote Pitt-Bradford as a cultural resource for the region and offer programs and activities in support of the arts

Expand collaborations with area school districts

MEDIUM PRIORITY INITIATIVES

FY 11 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

FY 11 Conduct a study of the economic, social and cultural impact of Pitt-Bradford on the region

FY 11 Create the position of “Coordinator of Community Service and Chapel” to facilitate student volunteer work and manage the functions of the chapel

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
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 11  Pursue comprehensive and sustained marketing campaign in primary and secondary recruitment markets

FY 11  Market the programs targeted for prominence within the framework of the campus’ integrated marketing plan

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

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

Redesign Pitt-Bradford website

**MEDIUM PRIORITY INITIATIVES**

FY 11  Identify historian/author to produce a book chronicling the history of Pitt-Bradford in anticipation of 50th anniversary

FY 11  Convene a 50th 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 11 Plan and launch Capital Campaign beginning with kickoff celebration

FY 11 Host cultivation and stewardship events for alumni through regional receptions, Pitt football games and personal visits

FY 11 Implement Alumni Online Community with online giving capabilities

FY 11 Develop marketing plan for the Alumni Online Community

FY 11 Conduct an annual/semi-annual database clean-up, including address, phone, email, and death updates for the current donor database, The Raiser’s Edge
FY 11 Secure necessary funds to construct a nondenominational chapel on campus

FY 11 Install serenity recognition wall to recognize chapel donors

FY 11 Provide a complimentary DVD of graduation to each participating graduate

FY 11 Increase number of submissions of grant proposals produced by faculty and staff

FY 11 Maintain and support campus network infrastructure

FY 11 Establish a Student Alumni Association

FY 11 Complete Kessel Athletic complex

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

FY 11 Hire a contract writer to prepare various gift acknowledgement and solicitation materials

FY 11 Conduct a space utilization study of the Seneca Building

Conduct a wealth analysis of donor database

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

Conduct an alumni satisfaction survey

Continue to develop “Friends of the Arts” support group

Complete Kessel Athletic complex

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

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 11 Establish a Campus Sustainability Planning Committee

FY 11 Implement the Energy Institute biodiesel facility to convert waste cooking oil into alternative fuel

Develop a comprehensive plan for increasing sustainable practices on campus

Construct a pedestrian pathway to reduce volume of traffic on campus
PROPOSED NEW POSITIONS

Academic Personnel

High Priority

Assistant Professor, Early Childhood Education

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

Assistant Professor, Biology

Medium Priority

Assistant Professor, Health and Physical Education

Assistant Professor, Business Management (management)

Assistant Professor, Sports and Recreation Management

Assistant Professor, Criminal Justice

Assistant Professor, Developmental Psychology

Assistant Professor, Sociology (global, quantitative, gerontology)

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

Assistant Professor, Writing and American Literature

Assistant Professor, Sports Medicine

Assistant Professor, Art

Chemistry 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

Staff Positions

High Priority

Web Programmer

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

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

Junior-level CTM analyst

Medium Priority

Coordinator – Community Service and the Chapel

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