



Educating for the RealWorld

**THE NEXT LEVEL:
DISTINCTIVE
EXCELLENCE**

*Strategic Plan
2014-2021*

Goal One: The University will support faculty and staff excellence.

Objectives and Strategies

1. Prioritize the academic mission of the institution by strengthening support for excellence in teaching, scholarship, research, and creative activity.
2. Strengthen professional development for faculty and staff; dedicate two staff professional development days in areas of leadership, technology, budget and supervision; expand training for staff to include the unique needs of international students, CARE Network reporting system, and also training for supervisors on budget, technology, and staff evaluations.
3. Increase recognition for faculty and staff excellence.
4. Add faculty to accommodate projected enrollment growth in key areas, including math, physics, and chemistry.
5. Communicate staff vacancies internally and encourage staff (where applicable) to apply.
6. Encourage and support wellness, including providing Wellness Center access at a nominal cost (\$10 per term) for staff and faculty on weekends and between the hours of 6:00 – 8:30 AM and 12:00 – 1:00 PM (M-F). Note: Hours and cost may be adjusted annually.
7. Improve intra-campus communications, including an annual campus town hall meeting.
8. Invite participation of the presidents of Faculty Senate, Staff Association Council and Student Government Association in the University Leadership Council.
9. Enhance processes for staff issues and concerns; seek input from staff about topic areas that will help them better do their job.
10. Evaluate the satisfaction of the overall Pitt-Johnstown experience of faculty and staff annually in order to continually enhance the overall experience.

Goal Two: The University will implement recruitment and retention strategies to achieve optimal enrollment in terms of the number and quality of students.

Objectives and Strategies

1. Achieve an enrollment of 3,000 by 2022.
2. Maintain or improve SAT and GPA average of incoming freshmen.
3. Increase retention from current baseline of 74% to 77% by 2022.
4. Develop appropriate Community College Articulation Agreements to increase transfer enrollments.
5. Expand recruitment to include more out-of-state, veteran, and international students; expand recruitment beyond five-county areas extending toward Philadelphia.
6. Emphasize the distinctive elements of our campus, including our unique outdoor environment, in recruitment efforts and publications.
7. Develop an academic policies and procedures manual **{and infrastructure}** to support academic advising.
8. Support effective learning and campus environment, as well as support services, to all student populations; create a comprehensive year-long orientation and transition program for new undergraduate international students and undeclared freshmen students.
9. Conduct a climate survey for students from traditionally under-represented backgrounds to aid in improving the collegiate experience.

Goal Three: The University will make progress towards sustaining or enhancing programs that actively engage students and prepare them for career and professional success.

Objectives and Strategies

1. Develop academic programs in areas of high demand. Recommended programs for faculty review include Health Information Systems; Healthcare Administration; Digital Humanities and Multi-Media; Engineering Technology to Engineering. Certificates in conjunction with WRI, e.g. Genomics; Post-baccalaureate in Special Education; other programs could be proposed or recommended by respective divisions.
2. Develop a more interdisciplinary gen-ed curriculum, and support the development of interdisciplinary initiatives among academic programs; further integrate the liberal arts and sciences with professional programs.
3. Foster the development and expansion of the new entrepreneurship initiative.
4. Encourage and support appropriate experiential learning opportunities and initiatives as determined by faculty within various majors, departments and disciplines. Examples include, but are not limited to internships, capstone projects, creative endeavors or other assignments that use classroom knowledge to address RealWorld issues.
5. Utilize the natural resources of the campus for use in academic endeavors, such as labs, senior projects or class projects.
6. Enhance the RealWorld Action Program as it relates to career and professional success and student engagement.
7. Enhance healthy, safe and inclusive campus initiatives.
8. Expand living-learning communities and RealWorld Interest Groups.
9. Develop programs to assist juniors in transitioning to the second half of their undergraduate experience.
10. Support and encourage greater student involvement in civic and community engagement.
11. Evaluate the satisfaction of the overall Pitt-Johnstown experience of students annually in order to continually enhance the overall experience.

Goal Four: The University will achieve a more distinctive living-learning-working environment.

Objectives and Strategies

1. Continue renovation of residential facilities (see Appendix A).
2. Complete renovation of academic classrooms (see Appendix B).
3. Undertake renovation of athletic facilities (see Appendix C).
4. Improve dining experience; periodically evaluate and increase satisfaction with meal plans.
5. Continue initiatives to enhance campus safety (see Appendix D).
6. Create a Learning Commons in Owen Library, providing students with 24-hour access to computer lab and study space.
7. Establish a commuter student lounge.
8. Improve the exterior environment, including driveways, walkways, and outdoor spaces (See Appendix E). Connect the natural environment and its resources to our healthy campus initiatives.
9. Expand network infrastructure (Appendix F).
10. Develop a Campus Master Plan by the end of 2015.

Goal Five: The University will make progress towards sustaining and enhancing programs that have a positive community impact.

Objectives and Strategies

1. Support selected and appropriate initiatives that improve the Greater Johnstown community.
2. Support civic participation and greater engagement in our local and regional communities.
3. Increase outreach to the community through the new Office of Civic and Community Engagement.
4. Strengthen partnerships with local and regional organizations that enhance the Greater Johnstown community.
5. Identify and publicize key ways the university is contributing to the community's progress.

Goal Six: The University will continue to build and strengthen marketing and communication efforts to improve visibility and recognition of our people, programs, and place, as well as awareness of our performance.

Objectives and Strategies

1. Utilize new website in expanded recruitment, alumni outreach, and effectively communicating the quality of our people, programs, and place.
2. Expand use of social media platforms to reach potential students, alumni and other constituencies.
3. Maintain and enhance our on-going recent marketing campaign in the region and beyond.
4. Coordinate marketing efforts to strengthen and expand the awareness of the Pitt-Johnstown identity and impact.
5. Maintain clear and consistent communications with target audiences.

Goal Seven: The University will develop and sustain resources required to achieve the goals and strategies of the strategic plan and maintain effective operations.

Objectives and Strategies

1. Prepare and launch a comprehensive capital campaign to fund strategic initiatives and grow the endowment for scholarships.
2. Allocate appropriate resources to sustain successful fundraising endeavors.
3. Increase alumni giving rate.
4. Leverage financial aid to support increased retention and graduation.
5. Increase the availability of on-campus student employment opportunities.
6. Link budget planning and analysis to annual planning process.
7. Continue to implement annual plan and related budget with Johnstown Planning and Budget Committee (JPBC) and other campus constituents.
8. Develop a computer replacement cycle for all staff computers.
9. Secure resources to expand faculty and staff professional development as appropriate.
10. Develop process and secure resources for academic equipment needs (see Appendix G).

Goal Eight: The University will continue to enhance institutional performance and showcase the successes of faculty, students, staff, and alumni.

Objectives and Strategies

1. Increase graduation rate to 66% by year 2022.
2. Increase career placement rate.
3. Increase placement rate for graduates seeking admission to graduate school.
4. Publicize faculty research, scholarship, and creative activities, as well as publications and presentations.
5. Support faculty efforts to maintain or secure appropriate and/or prestigious accreditations.
6. Support, publicize, and showcase student achievements, including SPACE, to wider audiences, including potential employers and industry leaders.
7. Publicize staff accomplishments.
8. Showcase alumni achievements.

APPENDICES

Appendix A: Residential Renovation Schedule

- (FY15) - Renovate townhouses
- (FY15) - Renovate bathrooms in Hawthorn
- (FY16) - Renovate CPA including attention to balconies and technology
- (FY17) - Renovate south lodges
- (FY17) - Renovate kitchens
- (FY18) - Renovations to LLC

Appendix B: Academic Classroom Renovations Schedule

- (FY15) - Complete renovations of Krebs east wing
- (FY15) - Initiate renovations of the E&S Building
- (FY16) - Learning Commons
- (FY17) - Complete renovation of the former Nursing classroom space
- (FY17) - Blackington Hall lobby and staircase
- (FY17) - Completion of E&S renovations
- (FY18)- FY20) HVAC Issues in academic buildings

Appendix C: Athletic Facilities Renovation Schedule

- (FY19) - HVAC in Sports Center
- (FY19) - Wooden Floor for basketball court
- (FY20) - Sports Center locker room enhancements
- (FY20) - Construct turf playing fields
- (FY20) - Construct outdoor athletic facilities complex (Playing fields, grandstands) contingent on fund-raising
- (FY20) - Develop outdoor recreational facilities consistent with the Pride of Place Task Force

Appendix D: Campus Safety Schedule

- (FY17) - Explore installation of proximity access readers in academic buildings.
- (FY15) - Address lighting issues throughout campus with special attention paid to parking lots.
- (FY15) - Provide additional Blue Light emergency phones
- (FY15) - Explore installation of additional cameras on campus
- (FY19) - Purchase additional back-up generators in accordance with needs of campus-wide crisis response plan.

Appendix E: Exterior Environment Schedule

- (FY15) - Install additional bike racks throughout campus
- (FY16) - Pave Kunk's Drive
- (FY16) - Sports Center lot
- (FY20) - Construct loop road, connecting all quadrants of campus consistent with the master plan.
- (FY18) - Complete the Heroes Memorial Plaza – contingent on fund-raising
- (FY18) - Parking
- (FY20) - University Entrance

Appendix F: Network Infrastructure Schedule

- (FY15) - Krebs Hall east wing
- (FY16) - E&S building completion
- (FY17) - Owen Library

Appendix G: Academic Equipment Schedule

- (FY15) - Purchase a portable laptop lab for classroom use.
- (FY15) - Complete work on 2 video-conferencing rooms
- (FY18) - GIS and MIS designated lab space requested
- (FY15) - Blue Jeans – Polycom rooms/video conferencing