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OUR MISSION & VISION

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A Message from the President
PITTSBURGH TECHNICAL COLLEGE STRATEGIC PLAN
SETTING THE COURSE FOR THE FUTURE

Joining Pittsburgh Technical College at the onset of developing a new five-year strategic plan proved to be an exciting opportunity. Together, we set the course for the future and re-imagined PTC's next chapter.

Through an open and transparent process, I invited the College Community to dream with me, and to imagine a future by our design. Within my first communication with faculty, staff and students, I established the six strategic directions reflected within these pages. Then I, with a community of brave dreamers, began a year-long process of crafting our path forward.

As President, I had the pleasure of working with and getting to know nearly 70 individuals, inclusive of all PTC departments, who committed themselves to serving on the Strategic Planning Taskforce and thoughtfully framed this critical plan, assuring that it represents the shared goals of our community.

I want to express my gratitude to the Strategic Planning Taskforce, Vice President of Academic Affairs, Eileen Steffan, Program Development Coordinator, Terry Ankeny, and the Pittsburgh Technical College Board of Trustees for their commitment and support throughout this process.

*"The future belongs
to those who believe
in the beauty of their
dreams."*

– Eleanor Roosevelt

An Unprecedented Year

In 2020, COVID-19 brought unique challenges for higher education that forced unexpected change and the need for strategic reflection, planning and subsequent execution. Across the educational landscape, the Coronavirus Pandemic shifted enrollment, interrupted educational plans, reshaped employment, and significantly impacted instructional modalities.

Pittsburgh Technical College was technologically well-prepared to close its campus for several months to protect the health and safety of our community, maintaining education in a fully virtual environment. In July, we strategically re-emerged, poised to transform the educational ecosystem, student experience and teaching and learning environment, to embrace a new normal. This process also gave birth to an extensive Return to Campus Plan, which serves as a precursor to this document.

We are now virtually excellent in the online environment and have expanded our fully online programs and student support services to academically and socially engage learners. While the full impact of the Coronavirus on education remains to be seen, I am confident that PTC is positioned to make decisions that will result in a higher standard for education in our region and beyond.

Creating the Plan

We emerged from the planning process believing in our key priorities of becoming an educator of choice, a primary pathway for filling middle skills jobs and fueling economic development to rebuild our Commonwealth and serve as a model for other educational institutions.

Pittsburgh Technical College will expand its work with business and industry and educational partners to meet the ever-changing needs of students and employers. We will strive to maintain or exceed our consistent 95% in-field placement rate, of which we are so proud. We will also grow our relationships with governmental and philanthropic constituents who share and illuminate our mission.

This document reflects the College's engagement with a broad array of talented internal and thoughtful external stakeholders about the future of education, the future of work, and the future of Pittsburgh Technical College.

The Next Chapter

As we plan for the next chapter, a chapter delineated within this document, our dreams and actions will align and they will present tremendous opportunities. Our culture will embrace and celebrate creativity as the transformational power of education seeds a renewed hope. Pittsburgh Technical College's key priorities and strategic directions will guide tactical planning and budgeting practices.

We will make steady progress, and will integrate a brilliant mix of applied and technical education with rigorous academic requirements. This is the cornerstone on which our work must be premised.

The success or failure of an organization is heavily weighted on the leaders who serve and their ability to learn from the past and anticipate the future and act. In-order to achieve the outcomes within our strategic plan, the following three leadership goals will be set in alignment with our priorities and strategic directions to drive our continued planning and execution.

- 1 Empower the faculty, staff and students of Pittsburgh Technical College to seize every opportunity to bring their best self to every situation. We will work smart and ground every action and interaction in excellence.
- 2 Enhance transformational teaching practices, learning and work environments and embrace cultural competence in fulfillment of our core values. Quality interactions with the college community must be grounded in compassion, appreciation, respect and empowerment.
- 3 Invest in our employees, creating an innovative, empowered workforce that is given the tools and opportunities to think bigger and better about everything we do. It will be important to provide opportunities for all employees to be heard, to engage, to grow professionally and to enhance and apply the intellectual capital, knowledge, and skills necessary to achieve institutional priorities and strategic directions and goals. This is key to institutional success, and means that PTC aims to be student- and staff-focused as we evolve and live our pledge to be a higher standard now, and in the years to come.

Looking Forward

We are the future of higher education. PTC is a unique organization blurring the boundaries between what is considered traditional technical training and college education. Our innovative approaches are being incorporated by our peers, and we strive to continue to lead our fellow educators on this path toward revolutionizing academia.

With a laser-like focus on student success and the future, we will continue to create and nurture an organizational culture that is both open and responsive to change and learning, as I wrote in the Seventh Learning College Principle. Our Strategic Plan is a living document and a testament of the College's evolution and growth as a higher education institution committed to excellence and accountability. The challenges of 2020 have provided a renewed vision, expanded mission and clear values that will lead us to broader inclusivity.

We believe our strategic directions of expand access, enable success, align workforce demand and curriculum focus, elevate public and private partnerships, enhance financial sustainability and stewardship and promote culture of excellence and accountability, capture the beauty of our dreams and predict the future by creating it.

Through continued planning, the alignment of institutional practices with student and organizational success, and the seamless integration of systems, a culture of excellence and accountability will serve to sustain Pittsburgh Technical College.

As PTC's first President to emerge from outside of the organization and the first African-American to lead the College, I am humbled to be embraced by a college community that is united by values and a commitment to student success and organizational excellence. Together we will accomplish our goals.

Carpe Diem,



Alicia B. Harvey-Smith, Ph.D.

President/CEO



CORE VALUES

ACCOUNTABILITY • EXCELLENCE
DIVERSITY & INCLUSION
INTEGRITY • LEARNER CENTERED

VISION STATEMENT

Pittsburgh Technical College will become a world-class academic institution, partnering with business and industry to deliver innovative, cutting-edge education that drives student and alumni success, supports the economy, and empowers the well-being of our global community.

MISSION STATEMENT

The mission of Pittsburgh Technical College is to provide a diverse student body with an immersive, academic, career-ready education that supports personal and professional growth while meeting the ever-evolving needs of business, industry, and our global community.



PTC PRESIDENT'S CABINET

Jay Clayton
Vice President Administration/
Chief Financial Officer

Brenda Psotka
Chief of Staff/Executive Director
Institutional Advancement

Eileen Steffan
Vice President Academic Affairs

Barry Shepard
Vice President Marketing/Communications

Keith Merlino
Associate Vice President Student Services

Nancy Starr
Executive Director Human Resources

Terri Barbour
Return to Campus COVID-19 Administrator/
Dean of Nursing and Health Professions

William Kiefer
Esq./Legal Counsel

Clyburn Haley
Chief of Campus Police

PTC BOARD OF TRUSTEES

Mr. Charles Evanoski

Dr. Patricia Grey

Mr. Harold L. Maley

Ms. Carla M. Ryba

Mr. Eli Shorak

Dr. Peggy Williams-Betlyn

Mr. Michael Yurisc

Mr. Wayne Zanardelli

Dr. Alicia B. Harvey-Smith
Ex-Officio Member of the Board of Trustees

EXPAND ACCESS

Pittsburgh Technical College will expand student access by increasing awareness, establishing comprehensive enrollment management systems and outreach, and promoting access to specialized populations locally, regionally, nationally, and internationally.

SD #1 WORK GROUP

* Co-Chairs

Doug Cerminara
Lee Cottrell
Jennifer Donovan
Gralan Gilliam*
Kelly Goldstroh*
David Hertz

Michael Hodder
Kim Kovac
Megan Lee
Matt Lemarie
Brian Maitland
Wilfred Mutale

Susan Polick
George Pry
Tom Shiel
Melissa Wertz
Shelley Zollner*

OBJECTIVE 1

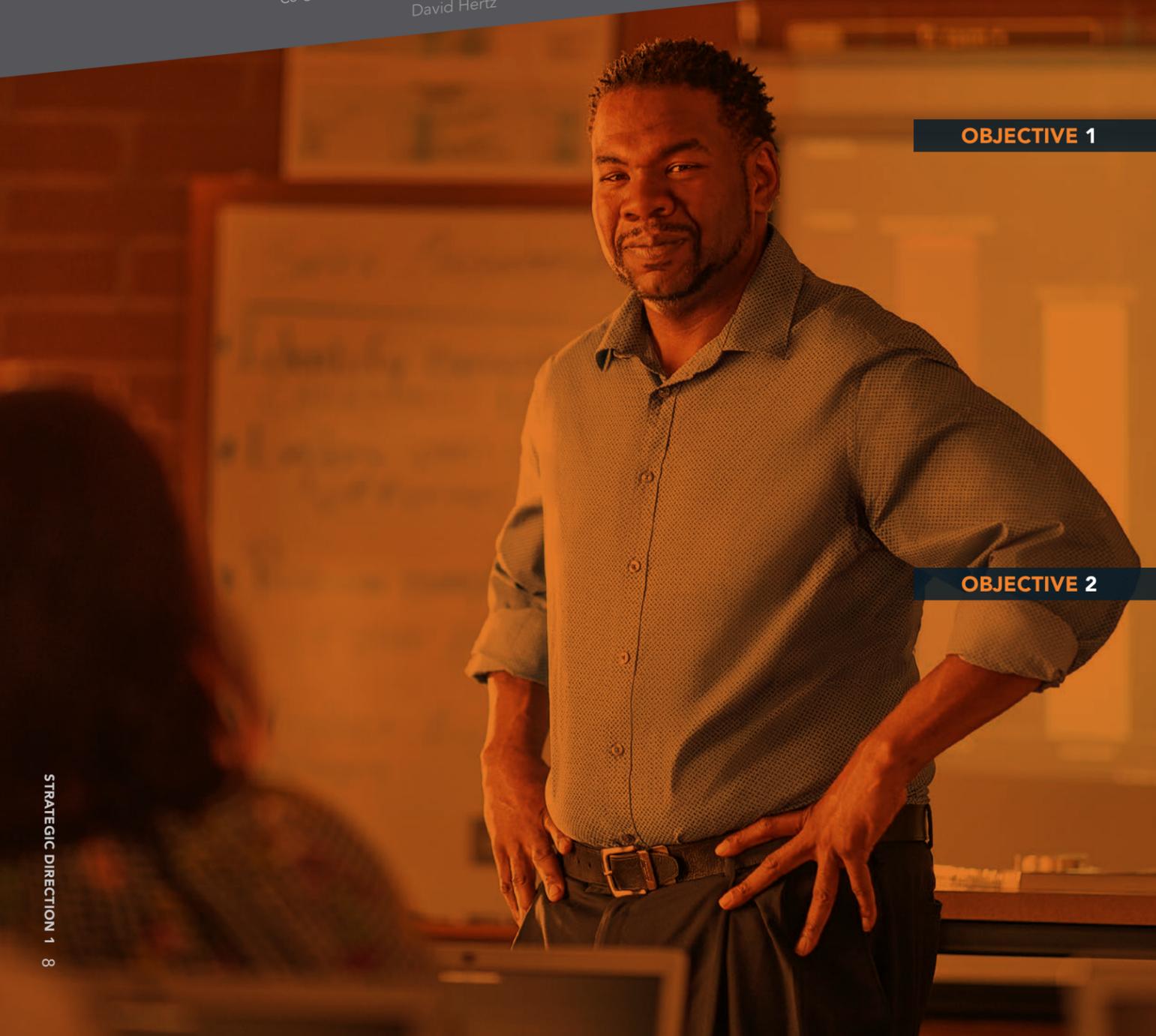
DEVELOP A COMPREHENSIVE PUBLIC AWARENESS CAMPAIGN TO STRENGTHEN OUR DISTINCTIVE IDENTITY AS A PRIVATE NON-PROFIT COLLEGE THAT COMBINES ACADEMIC EXCELLENCE WITH APPLIED AND TECHNICAL EXPERTISE.

Strategy 1	Strategy 2	Strategy 3
Refine and reinforce our brand identity to best differentiate PTC to our target markets.	Leverage PTC's brand and values to attract, retain, and engage students and employees to serve as brand advocates.	Design, implement, and promote expansive, flexible, and responsive online and hybrid offerings and scheduling.
Strategy 4	Strategy 5	
Ensure development and implementation of seamless onboarding, timely completion, and entry into the workforce for all students by removing barriers and integrating inclusive classroom and student experiences with holistic student support.	Develop a comprehensive marketing and communication plan to promote and support the PTC Magic to reposition Pittsburgh Technical College in the minds of the community by promoting high levels of excellence, accountability, and customer service.	

OBJECTIVE 2

ESTABLISH OFFICE OF STRATEGIC ENROLLMENT MANAGEMENT TO ACHIEVE STUDENT ENROLLMENT THAT ALIGNS WITH PITTSBURGH TECHNICAL COLLEGE'S MISSION AND VALUES WHILE POSITIONING PTC FOR FISCAL SUSTAINABILITY.

Strategy 1	Strategy 2	Strategy 3
Provide enhanced, responsive, and effective scholarship and financial aid options that will attract students and support their success.	Clearly define recruitment targets and create tailored, comprehensive plans to drive action.	Ensure seamless access, holistic support, successful completion, and equitable outcomes for all students.
Strategy 4	Strategy 5	
Establish a comprehensive Office of Student Affairs and Enrollment Management to consolidate all admissions and student services-related functions to support the efficient outreach, recruitment, registration, and completion of students online and onsite.	Leverage the Strategic Enrollment Plan to optimize enrollment while ensuring equitable access and outcomes for all students.	





OBJECTIVE 3

SUPPORT EQUITABLE ACCESS, OPPORTUNITY, AND SUCCESS FOR STUDENTS FROM DIVERSE BACKGROUNDS WHERE DIVERSITY IS DEFINED BROADLY. ENSURE SEAMLESS ACCESS, HOLISTIC SUPPORT, SUCCESSFUL COMPLETION, AND EQUITABLE OUTCOMES FOR ALL STUDENTS.

Strategy 1	Strategy 2	Strategy 3
Clearly define retention and completion goals and create tailored, comprehensive plans to best support the specific needs of our diverse student population.	Clearly identify gaps in academic achievement for diverse populations and create tailored and comprehensive plans to reduce these gaps.	Enhance institutional capacity to implement a student success system to facilitate counseling and advising and monitor student progress.

Strategy 4	Strategy 5
Develop a strategy to attract special populations for enrollment that includes targeted outreach within Pittsburgh and surrounding regions.	Develop intentional outreach and recruitment strategies for prospective students from disproportionately impacted groups.

DEVELOP A CONCISE ENROLLMENT MODEL BASED ON BEST PRACTICES TO SUPPORT CONNECTION, ENTRY, PROGRESSION, AND PROGRAM COMPLETION AT PITTSBURGH TECHNICAL COLLEGE.

Strategy 1	Strategy 2	Strategy 3
Develop an innovative model for coordination and participation in diverse recruitment activities that includes: expanded enrollment of veterans, students in foster care, and first-generation populations; high school and university open houses; and career-related events to highlight educational opportunities at Pittsburgh Technical College.	Encourage prospective students to apply and complete the intake process in a timely manner so that they can begin to develop a plan for college and their careers, as well as enroll in initial coursework.	Provide regular and consistent communication with the community and prospective students to keep them informed of registration dates and enrollment opportunities.

Strategy 4	Strategy 5
Expand and enhance wraparound academic support for virtual education to create the expansion of Pittsburgh Technical College's "virtual college."	Enhance institutional capacity for and use of student success data analytics to improve students' experiences.

EXPAND MARKETING AND COMMUNICATION STRATEGIES TO INCLUDE DATA ANALYTICS, MICRO-NUDGING, AND OTHER STRATEGIES TO ENHANCE ENROLLMENT AND RETENTION.

Strategy 1	Strategy 2	Strategy 3
Identify prospective students and provide targeted marketing campaigns to inform them of educational opportunities tailored to their needs.	Provide resources for instructional program marketing and support initiatives that will enhance connection, entry, progression and completion.	Develop and promote, internally and externally, Pittsburgh Technical College's optimal and inclusive learning and teaching environments so that all students feel welcomed and empowered to succeed.

Strategy 4	Strategy 5
Design and implement a Pittsburgh Technical College mobile application to create a mobile first college enrollment experience.	Improve efficiency in the application and enrollment process, brand perception, and optimization of marketing messages.

STRATEGIC DIRECTION 1 EXPAND ACCESS

The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking.
— Albert Einstein



OBJECTIVE 4

OBJECTIVE 5

ENABLE SUCCESS & SKILLS FOR THE FUTURE

Pittsburgh Technical College will increase student success by cultivating a caring and engaging learning environment that incorporates comprehensive student support systems to seamlessly improve enrollment, persistence, retention, and completion.

SD #2 WORK GROUP

* Co-Chairs

Deb Barnhart
Chuck Eltringham
Nancy Feather*

Shawn Fellner
Monique McMillan
Andrea Schrenk*

OBJECTIVE 1

DEVELOP A COMPREHENSIVE STUDENT SUPPORT MODEL AND SYSTEMS TO ENHANCE STUDENT LEARNING AND SUCCESS. INCORPORATE EARLY ALERTS, MICRO-NUDGING, TUTORING, AND ACADEMIC AND SOCIAL INTEGRATION SYSTEMS TO SUPPORT COLLEGE CONNECTIONS.

Strategy 1

Support faculty to embrace innovative teaching strategies that streamline time to completion for students, and to utilize education technologies that make the delivery of instruction and classroom management more effective and efficient.

Strategy 2

Support faculty and staff innovation to improve equitable student success and pedagogical innovation and practices.

Strategy 3

Provide innovative, data-driven teaching methodologies. Support professional development with resources for faculty to evaluate and share instructional best practices of systematic research and evaluation of student success, retention, persistence, and equity.

Strategy 4

Hire, train, and sustain a highly motivated, talented, knowledgeable, and diverse workforce recognized for teaching and service excellence to ensure rigor and high levels of student success.

Strategy 5

Reimagine advising and support services to deliver them at scale through centralization efforts.

ESTABLISH A COMPREHENSIVE ACADEMIC ADVISING MODEL THAT SUPPORTS ACADEMIC EXCELLENCE AND IS LED BY ACADEMIC CHAIRS.

OBJECTIVE 2

Strategy 1

Implement a comprehensive, customized Student Education Plan (SEP) to support success.

Strategy 2

Incorporate micro-nudging during identified critical points for students through email blasts, text messaging, and the communication center.

Strategy 3

Institute a tiered approach to academic support that includes supplemental instruction, peer-led study groups, and peer tutoring.

Strategy 4

Expand efforts to provide stackable credentials and embed certifications into certificate and degree programs.

Strategy 5

Develop a strategic approach to address academic and economic inequities without stigmatizing students through summer bridge and boot camps, mentoring, and engaging families.

The PTC student body is over 60% PELL eligible and includes underserved students who will benefit from innovative and inclusive success strategies that support professional and personal growth.

OBJECTIVE 3

IDENTIFY AND REMOVE INSTITUTIONAL OBSTACLES TO SUCCESS AND IMPLEMENT CORE STRATEGIES TO FOSTER A SUCCESS-ORIENTED MINDSET AND SENSE OF BELONGING.

Strategy 1	Strategy 2	Strategy 3
Implement a comprehensive financial aid literacy and wellness program to address institutional default rates.	Remain current in technological trends and practices and upgrade technology related to financial aid and enrollment to significantly reduce the need for students to engage in in-person enrollment processes.	Conduct a Finance and Student Financial Aid Business Process Review to further improve efficiencies.
Strategy 4	Strategy 5	
Create facilities that optimize learning, leverage technology and enhance the student experience beyond the classroom, including providing adequate space for student engagement, student life, and student clubs and activities.	Develop facilities that inspire pride of ownership, build community among stakeholders, support a commitment to health and wellness, ensures equitable access to underserved populations, persons with disabilities and physical challenges, and exceed standards for sustainability and environmental stewardship.	

EXPAND PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS TO INCREASE JOB SKILLS AND EDUCATION FOR COMMUNITY MEMBERS.

OBJECTIVE 4

Strategy 1	Strategy 2	Strategy 3
Expand workplace learning beyond internships to include work experience opportunities such as apprenticeships.	Integrate multimodal communication skills, data analytics, and other 21st century competencies and certifications into degree pathways.	Produce great curricular coherence by working with departments to ensure that courses are integrated and synergistic.
Strategy 4	Strategy 5	
Strategically align curriculum with state and regional business and industry needs to better support economic development and reduce unemployment and underemployment.	Promote Pittsburgh Technical College's work-based learning, career services, and high in-field placement rate as a central driver for attendance.	

INVEST IN TECHNOLOGY AND SOFTWARE TO IMPROVE TECHNOLOGY INFRASTRUCTURE TO PROVIDE SEAMLESS INTERFACE OF ALL OPERATIONS AND AUTOMATION OF SERVICES.

OBJECTIVE 5

Strategy 1	Strategy 2	Strategy 3
Routinely conduct systematic research on students who drop out and actions to address improvements.	Examine retention and drop rates to focus on strategies for students in disproportionately impacted groups.	Leverage instructional technologies to facilitate student learning and eliminate barriers to success regardless of modality, including: low-cost or no-cost course materials and textbooks, universal design, student engagement, and quality course design.
Strategy 4	Strategy 5	
Continue to enhance security and risk management efforts to improve institutional response to cyber-attacks.	Expand effectiveness of online infrastructure and virtual support for online and hybrid education.	

ALIGN WORKFORCE DEMAND & CURRICULUM FOCUS

Pittsburgh Technical College will address the workforce demand by offering programs that provide stackable credentialing and align with industry needs through the continual study of industry data and the cultivation of industry partnerships.

SD #3 WORK GROUP

* Co-Chairs

Terri Barbour*
Jon Buhagiar
Kaitlin Cobourne
Ashley Davis
Marcy Dunkle

Athena Kirschner
Gabe Ofca
Chris Ringer
John Scarpino*
Becky Solt

Jennifer Waldo
Melissa Wertz



OBJECTIVE 1

EVALUATE ALL EXISTING PITTSBURGH TECHNICAL COLLEGE PROGRAMS TO ENSURE ALIGNMENT WITH WORKFORCE DEMANDS.

Strategy 1

Promote Pittsburgh Technical College as a leading provider of workforce and economic development solutions and corporate training in the region by delivering high-quality training and instruction that enables clients to grow, succeed, and stay ahead of industry needs.

Strategy 2

Develop entrepreneurial programs around industry clusters reflective of the region's and employers' needs, and priorities of the College.

Strategy 3

Introduce online micro-credentials and industry certifications as a strategy to rebuild the Commonwealth, reduce unemployment, and provide an alternative stream of revenue.

Strategy 4

Expand role of Pittsburgh Technical College Advisory Boards to aid in the identification of state and regional critical shortage areas.

Strategy 5

Collaborate with business and industry to develop a robust program of experiential and community learning opportunities, including internships, mentorships, real-world projects, and experimental joint learning spaces.

OBJECTIVE 2

USING INDUSTRY DATA, RECOMMEND NEW PROGRAMS THAT WILL APPROPRIATELY SUPPORT THE CURRENT AND PROJECTED INDUSTRY DEMANDS.

Strategy 1

Cultivate innovative teaching and learning practices and improve student outcomes through the use of emerging technology and proven instructional design methodologies.

Strategy 2

Develop and implement a marketing and branding plan to enhance awareness of all college programs and emerging labor market needs.

Strategy 3

Partner with business and industry to develop stackable credentials, recognized micro-credentials, and industry certifications that cut across industry sectors and emerging skills while responding to labor market needs.

Strategy 4

Sustain innovative partnerships and outreach initiatives with business and industry to expand opportunities for local businesses to work with the College.

Strategy 5

Invest in expanding the School of Trades and its immediate alignment with the workforce by formalizing clear curricular pathways to competitive careers and advanced certifications.



OBJECTIVE 3

America's workforce is its premier economic asset. Unlocking workers' access to skills training prioritizes what workers and businesses need to fill in-demand jobs in a 21st century economy.
 – National Skills Coalition

STRATEGIC DIRECTION 3 ALIGN WORKFORCE DEMAND & CURRICULUM FOCUS



OBJECTIVE 4

OBJECTIVE 5

LAUNCH NEW PITTSBURGH TECHNICAL COLLEGE CORPORATE COLLEGE MODEL WITH THE PURPOSE OF ESTABLISHING ALTERNATIVE STREAMS OF REVENUE TO INCLUDE ONLINE INDUSTRY CERTIFICATIONS.

Strategy 1	Strategy 2
Establish the Corporate College, a self-sustaining entity designed to provide businesses and individuals professional training and development, online industry certifications, non-credit continuing education opportunities, and international training and development with a pathway to degree completion.	Achieve revenue benchmarks of at least one million dollars annually through total operations.

Strategy 3	Strategy 4	Strategy 5
Strengthen collaboration among the corporate college, academic programs, workforce programs, and student services to improve students' mastery of both academic and workforce learning outcomes.	Provide training in 21st century workforce skills to improve students' career readiness.	Provide high-quality workforce programs that enhance students' learning experience and immediate entry into the workforce.

PITTSBURGH TECHNICAL COLLEGE, IN PARTNERSHIP WITH BUSINESS, INDUSTRY, REGIONAL, AND NATIONAL PARTNERS, WILL ESTABLISH WORKFORCE TRAINING OPPORTUNITIES FOR INCUMBENT WORKERS, THE UNEMPLOYED, THE UNDER-EMPLOYED, AND INTERNATIONAL GROUPS.

Strategy 1	Strategy 2	Strategy 3
Expand workforce training opportunities throughout the region to support economic development and workforce demands.	Implement contract training offerings to align with and support the growth of business and industry partners.	Launch a Presidential Advisory Board, convening twice annually, to evaluate industry needs, program alignment, and new program development.

Strategy 4	Strategy 5
Align marketing and branding plan to enhance awareness of all programs and emerging labor market needs.	Evaluate Pittsburgh Technical College's economic impact and partnerships with local and regional business clients.

EXPLORE THE FEASIBILITY OF TRANSITIONING FROM A QUARTER- TO A SEMESTER-BASED REGISTRATION SYSTEM TO BETTER ALIGN WITH THE MAJORITY OF NON-PROFIT HIGHER EDUCATION INSTITUTIONS.

Strategy 1	Strategy 2	Strategy 3
Appoint an interdisciplinary team to evaluate the current enrollment and registration model.	Assess the feasibility of and procedures required for the successful implementation of a semester-based system.	Map detailed steps to implementation and submit recommendations to the President and for review by the President's Cabinet.

Strategy 4	Strategy 5
Conduct a complete and thorough analysis of all systems impacted by a proposed conversion and put in place appropriate information and engagement to assure a smooth transition, i.e. scheduling, financial aid, veterans, students with disabilities, etc.	Conduct extensive research and analysis of the American College of Education's Student Quarter Credit to Semester Credit Conversion Guide, California System Conversion, and other documents to inform institutional decision-making, including Transition Plan for final recommendation.

ELEVATE PUBLIC & PRIVATE PARTNERSHIPS

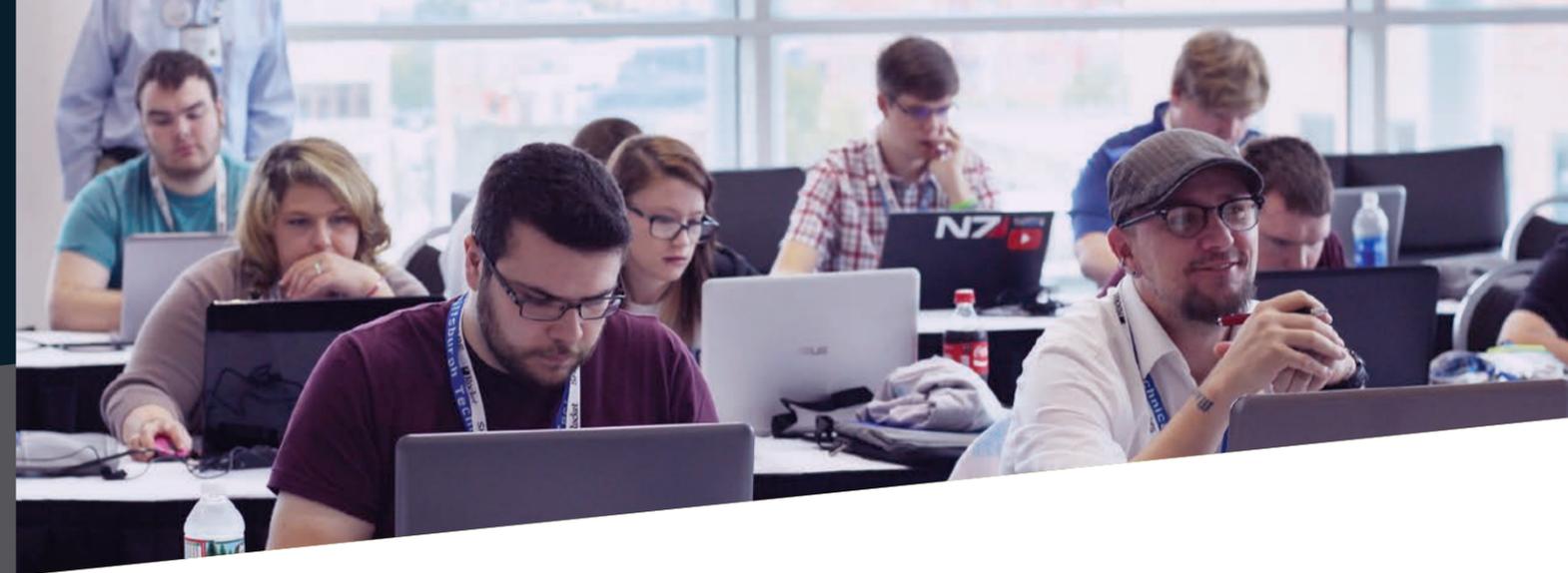
Pittsburgh Technical College will establish and strengthen partnerships with local, regional, and national public and private affiliations to contribute to the community's growth and carry out the vision and mission of the college.

SD #4 WORK GROUP

* Co-Chairs

Lacy Milliron*
Jacob Muth
Brenda Psocka*
Rob Rossell
Mike Russell

John Scarpino
John Skvarj
Kristy Swegman
Julie Throckmorton



OBJECTIVE 1

PITTSBURGH TECHNICAL COLLEGE WILL EXPAND THE ROLE OF THE ADVANCEMENT AND DEVELOPMENT OFFICE TO INCLUDE CHIEF OF STAFF TO THE PRESIDENT.

Strategy 1	Strategy 2	Strategy 3
Reimagine institutional role for the Office of Institutional Advancement and Development.	Expand the role to incorporate grant development and management, legislative outreach, and stakeholder development into core objectives.	At the direction of the President, independently create ongoing partnerships that align and amplify the vision and mission of Pittsburgh Technical College.
Strategy 4	Strategy 5	
Broaden and deepen constituent engagement with the College by developing more meaningful relationships with alumni, friends, and students.	Expand philanthropic support to Pittsburgh Technical College, raising \$5 million annually by 2025 for PTC's students, faculty, and core institutional priorities.	

PITTSBURGH TECHNICAL COLLEGE WILL EXPAND STAKEHOLDER AND PARTNERSHIP ENGAGEMENT TO INCLUDE GRANT SOLICITATION, ARTICULATION, AND PARTNERSHIP DEVELOPMENT.

Strategy 1	Strategy 2	Strategy 3
Set and achieve target grant solicitation and acquisition of at least \$500,000 annually.	In partnership with the Division of Academic Affairs, the Division of Student Affairs will cultivate partnerships with local school districts to collaborate on college-bound, college readiness, and pathway initiatives.	In partnership with the Board of Trustees Governance and Policy Committee and the Office of the President, establish the Pittsburgh Technical College Foundation and support the identification of members.
Strategy 4	Strategy 5	
Protect and promote Pittsburgh Technical College's reputation through a proactive approach to issues management.	In collaboration with Marketing and Communications, identify and increase the circulation and saturation of positive stories in regional, national, and international media.	



OBJECTIVE 3

STRATEGIC DIRECTION

4

ELEVATE PUBLIC & PRIVATE PARTNERSHIPS

Philanthropy is not about the money. It's about using whatever resources you have at your fingertips and applying them to improving the world.

– Melinda Gates



OBJECTIVE 4

IDENTIFY FUNDING TO SUPPORT PLANS FOR INSTITUTIONAL GROWTH IN SUPPORT OF THE ENROLLMENT AND RETENTION OF, AND PROGRAM COMPLETION BY, DIVERSE STUDENT POPULATIONS.

Strategy 1	Strategy 2	Strategy 3
Identify and solicit for equitable access, opportunity, and success for students from diverse backgrounds.	Develop funding requests to support the enrollment, retention, and completion needs of students to include the development of a Student Health and Wellness Center.	Strengthen ongoing relationships with alumni, donors, and friends through advancement engagement activities.
Strategy 4	Strategy 5	
Expand and improve all institutional advancement events to strategically engage key constituents.	Develop a comprehensive fundraising strategy anchored to core institutional priorities, and improve donor retention through focused donor relations and stewardship strategies.	

IDENTIFY AND GROW PARTNERSHIPS WITH DONORS WHO ALIGN WITH THE VISION, MISSION, AND VALUES OF PITTSBURGH TECHNICAL COLLEGE.

Strategy 1	Strategy 2	Strategy 3
Create a strategic fundraising plan for Pittsburgh Technical College, to include expansion of institutional capacity.	Increase awareness of and advocacy for Pittsburgh Technical College, resulting in recognition of PTC's teaching, learning, and service excellence.	Increase the quantity of principal, major, annual, and first-time gifts by employing innovative fundraising strategies.
Strategy 4	Strategy 5	
Improve giving rates among key constituent groups, including alumni, parents, corporations, and foundations, through particular attention to their unique characteristics.	Begin planning for a major fundraising campaign to align with Pittsburgh Technical College's 75th anniversary and presidential inauguration.	



ENHANCE FINANCIAL STABILITY & STEWARDSHIP

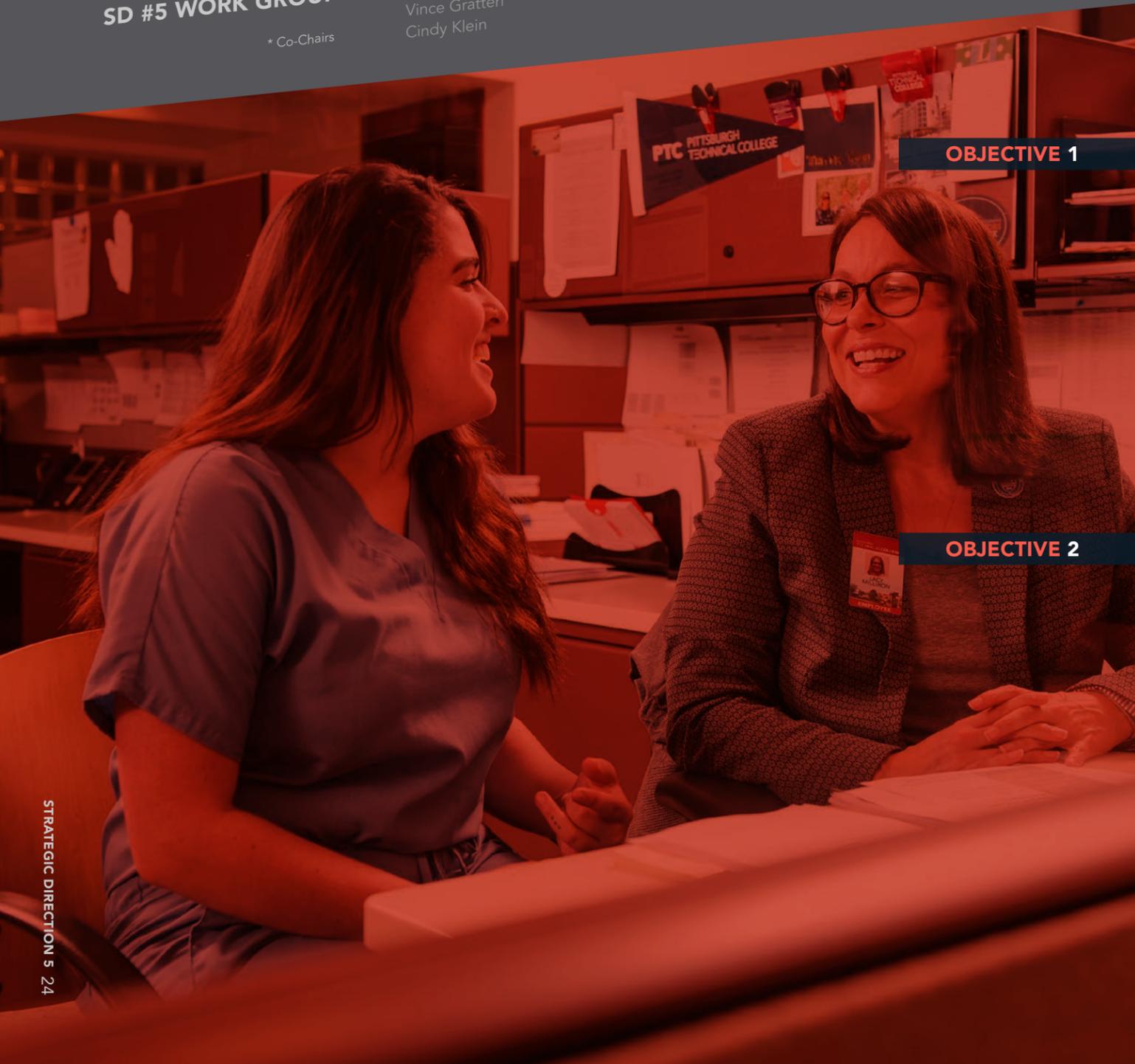
Pittsburgh Technical College will implement a business and financial model that will institute efficient and consistent policies and procedures to ensure accountability and support innovative business solutions for a diverse college environment.

SD #5 WORK GROUP

* Co-Chairs

Jay Clayton*
Denise Fisher*
Vince Gratteri
Cindy Klein

Jeff Leedstrom
Bill Showers
Connie VanCamp



OBJECTIVE 1

LAUNCH A NEW BUSINESS AND FINANCIAL MODEL THAT INCORPORATES THE NECESSITY OF PROGRAM PROFITABILITY AND ALTERNATIVE STREAMS OF REVENUE.

Strategy 1	Strategy 2	Strategy 3
Build a sustainable financial model that utilizes a transparent and collaborative budgeting process where resources are directed to strategic priorities.	Ensure all areas of the College are operating efficiently and seek opportunities to contain costs through shared services and new technologies.	Improve student success to ensure that the College is able to support the region and the public good created by the College's education.
Strategy 4	Strategy 5	
Develop an entrepreneurial approach to partnering with local businesses, organizations, philanthropies, and community groups in ways that help sustain the College.	Optimize the use of financial resources to improve infrastructure and operations.	

DEVELOP A COMPREHENSIVE PLAN TO EXPAND COLLEGE SPACE UTILIZATION, FACILITIES MASTER-PLANNING, INFORMATION TECHNOLOGY, AND FINANCIAL PLANNING.

Strategy 1	Strategy 2	Strategy 3
Implement a plan for systematically upgrading the facilities and infrastructure.	Expand campus space utilization, when feasible, for increased evening and weekend operations.	Ensure the College's continued financial stability through a review of current fiscal practices and the development of new financial strategies that will enable the College to react to abrupt changes.
Strategy 4	Strategy 5	
Develop strategic planning documents to support Information Technology and facilities planning to meet current and projected needs.	Fortify the College's data security systems to reduce the risk of loss and potential for malicious activities.	

Tuition dependent higher education institutions seek additional revenue sources outside of academic programs through opportunities and ideas that leverage existing assets.
 – 2019 Annual Higher Education Outlook

OBJECTIVE 3

PITTSBURGH TECHNICAL COLLEGE WILL EVALUATE ALL SERVICE CONTRACTS AND CONDUCT A COST-BENEFIT ANALYSIS TO DETERMINE CONTINUATION.

Strategy 1	Strategy 2	Strategy 3
Conduct food service evaluation to determine best course of action resulting from challenges due to COVID-19.	Further explore implementation of various food and service delivery models to support students and personnel.	Streamline management systems and policies for better services and stronger results..
Strategy 4	Strategy 5	
Improve efficiency through top-performing administrative teams aligned with vision and mission.	Establish automated and integrated infrastructure to support operations through a highly collaborative culture with enhanced core technology and data capabilities.	

PITTSBURGH TECHNICAL COLLEGE WILL DEVELOP A COMPREHENSIVE EXAMINATION OF CAMPUS AND SPACE UTILIZATION.

OBJECTIVE 4

Strategy 1	Strategy 2	Strategy 3
Conduct a comprehensive space utilization evaluation and develop a plan to maximize utilization.	Expand micro-certifications and associate and bachelor’s degree programs, where feasible, to evenings and weekends.	Develop an institutional efficiency model and acquire benefits from energy audits and other industry enhancements to support Pittsburgh Technical College.
Strategy 4	Strategy 5	
Develop campus facilities plan, which considers the new requirements since COVID-19.	Review, on a regular basis, all institutional contracts for consideration of renegotiations and implement a campus facilities lease protocol for revenue generation.	

PITTSBURGH TECHNICAL COLLEGE WILL ENSURE SOUND FINANCIAL PRACTICES THAT ARE ACCOUNTABLE TO STAKEHOLDERS AND WHICH FAIRLY ALLOCATE BUDGET AND RESOURCES.

OBJECTIVE 5

Strategy 1	Strategy 2	Strategy 3
Examine current tuition pricing and fee structure to ensure cost of attendance remains competitive.	Develop and launch new revenue streams that address strategic priorities, provide new net revenue, and utilize technology and data to advance operational effectiveness and business process improvement.	Allocate funding based on strategic priorities, data analyses, and a well-researched funding model which includes ongoing cost-saving initiatives.
Strategy 4	Strategy 5	
Inclusive and Transparent Processes: Promote inclusive and transparent financial and budgeting processes by providing financial training, engaging stakeholders in financial planning, and sharing clear financial information and data.	Compliance with Financial Standards: Review and implement a financial structure and auditing process to ensure compliance with local policy standards and applicable state and federal laws.	

6

PROMOTE CULTURE OF EXCELLENCE & ACCOUNTABILITY

Pittsburgh Technical College will cultivate a culture of excellence that empowers employees and students to hold themselves and each other accountable and inspires creativity, innovation, and professional growth.

Eileen Steffan – Full Committee Chair

Dave Becker*
Tracie Brady
Melissa Brown
Mary Fistler
Marisa Haney
Chef Hart

Sheila Konn
Keith Merlino*
Barry Shepard
Nancy Starr
Yara Toury

SD #6 WORK GROUP

* Co-Chairs

OBJECTIVE 1

ANNUALLY ASSESS THE CURRENT PTC CULTURE FOR EMPLOYEES, STUDENTS, AND EMPLOYERS TO MEASURE AND IMPROVE EXCELLENCE AND ACCOUNTABILITY.

Strategy 1

Implement an annual performance review process through the Office of Human Resources in collaboration with the President's Cabinet to support a comprehensive evaluation process.

Strategy 2

Conduct a comprehensive assessment of, automate, and update management systems to support accountability in Human Resources, Finance, Student Services, and Academic Support.

Strategy 3

Develop a leadership and management culture that aligns with Pittsburgh Technical College's stated mission and values, including attracting, encouraging, and embracing a diverse student, faculty, and staff population.

Strategy 4

Incorporate a supervisory assessment instrument as a leadership development tool, and improve trust and transparency by encouraging and teaching trust-related behaviors and emotional intelligence to all supervisors.

Strategy 5

Increase transparency, and maintain relevant and timely performance reviews to improve work efficiency at all institutional levels.

ESTABLISH AND IMPLEMENT A SET OF PRINCIPLES FOR EVERY MANAGER TO EMBRACE THAT HOLDS EACH OTHER ACCOUNTABLE AND EMPOWERS ALL EMPLOYEES TO COMMUNICATE FREELY AND INFLUENCE OUTCOMES.

Strategy 1

Create and nurture a culture that values and respects the diverse Pittsburgh Technical College community and encourages excellence and accountability.

Strategy 2

Reimagine PTC onboarding processes to incorporate PTC's mission, vision, and core values into all new employees and reinforce for continuing personnel.

Strategy 3

Define the PTC Magic in its culture and replicate the customer service, excellence, and accountability in all departments, programs, and services.

Strategy 4

Promote consistency and equity in policies, processes, procedures, and services across the College.

Strategy 5

Create a culture that values creativity, innovation, calculated risks to improve efficiency, and empowerment.



OBJECTIVE 2



Culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day.
 – Frances Hesselbein

OBJECTIVE 3

CREATE A NURTURING LIFE-LONG LEARNING ENVIRONMENT WHERE THERE ARE OPPORTUNITIES TO CULTIVATE RELATIONSHIPS WHICH ARE FOSTERED AND FORGED TO GREATLY ENHANCE THE EMPLOYEE’S ABILITY TO PROSPER, GROW, AND ACHIEVE EXCELLENCE.

<p>Strategy 1</p> <p>Develop and utilize an enrollment management evaluation plan developed in partnership with the Office of Institutional Effectiveness to establish and evaluate key performance indicators.</p>	<p>Strategy 2</p> <p>Work with services and programs across campus to align service unit outcome assessments specific to enrollment management with key performance indicators.</p>	<p>Strategy 3</p> <p>Develop and administer an annual exit survey to send to recent graduates to better understand their experiences at the College, determine ways the College can improve, and understand more about their career or transfer choices.</p>
<p>Strategy 4</p> <p>Encourage effective decision-making at the appropriate level to allow employees to make decisions within the boundaries of their delegations of authority.</p>	<p>Strategy 5</p> <p>Create an effective management succession system that attracts, rewards, and retains good leaders.</p>	

CREATE A NURTURING LIFE-LONG LEARNING ENVIRONMENT WHERE THERE ARE OPPORTUNITIES TO LEARN, GROW PROFESSIONALLY, AND BUILD RELATIONSHIPS THAT WILL FOSTER AND ENHANCE THE STUDENT’S ABILITY TO ACHIEVE PROFESSIONAL EXCELLENCE.

OBJECTIVE 4

<p>Strategy 1</p> <p>Establish Health and Wellness Center, survey students to solicit feedback on how to best address their needs, provide support and services to address student social and emotional issues (e.g., homelessness, food insecurity, mental health, soft/professional skills) to improve student wellness and success in achieving educational goals.</p>	<p>Strategy 2</p> <p>Establish a referral system and provide workshops, tools, and clear guidance for faculty and staff on how to identify and respond to distressed students, students in crisis, students experiencing food insecurity or homelessness, mental health issues, etc. and connect these students to appropriate and available resources. Educate campus on strategies to serve students with special needs (e.g. veterans).</p>	
<p>Strategy 3</p> <p>Establish the office of Diversity, Equity, and inclusion and implement initiatives to foster a sense of belonging and support diversity and inclusion as a core value for institutional success at Pittsburgh Technical College.</p>	<p>Strategy 4</p> <p>Develop a plan that will improve upward communication and continue to seek employee feedback on changes that will impact employees’ job responsibilities and work environment.</p>	<p>Strategy 5</p> <p>Incorporate downward communications within the culture enhancement plan, after considering employee feedback. Explain, where appropriate, the reasons behind decisions made to promote trust and empower employees and students to take a sense of ownership in the future direction of PTC.</p>

OBJECTIVE 5

EVALUATE AND SHARE INSTRUCTIONAL BEST PRACTICES TO ENSURE STUDENT SUCCESS AND RETENTION.

<p>Strategy 1</p> <p>Provide faculty with labor market information pertaining to in-demand labor market skills to assist faculty in the refinement of courses and programs of study.</p>	<p>Strategy 2</p> <p>Continue to support faculty in the utilization of student learning outcomes and assessment results to inform and improve teaching strategies that ensure students are learning and obtaining relevant outcomes for career and educational opportunities.</p>	
<p>Strategy 3</p> <p>Expand technology infrastructure to support expansion of online and hybrid course and program offerings.</p>	<p>Strategy 4</p> <p>Promote and provide multiple instructional delivery systems that meet the needs of both traditional and non-traditional students, including distance education innovations that promote student success.</p>	<p>Strategy 5</p> <p>Evaluate, strengthen, and adopt a more systematic and rigorous approach to offering online classes and support systems.</p>



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