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

Priority Strategic Initiative for FY 2009

- Develop Physical Therapy Assistant program at the Associate Degree level

Programs proposed for consideration

- Bachelor of Science, Energy Technology
- Public Health certificate
- Early Childhood Education (BA)

Completed as of July 2008

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
- Computer Information Systems

Associate programs developed and implemented:

- Engineering Science
- Liberal Studies
- Petroleum Technology

Minors developed and implemented:

- Management Information Systems
- Marketing
- Finance
- Entrepreneurship
Priority Strategic Initiatives for FY 2009

Strengthen outcomes assessment program by collecting data on two learning outcomes in each major and one learning outcome in the General Education program.

Administer a survey to commuting students and student athletes in order to ascertain student interest in online courses, hybrid courses, weekend instruction, and single-period and/or double-period per week courses.

Increase number of faculty positions from 71 to 73 by fall 2009.

By fall 2009, advance faculty salaries at each academic rank to at least the averages of the University of Pittsburgh four-year regional campuses.

Ongoing Initiatives

Strengthen arts curriculum and expand arts programming.

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

Develop distance education program.

Create or expand labs in sciences, nursing, criminal justice, and psychology.

Review and strengthen developmental courses in composition and mathematics.

Review and revise General Education Program with specific attention to competencies, especially writing.

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*, 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 (*subject to continuing review).

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.
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.

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.

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 July 2008**

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*

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

Begin process to eliminate the computer science major, while simultaneously developing new major in computer information systems.
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

Ongoing Strategic Initiatives

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

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
Priority Strategic Initiatives for FY 2009

Enroll a fall 2009 freshman class of 350 students

Develop alternative housing options (beyond on-campus capacity) in order to accommodate a freshman class of 350 students in fall 2009

Increase freshman-to-sophomore retention rate (fall 2008 to fall 2009) by 2%

Increase freshman-to-junior retention rate (fall 2008 to fall 2009) by 4%

Increase graduation rate by 2% each year for the next three years

Ongoing Initiatives

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 2009: 350 freshmen, 110 external transfers, 40 internal transfers, and a freshman-to-sophomore retention rate of at least 75%.

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

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

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

Major Strategic Direction #4 – Student Enrollments

Mobilize the internal and external resources requisite to achieving an FTE enrollment of 1500 or higher
Completed as of July 2008

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

Priority Strategic Initiatives for FY 2009

Secure funding to renovate science labs in Fisher Hall

Establish date to launch public phase of new capital campaign (assumes attainment of at least 50% of campaign goal)

Ongoing Initiatives

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

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

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.

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.

Completed as of July 2008

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

Establish Panther Athletic Club

Develop plans for a comprehensive capital campaign culminating with 50th anniversary celebration in 2013
Major Strategic Direction #6 – Marketing and Promotion

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

Priority Strategic Initiative for FY 2009

Intensify marketing efforts in the primary and secondary recruitment areas, while placing special emphasis on Wilkes-Barre/Scranton as a designated marketing area (DMA)

Ongoing Initiatives

Implement a long range integrated marketing plan

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

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

Completed as of July 2008

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

Review existing recruitment/marketing materials to ensure compatibility with new direction

Determine, in consultation with STAMATS marketing firm, the next designated marketing area (DMA) for extension of our marketing campaign
Major Strategic Direction #7 – Information Technology

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

**Ongoing Initiatives**

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

**Completed as of July 2008**

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
Ongoing Strategic Initiatives

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

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 July 2008

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
Sports Medicine
Education
Education
English Composition
Business Management/Marketing
Nursing
Computer Information Systems
Biology

Medium Priority

English Literature
Accounting
Entrepreneurship
Nursing
Psychology/Developmental/Gerontology
Biology/Microbiology
American Literature
Management Information Systems

Low Priority

Communications/Public Relations
Biology/Animal Physiology
Art
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**  
Professional Advisor  
Financial Aid Counselor  
Senior-level CTM Analyst  
Marketing Professional  
Junior-level CTM Analyst  
Internship Coordinator  
Coordinator – Office of Sponsored Programs  
Web Interactive Programmer  
Campus Police Officer  

**Filled or Approved as of AY 2008 – 2009:**  
Administrative Assistant – Arts Programming  
Administrative Assistant – President’s Office  
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  
Manager/Director of Annual Giving  
Part-time ASIS position  
Lab Technician  
Maintenance Worker – Housing  
Tennis Team Coach