The Pitt-Bradford Vision

The University of Pittsburgh at Bradford seeks to make high-quality academic programs and service to students the foundation for one of the best baccalaureate institutions in the northeastern United States. Along with its substantive commitment to academic excellence, the university is committed to promoting diversity among its students, staff, faculty, and administration.

Academic programs at Pitt-Bradford will be of sufficient breadth and depth to meet statewide and regional needs, especially those involving rural communities within the university’s six-county service area. Pitt-Bradford’s student-centered academic environment will foster the skills and habits of mind that lead to lifelong learning, rewarding careers, and fulfilling lives.

Pitt-Bradford will develop a culture of full engagement with its neighbors in the surrounding communities. Academic programs will cultivate this spirit of active engagement through outreach programs, the arts, service learning, internships, and applied research activities.

Pitt-Bradford will use technology wherever appropriate to enhance teaching and learning, especially in addressing the educational needs of the growing populations of non-traditional students, and to improve the quality of services provided to students.

Major Strategic Directions

1. Launch new and innovative initiatives at the undergraduate level across a wide range of disciplines in response to student and regional needs.

2. Examine existing programmatic offerings on a regular basis and make recommendations to maintain, enhance, or eliminate based on relation to mission and market demand.

3. Expand Pitt-Bradford’s role as an actively engaged institution, committed to enhancing the cultural, economic, educational, and social climate in northwest and north central Pennsylvania.

4. Mobilize the internal and external resources requisite to achieving an FTE enrollment of 1500 or higher.

5. Significantly increase public and private support for institutional initiatives.

6. Enhance the image, name recognition, and reputation of Pitt-Bradford by implementing an integrated marketing plan.

7. Utilize the integrated information technology system to support academic, administrative, instructional, and student use.

8. Continue to develop physical plant appropriate to support population of 1500 FTE students.
Major Strategic Direction #1 – Academic Programs

Launch new and innovative initiatives at the undergraduate level across a wide range of disciplines in response to student and regional needs

Programs under development:
- Early Childhood Education (BA)
- Computer Information Systems (BS)

Programs proposed for consideration:
- Bachelor of Science, Energy Technology
- Public Health certificate

Completed as of February 2007:

Bachelor programs developed and implemented:
- Accounting
- Interdisciplinary Arts
- Health & Physical Education
- Hospitality Management
- Elementary Education
- Entrepreneurship
- Biology Education
- Business Education
- Chemistry Education
- English Education
- Environmental Education
- Mathematics Education
- Social Studies Education

Associate programs developed and implemented:
- Engineering Science
- Liberal Studies
- Petroleum Technology

Minors developed and implemented:
- Management Information Systems
- Marketing
- Finance
- Entrepreneurship
Major Strategic Direction #2 – Academic Renewal

Examine existing programmatic offerings on a regular basis and make recommendations to maintain, enhance, or eliminate based on relation to mission and market demand

Strengthen arts curriculum and expand arts programming

Suspend, restructure or eliminate programs with three-year or longer pattern of low productivity

Develop distance education program with plan to develop 10 new distance education courses each of the next three years

Create or expand labs for biology, nursing, criminal justice, and psychology

Review and strengthen developmental courses in composition and mathematics

Review and revise General Education Program

Increase computer science database offerings

Collaborate with local healthcare agencies

Designate as “targeted for prominence” majors in Criminal Justice, Business Management, Communication, Education, the Health Sciences (Biology and Nursing), Psychology, and Hospitality Management*

Programs targeted for prominence warrant strategic allocation of resources because of high student enrollment and/or strong regional support and centrality to the mission. The desired outcome is regional or national visibility for each of the programs.

*subject to continuing review

Implement Faculty Senate resolution to bring average salaries of faculty across all ranks to at least the averages of institutions classified as AAUP IIB within the Middle Atlantic, East North Central, and South Atlantic geographic groupings

Review environmental studies and computer science majors to determine whether programs should be strengthened, maintained, or eliminated

Strategically expand full time faculty members such that most majors are supported by at least two full time faculty members

Review the existing administrative structure for International Studies, including the Study Abroad Program and existing relationship with Yokohama College of Commerce. Create a
shared vision and strategic direction for international studies at Pitt-Bradford. Explore alternative administrative support structures for these programs.

**Update: July 2007:**

The following initiatives should have priority during AY 2007 – 2008 with special emphasis noted in italics:

- Develop distance education program
- Create, expand, or renovate labs in sciences, criminal justice, psychology, and nursing
- Review and revise General Education Program *with specific attention to competencies, especially writing.*
- Designate as “targeted for prominence” majors in Criminal Justice, Business Management, Communication, Education, the Health Sciences (Biology and Nursing), Psychology, and Hospitality Management, *and charge programs with developing a definition of prominence unique to the discipline and resources at Pitt-Bradford, as well as a strategic plan for enhancing programmatic activities.*
- Strategically expand full time faculty members such that all majors are supported by at least two full time faculty members
- Review the existing administrative structure for International Studies, including the Study Abroad Program and existing relationship with Yokohama College of Commerce. Create a shared vision and strategic direction for international studies at Pitt-Bradford. Explore alternative administrative support structures for these programs.
- Begin process to eliminate the computer science major, while simultaneously developing new major in computer information systems

**New Initiative**

- Develop the Energy Institute as a vigorous and dynamic center for teaching, undergraduate research and workforce development related to fossil fuel and renewable energy.

**Completed as of February 2007:**

Restructure the Academic Affairs Divisions/Programs

Review and enhance teacher education programs

Develop and implement Freshman Seminar required of all freshmen
Create an education curriculum materials center

Title of major changed from *Communications* to *Broadcast Communications*
**Major Strategic Direction #3 - Outreach**

Expand Pitt-Bradford’s role as an actively engaged institution, committed to enhancing the cultural, economic, educational, and social climate in northwest and north central Pennsylvania.

Offer degree programs, certificates, and courses at off campus sites in St. Marys, Warren, and Coudersport.

Expand degree completion program options at the Pitt-Titusville site, with the addition of Social Sciences and Criminal Justice to existing Business Management and Human Relations completion programs.

Continue to explore the creation of an extensive and ongoing weekend program.

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

Administer a pilot corporate tuition discount structure.

Continue to expand collaborations with area school districts through the Science-in-Motion, Bridge, College in the High School, and other programs.

Increase the range and scope of economic development programs and activities offered by the Business Resource Center.

Expand collaboration between Outreach Services and Academic Affairs to enhance non-credit and contracted training programs.

**Update: July 2007:**

The following initiatives should have priority during AY 2007 – 2008:

- Expand degree-completion program options with Pitt-Titusville, especially in Social Sciences.
- Continue to explore the creation of an extensive and ongoing weekend program.
- Continue to expand collaborations with area school districts.
- Increase the range and scope of economic development programs and activities offered by the Business Resource Center.
New Initiatives:

- Reassess existing strategies for offering instruction at off-campus sites. Explore incentives for full-time faculty and part-time instructors to teach at off-campus sites.

- Given change in administrative oversight of the unit of Outreach Services, consider whether strategic initiatives need to be reorganized to reflect the structure
Develop initiatives to improve the freshman-to-sophomore retention rate from 67% to 75% and the graduation rate from 48% to 50%

Explore partnership opportunities to bring educational opportunities to students on the Seneca Nation

Increase resources and services for students with disabilities

Achieve 1500 FTE enrollment goal by 2012, with incremental increases each year

To improve Pitt-Bradford’s competitive position in recruitment, make annual adjustments in the fall of each year for merit awards for in-state and out-of-state resident students and in-state and out-of-state transfer students

Administer each year to a sample of freshmen and seniors the National Survey of Student Engagement (NSSE); disseminate the results to faculty and staff; and propose initiatives as needed to address any problems that surface

Update: July 2007:

The following initiatives should have priority during AY 2007 – 2008 with special emphasis noted in italics:

- *Continue to develop initiatives* to improve the freshman-to-sophomore retention rate

- Achieve 1500 FTE enrollment goal by 2012, with emphasis on reaching enrollment projection targets for fall 2008: 350 freshmen, 110 external transfers, 40 internal transfers, and a freshman-to-sophomore retention rate of at least 71%.

- Administer each year to a sample of freshmen and seniors the National Survey of Student Engagement (NSSE); with emphasis on dissemination of results and development of initiatives to address problems illuminated by report

Completed as of February 2007:

Submit TRiO Student Support Services grant application FY 05 (TRiO Student Support Services grant awarded)

Submit TRiO Talent Search grant application FY 06 (TRiO Talent Search grant awarded)
Engage consulting firm to review the organization of enrollment management offices from a “best practice” perspective and to review the financial aid awarding policies and practices

Develop new merit award levels for in-state commuters (FY 05 for 06)

Offer full-tuition scholarship to valedictorians and 75% to salutatorians (FY 05 for 06 and FY 06 for 07))

Add men’s and women’s swim and tennis teams

Establish College in the High School Program
Major Strategic Direction #5 – Public and Private Support

Significantly increase public and private support for institutional initiatives

Create endowment to establish a Pitt-Bradford student scholarship work program

Establish and continue to develop “Friends of the Arts” support group

Institute annual fund raising events for arts and athletics

Develop a local mechanism that supports and encourages grant writing and procure external government funding for campus initiatives

Develop and implement a strategy to implement recommendations from report completed by external consultant, Dr. Patricia Cormier, following review of Institutional Advancement and future fund raising potential at Pitt-Bradford.

Develop and implement a strategy to achieve the short-term fundraising targets: Swarts Hall renovation ($2 million), Scholarships ($1 million), Chapel ($2 million), Academic Program Support ($500,000), Athletics ($850,000), Gateway Entrance ($150,000), Electric Organ ($150,000).

Update: July 2007:

The following initiatives should have priority during AY 2007 – 2008 with special emphasis noted in italics:

- Develop plans for a comprehensive capital campaign culminating with 50th anniversary celebration in 2013

- Create endowment to establish a Pitt-Bradford student scholarship work program with possible placements of students in Academic Success Center (tutors), academic technology integration, Freshman Seminar Program, and Communications and Marketing (web writer).

- Integrate the following short-term fundraising targets into the comprehensive capital campaign: Swarts Hall renovation ($500,000), Scholarships ($4 million), Chapel ($2.5 million), Academic Program Support ($500,000), Athletics ($850,000), Gateway Entrance ($150,000), Electric Organ ($150,000) with re-evaluation of dollar amounts for goals.

- Institute annual fund raising events for arts and athletics and continue to pursue possibility of partnerships with the City of Bradford and Commonwealth of Pennsylvania for funding opportunities.
Completed as of February 2007:

Intensify efforts to achieve Complete the Campus Campaign goal of $13 million

Establish Panther Athletic Club
**Major Strategic Direction – Marketing and Promotion**

Enhance the image, name recognition, and reputation of Pitt-Bradford by implementing an integrated marketing plan

Implement a long range integrated marketing plan

Continue strategic advertising and marketing campaigns

Develop generic messaging with partners in the community to promote the region and Pitt-Bradford

Promote assets stemming from Pitt-Connection: technology, library, competitive value of degree

Increase Web advertising and marketing

**Update: July 2007:**

The following initiatives should have priority during AY 2007 – 2008 with special emphasis noted in italics:

- Continue strategic advertising and marketing campaigns, *especially marketing of academic programs*

- Increase exposure of campus facilities by expanding diversity and number of conferences and summer camps, *especially in collaboration with programs targeted for prominence*

- Develop a plan to evaluate, prioritize, and implement interactive Web features

- Determine, in consultation with STAMATS marketing firm, the next designated marketing area (DMA) for extension of our marketing campaign

**Completed as of February 2007:**

Engage marketing firm to assist in brand development for marketing and promotions

Review existing recruitment/marketing materials to ensure compatibility with new direction
Major Strategic Direction #7 – Information Technology

Utilize the integrated information technology system to support academic, administrative, instructional, and student use

Maintain and support the campus network infrastructure

Maintain a comprehensive, reliable, and frequently updated Web

Upgrade/improve hardware and software for faculty and staff

Install and/or upgrade academic computer labs

Provide technology training for CTM staff

Provide support for distance education program

Develop capabilities for Pitt-Bradford to receive gifts/donations online through the website

Develop protocols for online registration for selected groups of students

Develop a strategy for maintenance and upkeep of discipline-specific or office-related technology labs (computer science/information systems, Outreach Services laptop lab, Mac lab, visualization lab)

Enhance practices for integrating technology into teaching and learning

Create computer-aided language lab

Update: July 2007:

No substantive changes

Completed as of February 2007:

Equip all classrooms with smart classroom technology

Upgrade Admissions technology resources

Phase-in wireless network technology

Initiate Elluminate distance learning pilot involving sequence of courses in Criminal Justice
Major Strategic Direction #8 – Physical Plant

Continue to develop physical plant appropriate to support population of 1500 FTE students

Construct residence halls to accommodate 800 students on campus

Renovate Swarts Hall

Complete Kessel Athletic Complex

Install appropriate signage at campus entrances

Improve and expand biology and nursing labs

Build new academic/administrative building

Build new chapel building

Create academic record storage area

Update: July 2007:

New Initiative:

- Reevaluate target of 800 resident students given demographic trends, and consider proposing adjustments to University Facilities Plan if increased on-campus capacity is projected.

Completed as of February 2007:

Identify space for ceramic studio

Conduct campus space study and analysis

Integrate new Seneca Building into campus physical plant
PROPOSED FACULTY POSITIONS

High Priority

Sports Medicine  Filled on a temporary basis
Sports Medicine  New Position/Reallocation
Education  Replacement/Mary Todd
Education  Replacement/Jody Burgert
English Composition  Replacement/Matt Hollorah
Business Management/Marketing  Replacement Vander Schee
Nursing
Computer Information Systems  Replacement/Jackson Carvalho
Biology  Replacement/Dessie Sievierson

Medium Priority

English Literature
Accounting  Filled on a temporary basis
Entrepreneurship  Filled on a temporary basis
Nursing  Filled on a temporary basis
Psychology/Developmental/Gerontology
Biology/Microbiology
American Literature
Management Information Systems

Low Priority

Communications/Public Relations
Biology/Animal Physiology
Art  Filled on a temporary basis (part-time)
Spanish

Filled as of AY 2007 – 2008:

Athletic Training Program Director
Sports and Recreation Management
Computer Science
Art
Music
Criminal Justice
Education
Nursing
Nursing
Composition
Health and Physical Education
Elementary Education
Hospitality Management
Broadcast Communications
Biology (Physiology)
Speech Communications

PROPOSED STAFF POSITIONS

Administrative Assistant – President’s Office
Administrative Assistant – Arts Programming
Professional Advisor
Financial Aid Counselor
Senior-level CTM Analyst
Maintenance Worker – Housing
Marketing Professional
Junior-level CTM Analyst
Tennis Team Coach                                            Filled on temporary basis
Internship Coordinator
Coordinator – Office of Sponsored Programs
Lab Technician
Manager/Director of Annual Giving
Web Interactive Programmer
Campus Police Officer

Filled as of AY 2007 – 2008:

Admissions Counselor
Admissions Support Staff
Financial Aid Support Staff
Assistant Director of Communications and Marketing
Blaisdell Hall Program Director
Director of Alumni Relations
Institutional Advancement Assistant
Administrative Assistant – Physical and Computational Science
Administrative Assistant – Academic Success Center
Administrative Assistant – Communications and Marketing
Associate Registrar
Assistant Director of Housing
Campus Police Officer
Administrative Assistant – Business Affairs
Management and Education Database Manager
Part-time ASIS position