University of Pittsburgh at Bradford

Strategic Plan

2004 – 2009

(Updated February 2007)
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

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.
Programs under development:
- Early Childhood Education
- Finance minor
- Entrepreneurship minor

Programs proposed for consideration:
- Bachelor of Science, Management Information Systems or Computer Information Systems
- 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
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.

**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*
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
Major Strategic Direction #4 – Student Enrollments

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

Develop initiatives to improve the freshman-to-sophomore retention rate from 67% to 75% and the graduation rate from 48% to 50%

Establish College in the High School Program

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

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

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

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)
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).

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

Increase exposure of campus facilities by expanding diversity and number of conferences and summer camps

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

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

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

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 Search in progress
Elementary Education Search in progress. Filled on a temporary basis
Nursing Filled on a temporary basis
Hospitality Management Search in progress
Broadcast Communications Search in progress
Biology (Physiology) Search in progress
Speech Communications Search in progress

Medium Priority

English Literature Search in progress
Accounting
Entrepreneurship Search in progress. 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
Spanish

Filled as of February 2007

Athletic Training Program Director
Sports and Recreation Management
Computer Science
Art
Music
Criminal Justice
Education
Nursing
Nursing
Composition
Health and Physical Education
PROPOSED STAFF POSITIONS

Administrative Assistant – Business Affairs
Administrative Assistant – President’s Office  Filled on part-time, temporary basis
Administrative Assistant – Arts Programming
Management and Education Database Manager  Search in progress
Professional Advisor
Financial Aid Counselor
Senior-level CTM Analyst
Maintenance Worker – Housing
Marketing Professional
Junior-level CTM Analyst
Tennis Team Coach
Internship Coordinator
Coordinator – Office of Sponsored Programs
Lab Technician
Manager/Director of Annual Giving
Web Interactive Programmer
Part-time ASIS position  Search in progress
Campus Police Officer

Filled as of February 2007

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