

The Next Level 2023-2030

Preparing for a New UPJ Century by Investing in Our People, Our Programs, and Our Place to Better Serve Our Publics and Achieve Our Purposes

Mission

To offer a high-quality educational experience in a supportive living-learning environment that is grounded in the liberal arts and sciences, that is current, and that is responsive both to our students' personal and professional needs and to our communities' needs.

Vision

To be the regional leader educating for success in the Real World. The distinctive combination of our people, programs, and place results in exceptional performance in preparing students for career and professional success.

Our new strategic plan, The Next Level 2023-2030, is focused on ensuring that UPJ not only survives the current turbulence in the higher education landscape but that it survives, thrives, and excels, fulfilling our core Public Purposes. Through key strategic commitments and investments in our People, Programs and Place, we intend to help propel UPJ's remarkable legacy of excellence into the next century.

Our four-part plan centers on Our People, Our Programs, Our Place & Our Publics, with each element of our plan driven by a commitment to our core Purposes.

GOAL I THE SUCCESS OF OUR PEOPLE, STUDENTS, FACULTY AND STAFF IS OF PARAMOUNT IMPORTANCE, REQUIRING THAT WE COMMIT TO SUSTAINED EFFORTS TO SUPPORT, STRENGTHEN AND SUSTAIN THESE KEY ELEMENTS OF OUR COMMUNITY.

A. Pitt Johnstown commits to redoubling efforts to build a more distinctive up-close-and-personal living-learning environment that supports and fully engages all students as they secure a well-rounded and purposeful Pitt education (and related practical skills), enabling them to graduate to live lives of impact in their communities.

Central to this goal is a commitment to achieve and sustain student retention, engagement, satisfaction, and graduation rates above benchmark peers.

Initiatives and Actions

- (1) Develop appropriate transition to college programs such as a first year experience*
- (2) Strengthen academic support system and related processes:*
- (3) Prioritize focus on overall student sense of well-being, connectedness, and overall satisfaction with their up-close-and-personal campus experience, from orientation, graduation, and job placement.*
- (4) Cultivate a more Welcoming, Inclusive and Safe Environment (WISE) in and out of class that supports the success, equitable treatment, and dignity of all persons on our Campus.*
- (5) Prioritize general student well-being and health*

- (6) *Review, develop and implement initiatives to ensure that Pitt-Johnstown remains a very safe, secure campus for all its People (see PLACE)*
- (7) *Prioritize exceeding key benchmarks for success, specifically retention, student satisfaction, engagement and graduation rates and communicate our successes [See PUBLICS below]*
- (8) *Enhance overall campus living and learning experience to foster greater interaction and student engagement [See PLACE below]*
- (9) *Upgrading our academic classroom infrastructure, furniture and technology to support success [see PLACE below]*
- (10) *Enhance understanding of career and professional development opportunities and pathways*

B. Support faculty teaching, scholarship and research and creative endeavors.

Faculty are the engine that power our academic mission, (the fulcrum of the intellectual heart of this institution.) Excellence in faculty teaching, scholarship and research are the most compelling reason why students chose us. Pitt Johnstown will redouble its efforts to support and celebrate our faculty.

Initiatives and Actions

- (1) *Strengthen our distinctive up-close-and-personal teaching and learning environment*
- (2) *Support excellence in research and creative endeavors*

- (3) *Expand opportunities for faculty to engage in meaningful collaborative opportunities with internal and external partners, including Pitt Oakland*
- (4) *Invest in appropriate facilities, infrastructure, and technology to support the teaching, learning and research excellence [see PLACE below]*
- (5) *Increase recognitions and celebrations of faculty excellence in professional development and related achievements (including teaching and curricular innovation), scholarship, creative activity and service to community and the Academy.*
- (6) *Support the community of faculty scholars through appropriate programming*
- (7) *Host regular recognition and awards events*
- (8) *Publicize, promote, and celebrate faculty successes on website, newsletters, magazines, and media. [see PUBLICS below]*

C. *Strengthen Support for Staff to Including Quality of Work Environment and Increasing Overall Satisfaction*

- (1) *Ensure appropriate staffing to fulfill unit needs*
- (2) *Invest in appropriate facilities, infrastructure, and technology to support the staff endeavors [see PLACE below]*
- (3) *Expand opportunities for staff to engage in rewarding, collaborative opportunities with internal and external partners, including Pitt Oakland*

- (4) *Increase recognitions and celebrations of staff excellence and innovation, including service to community and colleagues*
- (5) *Strengthen success, professional development, mentoring and career advancement for staff*
- (6) *Enhance staff experience through appropriate programming*

GOAL II - PROGRAMS

A. CURRICULAR

- (1) *Continue to strengthen existing programs by building on distinctive strengths, identifying untapped opportunities*
- (2) *Strengthen real world relevance of programs including applied learning and real world preparation.*
- (3) *Prioritize practical Real-World Applications knowledge; including increasing the number of students doing internships and practical learning experiences that involve mentorship.*
- (4) *Maintain commitment to ensuring all students receive a well-rounded educational foundation including the following key competencies: critical thinking, writing, communication, quantitative reasoning, integrative/interdisciplinary thinking, and civic literacy.*
- (5) *Continue to internationalize the educational experience, increase global awareness, and strengthen intercultural literacy to prepare students for successful lives in a rapidly changing world.*
- (6) *Maintain and increase prestigious recognitions and accreditations that reflect excellence and high educational quality.*
- (7) *Develop more relevant and responsive in-demand academic programs to meet the changing needs students and the communities we serve, and, to address enrollment challenges.**

[*NOTE: Please note the recommendations below emerged from several Task Forces and related planning discussions over the past two years. Faculty in all Divisions should explore and consider which program or programs are ready to roll out, or not, over the next year and beyond. Any

resulting curricular proposals should follow the customary processes of review, consistent with the Faculty's responsibility for developing, designing, delivering, and overseeing curriculum.

Business and Enterprise

- General Business Degree
- Hotel management and tourism
- Financial Management
- Information Technology

Education

- Spanish Education major
- English Language Learners major
- Spanish Ed/Pre-K Teaching certification
- Reading Specialist
- Athletic Coaching minor
- Computer Science Certification
- Citizenship Education Certification (in conjunction with the American Democracy Scholar Certificate)
- Autism Spectrum Disorders Endorsement

Natural Sciences

Natural and Behavioral Sciences

- BS in Pre-Medicine
- Strengthen pre-medical professions –support: enhanced dedicated space, structure, enhanced communication and publicity
- Counseling
- Geology (Geoscience & Resources)
 - o Certificates in shale gas extraction (Marcellus shale) etc.
- BS in Health & Occupational Sciences
- BS in Pharmaceutical Sciences
- Nutrition Sciences
- Exercise Science, Kinesiology,

- Health & Wellness, Lifestyle Medicine
- Wellness & Athletic Training/Conditioning
- Clinical Counseling
- Speech Therapy
- Neurosciences
- Occupational Therapy
- Medical Informatics; Health Information Systems
- Biology major
 - Tracks: conservation, sustainability

Nursing and Health Sciences

- Certified nurse practitioner
- Medical Technology

Social Sciences

- Rename Justice Administration and Criminology
 - Criminal Justice (renamed)
 - Track 1: Criminal Investigations and Law Enforcement
 - Track 2: Cyber Crime & Forensics
- Social Work (transition to MSW on campus)
- Environmental Science / Policy
- Drone/GIS Certificate

Humanities

- Possible tracks or concentrations
 - Possible tracks in marketing, public relations, organizational communication; sports & entertainment; medical & health communications; corporate marketing strategies & branding; social media design & broadcast communications
- Digital Journalism
- Musical Theatre
- English Literature and Film Studies

Engineering and Computer Science

- Engineering Construction Management
 - Environmental Engineering
 - Engineering Management
 - Project Management (certificate)
 - Sustainability (certificate)
 - Industrial Engineering
 - Construction Management
 - Robotics/Automation Engineering
 - Manufacturing
 - Gaming Development
 - Biomedical Engineering
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- Masters in Education with Principal certification

 - Certificates in health care, gerontology care, health promotion, wellness, Healthcare Management Certificate

B. CO-CURRICULAR

- (1) *Strengthen and/or develop co-curricular programs that prioritize more robust campus engagement, connectedness, sense of belonging, retention, satisfaction and happiness*

- (2) *Create a more vital campus hub that is alive, a place that connects and builds a sense of community and fosters a culture of engagement [See Goal I (A) above and PLACE below]*

- (3) *Enhance Campus facilities, infrastructure and technologies that support more campus engagement [To include intramurals fields, locker rooms, appropriate athletic fields – See PLACE below].*

- (4) *Rebrand and rename Athletics Department to Department of Athletics, Recreation & Wellness*
- (5) *Strengthen and support transition to graduation and career success including facilitating professional licensures, MCAT, , etc.*
- (6) *Celebrate, communicate, and publicize successes [See PUBLICS below]*

GOAL III - PLACE

Invest in the Campus facilities, infrastructure, technology, outdoor environment, and athletic facilities to make it more distinctive, compelling and attractive - a leading destination for families and students in the Laurel Highlands.

There is a general sense that living conditions in many of our residence and dining areas leave much to be desired. While the overall campus is a beautiful natural landscape there are many sore spots that require urgent attention. *We envision a place that is more distinctive and compelling, an attractive and compelling destination Campus that is Pitt quality, suitable for 21st century teaching, learning and living, and that is comfortable, fun and safe.*

Initiatives and Actions

- (1) Complete the Master Plan project focusing on the connectedness of the entire campus environment, particularly how Campus spaces relate to each other, creating a strong sense of place, connectedness, comfort, fun and distinctiveness.*
- (2) Achieve continuous improvements in accessibility*
- (3) Develop an aesthetic Landscaping Plan, including plantings, to beautify landscaping (seasonal flowers and trees)*
- (4) Develop a systematic and effective approach to tackle deferred maintenance*
- (5) Develop and implement plan (in phases) to tackle systemic HVAC issues – especially Academic MEP*
- (6) Develop and implement plan (in phases) to modernize academic and residential buildings with an emphasis on critical systems to assure reliable living and learning environments.*

- (7) *Develop and implement a phased plan to update teaching spaces and related equipment*
- (8) *Prioritize and execute parking lot maintenance and upgrades*
- (9) *Develop long term plan to fix, develop and beautify roadways, building sidewalks, and bridge to field area.*
- (10) *Develop a long-term plan to address storm water, groundwater and drainage issues as a priority.*
- (11) *Prioritize and execute Student Union upgrades, renovation and construction*
- (12) *Develop a comprehensive residence hall renovation plans*
- (13) *Upgrade and develop indoor and outdoor recreational, athletics and wellness facilities to level consistent with PSAC expectations and to enhance the collegiate atmosphere (connectedness, school spirit), and ensure competitive recruitment, retention, and satisfaction.*
- (14) *Renovate and update Library consistent with Learning Commons planning concept*
- (15) *Develop and implement comprehensive plan to enhance Wi-Fi across the entire Campus, prioritizing student residence halls*
- (16) *Address signage issues*
- (17) *Address HVAC systems in residential facilities –temperature control everywhere; air conditioning needed in residence halls*
- (18) *Enhance learning spaces within residence halls and increase small private group collaborative study spaces in buildings*

- (19) Enhance the external campus environment*
- (20) Develop Campus as a leader in excellent environmental stewardship, sustainability and energy efficiency*
- (21) Update all major public-facing spaces, with additional focus on the competitiveness for recruiting and the business needs of the Conference Center*
- (22) Review, develop and implement initiatives to ensure that Pitt Johnstown remains a very safe, secure campus for all its People*
- (23) Implement periodic surveys of Place to ensure conditions are consistent with expectations of a Pitt education*
- (24) In partnership with the Conference Center, plan seasonal events to bring target populations to Campus – hikers, trail-lovers, mountain bikers; ski, snowshoe; concerts; arts festivals; performances; athletics camps; alumni events; academic camps; musical camps.*

GOAL IV OUR PUBLICS AND OUR PURPOSE, OUR PROMISE, AND OUR PARTNERS

Connecting and Communicating with External Communities and our Alumni, Donors, Friends, Parents and Prospective Students

(A) Our Public Purpose:

Our mission and vision statements (see above) encapsulate our public purpose.

The principal anchor institution in our area and the regional leader educating for success in the real world, our Public Purpose is to provide the talents and skills to fuel regional economic and social development and enhance the quality of life in our region. Our prepared and knowledgeable graduates work in our local and regional communities, grappling with challenges, finding creative solutions, powering innovation and fostering development, change and progress. Many are innovators and entrepreneurs creating new jobs, expanding opportunities and collaborating with others to impact, improve and transform lives. In all walks of life, UPJ people are helping to raise the quality of life in our area, strengthening social and civic institutions and helping to build more just, inclusive, equitable and sustainable communities.

Pitt Johnstown will be a regional leader educating for success in the Real World. We will continue to be a steward of Place, and our People, Our Programs and our Place and will be guided by our Public Purpose, to provide Real World Ready Graduates that Impact, Engage and Transform Our World from the local to the global.

- (1) Advance our public purpose through preparing Real World Ready graduates to serve in and impact our communities, including graduating problem solvers and creative innovators that area ready to solve the challenges of our region.*

- (2) *Advance our Public Purpose through creating relevant and responsive programs to achieve the same [See PROGRAMS above]*
- (3) *UPJ students will leverage the community as a lab and gain practical experience through community-engaged internships.*
- (4) *Faculty will continue community-engaged scholarly and creative activities and their efforts will enhance the community.*
- (5) *UPJ will strengthen partnerships and collaborations of impact with the region's businesses, schools, non-profits, philanthropic organizations, and various governmental and non-governmental organizations.*
- (6) *UPJ will continue to support efforts to improve quality of life in our region including through showcasing the scenic natural landscapes and hiking, biking and walking trails of the area, working with partners to complete REACHLand and promoting healthy aging (SAGE Initiative).*
- (7) *Strengthen education for democracy by expanding signature initiatives such as the American Democracy Scholar Certificate in partnership with the National Constitution Center and the American Civic Education Initiative with K-12 schools.*

(B) *Our Promise: Connecting and Communicating with Prospective Students*

- (1) *Clearly communicate our Promise of a Pitt-Quality and Purposeful Education in an Up-Close-and-Personal Setting that has an Exceptional Track Record of Preparing Students for the Real World.*

- (2) *Each program to specifically identify how it prepares students for the real world.*
- (3) *Clearly communicate and illustrate the benefits of a well-rounded purposeful education grounded in inculcating fundamental skills of an educated person.*
- (4) *Revamp the Campus visit process to better showcase our People, Programs, and Place*
- (5) *Expand efforts to promote equitable access to a Pitt-quality education for all in a welcoming, inclusive, and supportive environment.*

(C) OUR PARTNERS: Connecting with ALUMNI, DONORS & FRIENDS

Goal: Embark on friend making and fundraising among alumni, donors, and friends to raise \$40 million by 2030

- (1) *Intensify preparation for and initiation of capital campaign*
- (2) *Expand and intensify outreach to alumni, major donors, and friends*
- (3) *Build stronger connections with campus entities including Athletics, PPAC, academic divisions and Board of Advisors for friend making, engagement & fundraising purposes*
- (4) *Increase corporate sponsorship*
- (5) *Foundation grants*
- (6) *Increase external grants, including selected state, federal grants*
- (7) *Strengthen stewardship including consistent recognition and appreciation of donors*

- (8) *Leverage Campus naming opportunities*
- (9) *Public Relations & Communications & marketing*
- (10) *Enhance the Communications efforts to increase visibility, recognition and publicity for our People, Programs, and Place*
- (11) *Publicize faculty, student & staff accomplishments, including on website*
- (12) *Plan and undertake major website redesign and revamp - ensure programs presented in appealing ways; update technology*
- (13) *Elevate UPJ Social Media, digital media and broadcasting*
- (14) *Emphasize Place in marketing communications: Market Campus as a place for outdoor enthusiasts; an outdoor recreation destination – trails, tubing; ropes courses; campus scenic trails, bike paths*
- (15) *Strengthen marketing of Conference Center and related opportunities for external audiences*