University of Pittsburgh at Bradford
Strategic Plan
2004-2009
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 comprehensive undergraduate institutions in Pennsylvania and western New York. 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

- Launch new and innovative initiatives at the undergraduate level across a wide range of disciplines in response to student and regional needs.
- Examine existing programmatic offerings on a regular basis and make recommendations to maintain, enhance, or eliminate based on relation to mission and market demand.
- 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
- Develop an enrollment plan that ensures success in achieving an FTE enrollment of 1500 or higher.
- Significantly increase public and private support for institutional initiatives.
- Enhance the image, name recognition, and reputation of Pitt-Bradford by implementing a set of short-term initiatives and developing a long-term plan.
- Utilize the integrated information technology system to support academic, administrative, instructional, and student use.
- Complete the physical plant as envisioned in the Master Plan.
Major Strategic Direction – Academic Programs

• Launch new and innovative initiatives at the undergraduate level across a wide range of disciplines in response to student and regional needs.
  o Biology (BA) FY 05
  o Molecular Informatics FY 05
  o Interdisciplinary Arts (BA) FY 05
  o Health & P.E. (BA) FY 05
  o Liberal Studies (BA) FY 05
  o Feasibility Study for Hospitality/Tourism Degree FY 05
  o Management Inf. Systems (BS)
  o Entrepreneurship (BS)
  o Engineering (AS) FY 05
  o Information Technology (AS) FY 05
  o Biotechnology (AS) FY 05
  o Dental Hygiene (AS)
  o Health Communication (AS)
  o Certificates:
    Public Health (FY 05)
    Gerontology (FY 05)
    Non-Profit Management (FY 05)
Major Strategic Direction – 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.
  o Restructure the Academic Affairs Divisions/Programs (FY 05)
  o Strengthen arts curriculum and expand arts programming (FY 05)
  o Review and enhance Education programs (FY 05)
  o Suspend or eliminate programs with three-year or longer pattern of low productivity (FY 05)
  o Develop distance education program (FY 05)
  o Create or expand labs for biology, nursing and psychology
  o Conduct review of all course offerings (FY 05)
  o Increase computer science database offerings
  o Create a curriculum materials center (FY 05)
  o Collaborate with local healthcare agencies (FY 05)
Major Strategic Direction - 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
  o Offer degree programs, certificates, and courses at off campus sites
  o Create an extensive and ongoing weekend program
  o Promote Pitt-Bradford as a cultural resource for the region and offer programs and activities in support of the arts
  o Administer a pilot corporate tuition discount structure
  o Produce and distribute new master schedule of all academic offerings each semester
  o Continue to expand collaborations with area school districts through the Science-in-Motion, Bridge, College in the High School, and other programs
  o Increase the range and scope of economic development programs and activities offered by the Office of Outreach Services (through Adult and Continuing Education and Business Services and the Allegheny Research and Development Center)
Major Strategic Direction – Student Enrollments

- Develop an enrollment plan that ensures success in achieving an FTE enrollment of 1500 or higher.
  - Submit TRIO Student Support Services Grant Application (FY 05)
  - 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)
  - Provide merit awards to students from other Pitt campuses
  - Establish College in the High School Program (FY 05)
  - Review and improve all surveys administered to students
  - Explore granting in-state status to Seneca Nation students
  - Add men’s and women’s swim and tennis teams.
  - Increase resources and services for students with disabilities.
Major Strategic Direction – Public and Private Support

- Significantly increase public and private support for institutional initiatives
  - Intensify efforts to achieve Complete the Campus Campaign goal of $13 million
  - Create endowment for labor scholarship program
  - Establish “Friends of the Arts” support group
  - Establish Panther Booster Club
  - 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
Major Strategic Direction – Marketing and Promotion

- Enhance the image, name recognition, and reputation of Pitt-Bradford by implementing a set of short-term initiatives and developing a long-term plan.
  - Create seven-point marketing plan
  - Develop generic messaging with partners in the community to promote the region and UPB
  - Review existing recruitment/marketing materials to ensure compatibility with new direction
  - Advertise in student newspapers at other institutions
  - Promote assets stemming from Pitt-Connection, technology, library, competitive value of degree
  - Increase Web advertising and marketing
  - Increase exposure of campus facilities by expanding diversity and number of conferences and summer camps
Major Strategic Direction – Information Technology

• Utilize the integrated information technology system to support academic, administrative, instructional, and student use.
  o Continue installing smart classroom technology in classrooms so that all classrooms will be so equipped in five years
  o Maintain and support the campus network infrastructure
  o Initiate HorizonLive distance learning pilot involving sequence of courses in Administration of Justice
  o Maintain a comprehensive, reliable, and frequently updated Web
  o Upgrade/improve hardware and software for faculty and staff
  o Upgrade Admissions technology resources
  o Create a computer visualization lab
  o Install network and digital media lab
  o Create computer-aided language lab
  o Phase-in wireless network technology
  o Provide technology training for CTM staff
Major Strategic Direction – Completion of Master Plan

• Complete the physical plant as envisioned in the Master Plan.
  o Conduct campus space study and analysis
  o Construct residence halls to house 800 students
  o Renovate Swarts Hall
  o Renovate/improve Kessel Athletic Complex
  o Install appropriate signage at campus entrances
  o Improve and expand biology and nursing labs
  o Move Outreach Services to Flex Building
  o Identify space for ceramic studio
  o Build new academic/administrative building
PROPOSED FACULTY POSITIONS

HIGH PRIORITY
1. Athletic Training/Program Director ®
2. Elementary Education ®
3. Sport & Recreation Management ®
4. Nursing ®
5. Computer Science/Informatics (N)
6. Management Information Systems (N)
7. Art (Continue on operating budget)
8. Music (Continue on operating budget)

MEDIUM PRIORITY
1. Psychology/Developmental/Gerontology (N)
2. Biology/Microbiology (N)
3. Composition (N)
4. Literature/American ®
5. Business/Entrepreneurship/Tourism (N)
6. Health & Physical Education (N)

LOW PRIORITY
1. Communication/Public Relations (N)
2. Nursing (N)
3. Biology/Animal Physiology (N)
4. Art (N)
5. Spanish (N)
PROPOSED STAFF POSITIONS

HIGH PRIORITY
1. Vice President/Dean of Academic Affairs ®
2. Admissions Counselor ®
3. Admissions Counselor ®
4. Blaisdell Hall Technical Director (N)
5. Soccer Coach ®
6. Director/Alumni Relations/Annual Giving ®
7. Campus Police Officer ®
8. Maintenance Worker III/Blaisdell Hall (N)
9. Academic Technology Integrator
10. Director of Marketing

Medium Priority
1. Admissions Counselor (N)
2. Blaisdell Hall Program Director
3. Financial Aid/Computer Technician (N)
4. Administrative Assistant/Pres. Office ®
5. Second Soccer Coach (N)
6. Senior-level CTM Analyst (N)
7. Campaign Writer (IA) (N)
8. Swim Teams Coach (N)
9. Administrative Assistant for IA (N)

Low Priority
1. Junior-level CTM Analyst (N)
2. Financial Aid Counselor (N)
3. Tennis Teams Coach (N)