

PATHWAYS TO EXCELLENCE AND DISTINCTION



STRATEGIC PLAN 2015-2020

An aerial photograph of the Pitt Bradford campus, showing a large complex of brick and stone buildings, several large parking lots filled with cars, and extensive green spaces with trees. The campus is surrounded by a dense forest. The text "Pitt Bradford" is overlaid in the top right corner.

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Mission

FOUNDED IN 1963 as a regional campus of the University of Pittsburgh and set in the heart of the scenic Alleghenies, the University of Pittsburgh at Bradford provides affordable access to a distinguished four-year higher education. Pitt-Bradford offers high-quality teaching supported by the resources of a world-class research university in a friendly, inclusive and student-

focused academic environment. In service to our region and the Commonwealth of Pennsylvania, Pitt-Bradford connects communities to new ideas, innovative research and exciting arts and cultural programming, partnering with key stakeholders to build opportunities for continued regional development and growth.

Vision

PITT-BRADFORD WILL strengthen our presence as the college of choice in the Upper Allegheny region, achieving distinction through the diversity of our high-quality academic programs, the broad expertise of our faculty and staff, and the inclusive, supportive campus-life experience we provide to our students.

PITT-BRADFORD WILL become a model for innovative, experiential baccalaureate

education, empowering our students to become life-long learners and creative, critical thinkers prepared to lead purposeful lives and to serve their communities.

PITT-BRADFORD WILL foster environmental sustainability, providing leadership and inspiring partnerships in new economic and regional development.

Values

THE UNIVERSITY OF PITTSBURGH AT BRADFORD COMMUNITY is committed to:

- Equality of opportunity, human dignity and diversity;
- Intellectual freedom and curiosity;
- Individual responsibility and mutual respect;
- Environmental and economic sustainability;
- Leadership and service to our local and global communities.

New Levels of Academic Excellence



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Goal I:

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

Strategic initiatives

- Secure requisite resources to create new academic programs leading to careers in health-care and engineering technology (AS & BS).
- Elevate the character and profiles of Programs Targeted for Prominence by creating a unique niche for each program.
- President's Award for Faculty Excellence in Teaching, Scholarship and Service and President's Award for Staff Excellence.
- Enhance the budgetary and staffing capacity of CTM to enable it to administer and maintain discipline-specific computer labs.
- Add networking and security lab space for CIS&T and ASIS.
- Develop Physical Therapy Assist., Paramedic and Healthcare Administration programs.
- Continue to develop more effective and efficient approaches to assess student learning outcomes and improve the academic programs (including distance education classes).
- Bring average salaries of faculty across all ranks to the averages of appropriate benchmark groups.
- Strategically expand the number of full-time faculty members so that all majors are supported by at least two faculty members.
- Secure specialized accreditation for specific programs (Business Mgmt., Hospitality Mgmt., Sports Mgmt., etc.).
- Convert the Broadcast Communication studio from Standard Definition to 4K Ultra-High Definition.
- Secure equipment for DNA forensic analysis.
- Continue series of faculty professional development seminars (pedagogy, advisement, experiential education, etc.) to enable faculty members to better meet the instructional needs of students.

A classroom setting with several students seated at desks. In the foreground, a student with curly hair wearing a green and black striped sweater is seen from the back. Next to her, a woman in a black top and purple scarf is smiling and gesturing with her hands. To her right, a woman in a blue cardigan is also smiling. In the background, a man in a black t-shirt and a baseball cap is visible. A large screen in the background displays a video of Simon Sinek, with his name 'SIMONSINEK' visible on the screen. The room has blue walls and a grey carpet.

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Student Enrollment

Goal II:

Recruit qualified students to meet enrollment targets and promote high standards of performance in scholarship, innovation and service.

Strategic initiatives

- Develop an enrollment management administrative structure with a chief enrollment officer and three associates.
- Establish a target enrollment range of 1,500-1,800 FTE.
- Develop planning strategies for enrollment management aligned with the overall strategic plan for the campus.
- Increase participation in College in the High School and Bridges programs.
- Establish new sports programs in Women's Lacrosse and Men's Volleyball and Wrestling.

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Student Engagement and Academic Success

Goal III:

Create a vibrant academic 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 promotes a life-long affiliation with Pitt-Bradford.

Strategic initiatives

- Increase the academic profiles of incoming students with increased emphasis on high achievement and competition for national scholarships.
- Develop a recognized proficiency in helping under-represented students achieve success in college and in life.
- Provide provisional merit scholarships to provisionally-admitted students.
- Expand Labor/Work Scholarship program.
- Achieve retention & graduation rates at or above the average of our benchmark institutions.



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A Diverse Community of Scholars

Goal IV:

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

Strategic initiatives

- Ensure that applicant pools for faculty/staff vacancies contain adequate proportions of individuals from under-represented groups.
- Expand student recruitment in secondary and tertiary markets and beyond to ensure that students from under-represented groups apply and matriculate at Pitt-Bradford.
- Deepen our approach to diversity by developing richer academic and student life programming.
- Reiterate charge to President's Advisory Committee on Diversity and schedule at least one meeting each semester with the President.
- Using a variety of data sources, determine whether the climate on our campus is welcoming or antagonistic to diversity (race, color, religion, national origin, ancestry, sex, age, marital status, familial status, sexual orientation, gender identity and expression, genetic information, disability or status as a veteran).

Regional Engagement and Outreach



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Goal V:

Enhance the quality of life in the region by sharing our expertise, knowledge and experience in service to the educational, economic and cultural development of Northwest & North Central PA and WNY.

Strategic initiatives

- Cooperate with City of Bradford to create a college-town atmosphere.
- Advance the Marilyn Horne Archive Collection Project.
- Establish Community, Government and Corporate Relations Advisory Board Council.
- Promote Pitt-Bradford as a cultural resource for the region and offer programs and activities in support of the arts.
- Expand collaborations with area school districts, including College in High School, Bridges, and collaborations with Education program.
- Increase exposure to the campus by expanding the diversity and number of conferences, continuing educational opportunities, workshops, seminars, summer camps and other external events (especially in collaboration with the programs targeted for prominence) which are planned in collaboration among the offices of Conference Services, Communications and Marketing, Admissions and the sponsoring unit.
- As institutional stewardship of University of Pittsburgh at Titusville continues to develop, work to strengthen Titusville campus relations within the region and to sustain mutually productive, effective collaboration between the two campuses.

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Strategic Communications and Enhanced Visibility

Goal VI:

Communicate our mission/vision/values to external as well as to internal constituencies, utilizing our institutional strengths to advance the institution and to support our vibrant campus culture and sense of belonging of all constituencies.

Strategic initiatives

- Pursue comprehensive and sustained marketing campaigns in primary, secondary, tertiary and targeted recruitment markets.
- Leverage our location, which provides unique access to highly desirable regional resources: Allegheny National Forest, fossil fuels, natural ecological settings as labs for undergraduate instruction.
- Develop a comprehensive strategic communications process to ensure consistency in messaging to internal and external audiences.
- Conduct market research on brand promise and tagline.
- Market the programs targeted for prominence within the framework of the campus's integrated marketing plan.
- Continue to disseminate information about College in the High School (CHS) in those communities whose school systems are adopting CHS.
- Choose new designated marketing area.
- Alumni Attitude Survey

Financial and Capital Resources



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Goal VII:

Enhance and leverage financial and material resources in order to most effectively serve a population of 1,500 to 1,800 FTE students and an engaged community of faculty and staff.

Strategic initiatives

- Assess classroom space utilization and need for additional classroom, laboratory, and faculty and administrative space.
- Launch study to partially phase out aging townhouse apartments, replacing them with suite-style apartments and renovating remaining townhouse apartments, per Phases II and III of the Master Plan for Housing.
- Launch study to expand the Commons dining area to accommodate our growing population of full-time students and create a test kitchen for Hospitality Management, continuing with revision per Campus Master Plan.
- Install donor recognition wall to recognize campaign donors.
- Enhance Blue & Gold Society.
- Construct an enclosed sports and recreation facility for intramurals and general student use.
- Seek to include in current or future University facilities plan a new academic/administrative building.
- Finalize acquisition and display of Marilyn Horne archive collection.
- Host cultivation and stewardship events for alumni through regional receptions, Pitt football games, personal visits and campaign regional events.
- Increase number of submissions of grant proposals produced by faculty and staff.
- Assess ongoing efforts to replace cardiovascular equipment in Fitness Center according to phased plan.

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Campus Ambience and Sustainability

Goal VIII:

Pursue and promote environmentally sustainable operational practices, as well as architecturally consistent design, construction and landscaping, in order to most responsibly steward and further enhance the beauty and functionality of our campus.

Strategic initiatives

- Develop programs and services that promote campus sustainability and the efficient use of resources.
- Create public/private partnerships by enhancing the visibility of the Energy Institute and making more explicit the benefits available through this resource.
- Construct a pedestrian pathway to reduce volume of traffic on campus.
- Develop a comprehensive plan for increasing sustainable practices on campus.



University of Pittsburgh Bradford