

UNIVERSITY OF PITTSBURGH
BRADFORD



Our Path to Excellence

Strategic Plan 2023-2028



University of
Pittsburgh | Bradford



The University of Pittsburgh at Bradford is a student-focused and inclusive educational community set in the heart of the scenic Alleghenies and provides unique academic, cultural, and recreational opportunities to our campus community, our region and beyond.

MISSION

The University of Pittsburgh at Bradford is a student-focused and inclusive educational community set in the heart of the scenic Alleghenies. Pitt-Bradford provides unique academic, cultural, and recreational opportunities to our campus community, our region and beyond. Pitt-Bradford emphasizes whole-person development, student-faculty mentoring relationships, and innovative teaching-related research to prepare graduates to be responsible and productive citizens of a globally connected and sustainable world who value and embrace diverse perspectives.

VISION

The University of Pittsburgh at Bradford will empower and inspire its students, faculty, staff, and alumni to be innovative and enterprising to engage in a diverse world and enhance the quality of life in the region and beyond.

VALUES

Pitt-Bradford is committed to:

- Intellectual freedom and curiosity; (Academics)
- Equality of opportunity, human dignity and diversity; (DEI)
- Individual responsibility and mutual respect; (Accountability)
- Environmental and economic sustainability; (Sustainability)
- Creativity and entrepreneurial spirit; (Innovation)
- Leadership and service to our local, regional and global communities. (Service)

GOAL I

New Levels of Academic Excellence

Establish standards of excellence in academic programs that distinguish Pitt-Bradford as an outstanding provider of higher education.

Strategic initiatives

- Enhance the student advising experience by adding professional advisors.
- Establish an academic task force that will identify and conduct reviews of academic programs that have the potential for growth, develop a plan to provide adequate resources of their growth, and examine existing academic programs that have large enrollments and determine whether they have the resources to adequately maintain their student enrollments.
- Strengthen and support new and existing faculty. Establish a new faculty mentoring program that will provide resources necessary for success in and out of the classroom.
- Establish a summer enrichment program for new students, particularly STEAM students, that will prepare them to be academically successful.
- Provide support for faculty teaching and research excellence, particularly research opportunities for students.
- Establish an academic task force that will explore offering graduate programs and online offerings that have the potential for growth at Pitt-Bradford. Develop a plan to provide adequate resources to grow enrollments.
- Provide a structure and resources to deploy an annual academic speaker series that will bring renowned speakers to campus to engage with students, faculty, staff, alumni, and the community.

Establish an academic task force that will identify and conduct reviews of academic programs.





GOAL II

Student Enrollment, Engagement and Success

Recruit and retain qualified students to meet targets and promote high standards of performance in scholarship, innovation, and service. Create a vibrant campus culture that fosters a sense of belonging for all students, engages them in the academic and social life of the campus, supports student success and graduation, and promotes a lifelong affiliation with Pitt-Bradford.

Strategic initiatives

- Establish an immediate target enrollment of 1,200 FTE by fall 2024 and explore strategies to reach 1,500 FTE.
- Integrate the collective ownership for student success campus wide.
- Achieve retention and graduation rates to realize institutional viability and student success.
- Evaluate feasibility of the 2nd Chance Pell Program with the Federal Prison System.
- Develop a holistic first-year experience that promotes the success of students and integrates them to campus.
- Enhance formal student internship/externship program in conjunction with Academic Affairs and Student Affairs.
- Expand mental health services by creating a holistic, multi-modal approach.
- Increase awareness, support, and resources for students with disabilities to provide for access, equity, and student success.
- Increase the number of academic affiliation programs (i.e.: LECOM, undergraduate or graduate programs at Pitt, etc.)
- Enhance enrollment strategies for athletics to align with the overall strategic plan for the campus.
- Expand the types and number of on-campus events, including conferences, workshops, and summer athletic and educational camps, to increase exposure and enrollment.

Create a vibrant campus culture that fosters a sense of belonging for all students.

GOAL III

A Diverse Community of Scholars

Create a mutually respectful, enterprising, and intellectually curious community of students, faculty, staff, and alumni who value and embrace diversity in all of its forms, manifestations, and expressions.

Strategic initiatives

- Purposefully recruit faculty and staff to be reflective of our student population.
- Conduct bi-annual climate surveys and utilize the Diversity Committee to assess the survey data and recommend actions for improving the campus climate.
- Annually evaluate student, staff, and faculty retention efforts within a framework of diversity, equity, inclusion, and access and make recommendations for improvement.
- Build programs to develop cultural competence within the campus community.
- Staff a program with professional(s) who can lead and counsel students and employees on matters of equity, diversity, and inclusion.
- Provide programming to promote cultural awareness, understanding, and the knowledge and skills necessary to engage in a plural society.
- Create a cultural center on campus to support the needs of students as well as multicultural and identity-based organizations.
- Renew a focus on international education through strengthening international student support services and increasing opportunities for domestic students to travel and study away and abroad.
- Develop strategic collaborations on and off campus to nurture the diverse religious and spiritual life of students, faculty, and staff through events, programs, and student organizations that support religious and spiritual practice and growth.

**Purposefully
recruit faculty
and staff to
be reflective
of our student
population ■**





GOAL IV

Regional Engagement and Outreach

Enhance the quality of life in our region by sharing our expertise to further academic, economic, and cultural viability and development in the lives of those we serve.

Strategic initiatives

- Expand educational and artistic programming and activities offered by Pitt-Bradford Arts Programming.
- Collaborate with regional partners to embrace diversity and inclusion into shared programs and activities.
- Work with local and regional organizations to engage students, faculty, staff, and alumni.
- Increase collaborations with the local and regional economic development efforts.
- Collaborate with regional partners to leverage our location for expanded undergraduate labs and research.
- Explore the development of a center for rural studies.

Work with local and regional organizations to engage students, faculty, staff, and alumni.

GOAL V

Strategic Communications and Enhanced Visibility

Communicate our mission, vision, and values to internal and external audiences to enhance the university's image and academic reputation and support the vibrant and welcoming campus culture.

Strategic initiatives

- Develop a market research schedule to ensure that a communications audit, funnel survey, and market analysis are each conducted once every three years to help better inform marketing decisions.
- Develop and execute a comprehensive recruitment communications plan, in collaboration with the Office of Enrollment Management, to ensure timely and consistent messaging to external audiences.
- Develop and execute a comprehensive plan to enhance physical branding on campus.
- Leverage our location by creating cross-branding partnerships with regional organizations.
- Enhance comprehensive and sustained marketing campaigns in primary, secondary, and tertiary markets based upon market research data.
- Enhance and increase recruitment and visual communications by hiring a recruitment communications specialist and a photographer/videographer.
- Enhance, increase, and diversify athletic communications by hiring a sports information assistant director.

Develop and execute a comprehensive recruitment communications plan ■



GOAL VI

Financial and Capital Resources

Enhance and leverage financial and material resources in order to most effectively serve students and an engaged community of faculty, staff, and alumni within in the new budget model.

Strategic initiatives

- Strengthen career ladder opportunities, professional development programs, and resources for faculty and staff.
- Expand the capacity for cultivation, stewardship, and engagement with alumni and donors by restructuring the Office of Philanthropic & Alumni Engagement.
- Conduct a capital campaign feasibility study to determine scope and scale.
- Expand the capacity to secure external funding sources by hiring a grant writer.
- Conduct a full campus space study to meet emerging needs.
- Expand local, state, and federal advocacy efforts.
- Advance the athletics master plan to renovate and/or construct facilities and implement new NCAA Division III varsity sports, club sports, and recreational sports programs.

**Strengthen
career ladder
opportunities for
faculty and staff.**





GOAL VII

Campus Ambience and Sustainability

Pursue and promote environmentally sustainable operational practices to most responsibly steward and further enhance the beauty and functionality of our campus.

Strategic initiatives

- Secure resources to establish a full-time Assistant Director of Facilities and Sustainability position.
- Develop and implement a comprehensive sustainability plan.
- Explore the feasibility of establishing a community garden on West Washington Street at the former St. Bernard School site.
- Develop outdoor learning, social, and art spaces.
- Install and maintain electric vehicle charging stations.
- Develop a sustainable forest management plan and a recreation plan for the Quintuple Ridge property.

**Develop and
implement a
comprehensive
sustainability
plan**



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