



STRATEGIC PLAN
Approved January 24, 2008
Revised September, 2010

The University

The origin of Point Park University was in 1933 when Dorothy and Herbert Finkelhor created the Business Training College (BTC), a small proprietary school, to provide career training in administrative skills for secretaries. After years of success and growth, in 1960, the Finkelhors transformed their school into an incorporated, not-for-profit junior college known as Point Park Junior College. The school became a bachelors degree granting school in 1966 when it was renamed Point Park College. In recognition of multiple masters degree programs and a broad array of undergraduate majors, the school earned university status in 2003.

In its relatively short life as an accredited, degree granting college, the school experienced two significant survival episodes. The first was in the early 1970s and the second was in the mid 1990s. During both periods, the school was at a crossroads and both times chose a path of survival. Since the second survival episode of the mid 1990s, Point Park has gone well beyond survival. Several significant indicators demonstrate this success. From fiscal 1997 to fiscal 2007, the operating budget grew from \$23.3 million to \$63.7 million. Enrollment grew from 2,312 to 3,546 students. The endowment grew from \$5.2 million to \$20.7 million. In the last ten years, Point Park invested \$52.1 million in its capital budget to upgrade academic and residential facilities, build new facilities, and purchase a number of properties.

The University is embarking on a strong and vibrant future. In order to maximize strategic opportunities and enhance the distinctive nature of the University, a strategic planning process was begun in the fall of 2005. In an honest and comprehensive process, hundreds of faculty, staff, students, Board members, and community stakeholders were engaged in an analysis of the strengths, opportunities, weaknesses, and threats related to the University. Point Park's Mission, with its practical emphasis, was reaffirmed and refined. Central to the future as a contemporary, urban university was the development of the Vision and Values statements which, together with the Mission, will guide future University decisions.

Four Strategic Initiatives with Goals emerged as the next step in the process. From this platform the entire University community, through the various organizational areas, developed conceptual and detailed objectives.

The Plan is organized by functional areas and covers six fiscal years:

Year 1	September 2008 – August 2009
Year 2	September 2009 – August 2010
Year 3	September 2010 – August 2011
Year 4	September 2011 – August 2012
Year 5	September 2012 – August 2013
Year 6	September 2013 – August 2014

The information in this Plan is intended to provide the University community with an overall direction and broadly stated set of outcomes to be achieved by August 2014. It will be implemented using a process that links the Plan with the annual process of budget and program approval. This detailed process using SMART (Specific, Measurable, Achievable, Realistic, Timely) objectives and work plans will commence after the overall direction this Plan provides is approved. Annual progress reports will be published as supplements to the Plan.

Mission Statement

Point Park University educates students in a diverse environment and prepares graduates to apply knowledge to achieve their goals, advance their professions and serve their communities.

Vision Statement

Point Park University will be one of the most dynamic private, urban universities in America.

Values

Promoting academic excellence

Point Park University inspires students to become life-long learners through its strong liberal arts core and diversity of majors. We are dedicated to continuously improving our programs and providing resources for our faculty and staff to remain leaders in their fields. Our highly qualified faculty, consisting of scholars with terminal degrees and practicing professionals, are central to maintaining academic excellence.

Focusing on student needs

Point Park University provides students with a career-focused education in a personalized, urban university environment. Our programs meet the needs of undergraduate students, graduate students, and working professionals. We are committed to providing the support services, facilities, and technology that ensure a quality student experience.

Fostering a community of mutual respect and diversity

Point Park University believes that a culture of mutual respect and diversity creates the optimal environment for learning. We encourage a culture of creativity and intellectual inquiry where ideas are openly discussed and debated. Point Park affords equal opportunity to all without regard to gender, race, ethnicity, national origin, religion, age, socioeconomic background, sexual orientation, or physical ability.

Encouraging innovation

Point Park University develops and adapts its innovative programs to ensure alignment with current business, industry, and government needs. We support new ideas and urge our students, faculty, and staff to become pioneers in their fields.

Ensuring integrity and ethics in our actions

Point Park University expects students, faculty, staff, and administrators to demonstrate the highest level of social responsibility, academic integrity, and professional ethics. Our values guide our decisions.

Responding to our stakeholders

Point Park University engages its internal and external stakeholders in key decision-making processes. We value opinions of our students, alumni, faculty, staff, and board members, and we recognize the mutual benefits of seeking partnerships with our business, government, nonprofit, and educational leaders in charting Point Park's future.

Facilitating civic engagement

Point Park University embraces its unique role in the revitalization of downtown Pittsburgh and encourages students, faculty, and staff to become active community members. We promote involvement in service learning opportunities, professional associations, and internships.

Strategic Initiatives

Academic Excellence

Excellence in academics is at the heart of the University's mission. Our first broad, strategic initiative is aimed at total and continuous advancement of overall academic quality.

Quality Student Experience

Point Park University's priority is to serve students. Through our second strategic initiative, we aim to surpass student satisfaction and ensure that our students will know that, with their University education and personal commitment, they are prepared to achieve their objectives.

Managed Growth

Well-managed growth is essential to our academic mission. Through our third strategic initiative, Point Park University will continue to invest in growth that will serve our University community and the revitalization of Downtown Pittsburgh.

Community Engagement

Point Park University is committed to advancing our mission through creative partnerships that will engage and serve our alumni, as well as the greater community. Our fourth strategic initiative is aimed at building broad community engagement.

Mission: To improve student learning and academic excellence through implementing systematized assessment processes, reviewing and revising programs and curriculum, and building a culture of scholarship. To support the faculty and deans of each School in their efforts to provide undergraduate and graduate programs that serve students and respond to the needs of the community.

Vision: The Office of the Provost strives to provide leadership for the Point Park Excellence* initiative by developing systematized processes for accessing and using data as a basis for academic decision making and renewal enterprises.

*The Point Park Excellence initiative provides for ongoing quality improvement in fourteen standards of best practice.

Strategic Initiatives

Academic Excellence Goals

- Establish a comprehensive effort to ensure academic quality and effectiveness as set forth in the *Point Park Excellence* initiative.
- Promote faculty scholarship by recommending methods of pursuing scholarship of teaching, discovery, integration, and application (Carnegie definition).
- Develop a program review process that includes annual program outcome assessment and extensive review at least every five years in order to improve undergraduate and graduate programs.
- Build a culture of academic excellence, academic assessment and academic evidence.
- Promote a shared understanding of effective University Academic Governance.

Quality Student Experience Goals

- Develop and expand existing programs designed to promote overall retention of students within each student population.
- Coordinate and support the efforts of the School's Success Centers.
- Expand the role of the Library in supporting the (CORE) Information literacy goal.
- Promote the integration and coordination of Academic Affairs, Student Affairs, and Admissions.

Managed Growth Goals

- Develop and implement the appropriate academic organization (School structure) for the University.
- Establish a plan for the most effective use of academic space, technology, and equipment at the University.
- Ensure strong leadership in our schools and programs.
- Establish a department of e-Learning within the Office of the Provost.

Community Engagement Goals

- Ensure the curriculum is relevant and connected with the community.
- Increase student involvement in the community.
- Leverage the talents of the Faculty and speakers brought to the University to share their expertise with the community.

Mission: To develop students as life-long learners through a distinctive liberal arts and interdisciplinary foundation and to prepare them to be professionals through strong, relevant, career-focused programs of study.

Vision: The School of Arts and Sciences will become a regionally renowned school of innovative, distinctive and practical undergraduate and graduate programs in liberal studies and professional programs and home to nationally recognized programs.

Strategic Initiatives

Academic Excellence Goals

- Establish and implement a comprehensive effort of assessment to ensure academic quality and effectiveness.
- Develop and implement a plan for continuous improvement of programs, curricula, and facilities.
- Promote faculty professional development.

Quality Student Experience Goals

- Develop and expand programs designed to promote retention of students within each student population.
- Establish a plan for students to achieve their personal and professional goals.
- Work with faculty and departments to establish the Student Success Center as a central area for retention and graduation.

Managed Growth Goals

- Collaborate with Admissions to establish new methods of outreach to enhance our recognition and further the mission of the University.
- Invest in new methods for increasing our diverse student populations.
- Increase enrollment in existing programs and identify future opportunities for growth.

Community Engagement Goals

- Develop opportunities through online learning, certificate programs, and ongoing professional development that will promote the engagement of a new downtown, regional and national constituency.
- Maintain and expand opportunities for students to interface with community (downtown, regional and national) initiatives through class projects, publications and networking opportunities.

Mission: To enhance the career potential of students from various academic and societal backgrounds through a traditional and enterprising education that provides the applied career skills and knowledge of best practices that is desired by employers in the public, private, and non-profit sectors.

Vision: The School of Business will be the regional leader in developing and adapting programs that prepare students with the skills desired in the workforce through excellence in management programs and business discipline programs.

Strategic Initiatives

Academic Excellence Goals

- Assess academic quality and program effectiveness.
- Promote faculty professional development.
- Initiate review of the core competencies of graduating seniors from the School of Business.

Managed Growth Goals

- Work with the Admissions Office to establish recruitment targets in all programs for the upcoming year that are consistent with the Strategic Plan.
- Promote the expansion of a traditional population through the development of undergraduate programs.
- Align leadership and faculty resources for successful delivery of academic programs.
- Position the competitive advantage of the practical, distinctive programs in the school.

Quality Student Experience Goals

- Develop and expand programs designed to promote retention of students within each student population.
- Provide internship and other structured opportunities to enhance student achievement of graduation goals.
- Establish a process, in partnership with the University's Career Center, to ensure that every graduating student will be contacted and offered assistance in attaining his/her educational and career objectives.

Community Engagement Goals

- Establish and grow stronger, mutually beneficial relationships with key external constituents through engagement in School of Business programs, internships, and extracurricular activities.
- Develop programming that meets the needs of the downtown community, Point Park Alumni, and Point Park students through community services, continuing education, and constant research and review.
- Maintain and expand opportunities for students to interface with community (downtown and regional) initiatives through class projects, publications and networking opportunities.

Mission: The School of Communication will provide students with a versatile, sustainable, professional communication education through sound academic coursework and significant experiential learning opportunities.

Vision: The School of Communication will explore, address, and adapt to the changing nature and needs of the 21st century media professions, becoming a national model for and leader of professional media education institutions.

Strategic Initiatives

Academic Excellence Goals

- Assess academic quality and program effectiveness.
- Establish the “Point Park Future Media Projects,” building and expanding upon the School’s existing, unique centers, partnerships and endeavors.
- Develop and implement a plan for continuous improvement of programs, curricula, and facilities.
- Promote faculty development and scholarship.

Managed Growth Goals

- Establish optimal student/faculty ratios for undergraduate and graduate instruction and advising in the Schools.
- Adapt planning and purchasing goals and cycles for capital, facilities, equipment, and maintenance expenditures necessary to serve a comprehensive, student-oriented, professional School of Communication, responsive to the changing needs of 21st century media professions.
- Establish a new, long-term structure for the School.
- Increase enrollment in existing programs and develop future opportunities for growth at both the graduate and undergraduate levels.

Quality Student Experience Goals

- Establish a Student Success Center, identifying specific opportunities for retention enhancement, degree completion, and career preparation.
- Review student media organizations and the School’s advisory relationships in context of: quality, consistency, professionalism, and viability.
- Continue to support the cooperative endeavors of the “SoC Student Leaders” and the student organizations they represent.
- Foster a global perspective among students.
- Develop and expand programs designed to promote retention of students within each student population.
- Establish a plan for student engagement to promote students’ attaining their personal and professional goals.

Community Engagement Goals

- Establish a “friends and alumni” support organization for the School.
- Provide a venue for discussions, programs, & activities of professional communication organizations and groups engaged in promoting the principles of free expression, informed dialogue, and government transparency.
- Engage in high school and professional outreach activities.

Mission: Provide premier professional conservatory training for theatre, dance, and cinema arts.

Vision: Within the next six years, we will be recognized as one of the premier professional conservatory training institutions in the nation in theatre, dance and cinema arts.

Strategic Initiatives

Academic Excellence Goals

- Broaden the national recognition of the Conservatory, both academically and artistically.
- Create educational opportunities for working artists beyond the region.
- Assess academic quality and program effectiveness at the department, program, and course level.
- Promote faculty professional development.

Quality Student Experience Goals

- Provide opportunities for students to collaborate with nationally recognized artists.
- Provide opportunities for students to showcase talents for working professionals within their discipline.
- Develop 'bridge' programs to help graduating seniors transition from school to professional careers.
- Develop and expand programs designed to promote retention of students within each student population.

Managed Growth Goals

- Explore new Graduate and Undergraduate Programs.
- Establish recruitment targets in all areas for the upcoming year that are consistent with the Strategic Plan.

Community Engagement Goals

- Develop artistic "Greenhouse / Incubator" to provide opportunities for local, regional, and national artists in Cinema, Dance and Theatre to develop creative work.
- Promote the Conservatory as an Artistic Center of Excellence in Pittsburgh.

Mission: Widely promote Point Park University as a school of choice to undergraduate and graduate students by providing superb service and tailored information to potential students.

Vision: Innovative admission strategies will expand the geo-demographic profile, while marketing the University’s academic programs, student experience and urban location.

Strategic Initiatives

Academic Excellence Goals

- Partner with the Schools, departments and programs to provide information appealing to prospective students and which is tailored to the strengths of the individual programs.
- Engage deans, faculty, and School student success centers as partners in recruitment efforts.
- Develop strategies to identify and promote the University to students possessing academic and performance potential.

Quality Student Experience Goals

- Ensure that the contacts with prospective students are positive.
- Create campus visits for prospective students that are positive experiences.
- Develop initiatives to better serve prospective students.

Managed Growth Goals

- Develop realistic goals for new student enrollment.
- Implement the results of the geo-demographic study to identify potential traditional-aged students.
- Implement the recommendations from the adult market research study.
- Implement changes that resulted from the financial aid study.
- Recruit qualified transfer students to meet the new student enrollment goals of the University.
- Assess employer workforce needs for a five county area.
- Identify new avenues and opportunities for recruitment through technology and innovation.

Community Engagement Goals

- Provide programs that promote University awareness by groups throughout the community.
- Partner with local organizations to enhance recognition of Point Park University in the region.

Mission: To create a seamless learning environment for students through strong integration of academic learning and student development. Provide support, experiences, and opportunities for all students that will enable them to be actively engaged in the campus life.

Vision: We will extend the student experience beyond the classroom to the communities in which our students learn, live and work.

Strategic Initiatives

Academic Excellence Goals

- Provide opportunities for students to enhance and augment their total educational experience, including interaction with staff and faculty outside of the traditional classroom.
- Improve the methods used by the Office of Student Affairs for evaluating student satisfaction and learning outcomes.

Quality Student Experience Goals

- Provide opportunities that enhance the student learning experience through engagement and support of the University's student populations.
- Create a sense of community among commuter students.
- Develop initiatives to better serve students.
- Assess and improve the Career Services to better serve current students and alumni.
- Develop policies and procedures for all areas that affect student development across the University.

Managed Growth Goals

- Contribute to the retention rate of student populations through the efforts and initiatives of the various Student Affairs departments.
- Collaborate with Full-Time Admissions to ensure a seamless transition for prospective new students.

Community Engagement Goals

- Develop and maintain relationships within the Pittsburgh metropolitan region and with Point Park alumni to help students become active members of the community in which they live and attend classes.
- Provide opportunities for community service for students.

Mission: To continue the positive growth trend of the University through responsible fiscal management, best business practices, and continued focus on capital improvements to ensure that the schools have the resources necessary to further develop the student experience.

Vision: We will enable the University to realize its vision by achieving and maintaining a strong financial position.

Strategic Initiatives

Academic Excellence Goals

- Continuous review and implementation of new technology to support academic needs.
- Provide support for planning and assessment of academic resources.

Quality Student Experience Goals

- Provide programmatic resources needed to improve the student experience through adequate funding and aid.
- Provide excellent service to students, faculty, staff and other stakeholders of the University by sustaining the STARS service initiative.
- Administer and interpret multiple surveys and provide meaningful analysis to units throughout the University so that they can develop improvement action plans.
- Enhance student privacy and security.

Managed Growth Goals

- Maintain a strong fiscal position by responsibly managing the finances of the University.
- Utilize best practices to maintain quality human resource practices and initiatives.
- Utilize best practices to effectively manage day to day administrative operations of the University.
- Utilize internal audit recommendations to enhance internal controls and improve process efficiencies.

Community Engagement Goals

- Develop and implement a campus wide environmental initiative.
- Promote and encourage University involvement in community civic and charity organizations.

Mission : To create a safe, functional, and aesthetically appealing campus on which our students can complete their studies and become actively involved in the Downtown community through strategic planning, acquisitions, and renovations.

Vision: We will create a cutting-edge environment for students and faculty to work and learn through strategic investments in construction and renovation.

Strategic Initiatives

Academic Excellence Goals

- Provide each of the schools with the facilities and equipment needed to implement their curriculum and bring out the best in academic excellence from their students.

Quality Student Experience Goals

- Provide a comprehensive public safety program that will provide a safe environment for the University Community.
- Create additional campus housing to support student housing needs.

Managed Growth Goals

- Utilize best practices to effectively manage day to day facility operations of the University.
- Develop a comprehensive facilities plan in coordination with the master space plan.
- Explore possible acquisition of athletic field site.
- Initial design of Student and University Convocation Center.

Community Engagement Goals

- Explore opportunities for retail, business, and downtown residential communities to seamlessly blend with all aspects of the University community.
- Complete park project design and begin construction.
- Complete streetscape design and begin construction.

Mission: To promote and advance the interests and image of the University to engage our stakeholders, alumni, and friends to secure resources in order to meet the needs of our academic programs and enhance our vision and community.

Vision: Point Park's nationally recognized reputation will be a catalyst to attract engaged students, alumni, and committed investors.

Strategic Initiatives

Academic Excellence Goals

- Work with Provost, Deans, and Faculty to assess possibilities for support for academic programs.
- Raise funds toward academic/student quality experience initiatives during FY 2009-10.
- Insure availability and access of grant seeking staff to faculty.
- Develop opportunities for more meaningful interactions between faculty, students and alumni.
- Increase awareness of Point Park's academic programs and the accomplishments of faculty, students and staff.

Quality Student Experience Goals

- Foster students' enduring involvement and commitment to the University and the Alumni Association through student groups and strategic programming.
- Cultivate long lasting relationships between alumni and students.
- Continue to pursue appropriate government funding for public pieces of Academic Village related to state and federal sources, including Redevelopment Assistance Capital Program and federal earmarks.

Managed Growth Goals

- Increase funded scholarship and the annual fund for Student Success.
- Develop at least one new endowed scholarship fund (a \$25K minimum) and continue to steward the donors of current endowed funds to increase fund balances and awards.
- Evaluate and measure the comprehensive marketing campaign and new website.
- Utilize local and regional alumni to assist in student recruitment efforts.
- Implement an on-going campaign to communicate the progress of the Academic Village Initiative.
- Manage a centralized, concerted marketing effort for the University.

Community Engagement Goals

- Raise funds toward the capital campaign during FY 2009 - 2010.
- Increase communication and involvement (volunteer) opportunities for alumni.
- Establish new ways to make connections with alumni to instill a continued sense of tradition, pride, and commitment to the University.
- Increase philanthropy among current and future alumni.
- Maintain Alumni Association Board of Directors as the active volunteer base for the alumni association.