



# Plan for Pitt: 2028





## It's Possible at Pitt

### Progress Card

The Progress Card shows us how our plan is progressing.  
It informs administrative decisions.




# We will cultivate student success.



	Outcomes	Baseline	Target	Key Initiatives
 <p><b>Enrollment</b></p>	<p><b>Meet</b> undergraduate enrollment targets for Pittsburgh campus by 2025 and 2028.</p> <p><b>Broaden</b> graduate enrollment (professional, master's).</p>	<p>20,220</p> <p>9,268</p>	<p>20,720 / 22,000</p> <p>Up 15% by 2028.</p>	<ul style="list-style-type: none"> <li>Develop and complete Comprehensive Strategic Enrollment Plan by 2026 on the regional campuses.</li> <li>Expand Pitt Success Pell Program.</li> </ul>
 <p><b>Access and Affordability</b></p>	<p><b>Lower</b> average student debt.</p> <p><b>Grow</b> percentage of Pell-eligible students.</p>	<p>\$38,437</p> <p>17.6%</p>	<p>Reduce annually.</p> <p>Increase annually.</p>	<ul style="list-style-type: none"> <li>Launch Finish Line Grants by 2024.</li> <li>Launch PittForce portfolio by 2026.</li> <li>Amplify College Cost Transparency Initiative.</li> <li>Expand Pitt Success Pell Program.</li> </ul>
 <p><b>Retention</b></p>	<p><b>Elevate</b> Association of American Universities (AAU) publics ranking of 1st to 2nd year retention for Pittsburgh campus.</p>	<p>16</p>	<p>Improve year over year.</p>	<ul style="list-style-type: none"> <li>Launch Finish Line Grants by 2024.</li> <li>Amplify PittACT (Advisor Certification and Training Program).</li> </ul>
 <p><b>Well-being</b></p>	<p><b>Improve</b> student well-being.</p>	<p>35%</p>	<p>Improve response to the ACHA-NCHA Survey question: “I feel that students’ health and well-being is a priority at my college/university.”</p>	<ul style="list-style-type: none"> <li>Launch Wellness Concierge by 2024.</li> <li>Pilot Wishes Survey by 2024.</li> <li>Launch Pitt Housing Plan by 2025.</li> </ul>



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	Outcomes	Baseline	Target	Key Initiatives
 <p><b>Programmatic Excellence</b></p>	<p><b>Accreditation</b> is and remains at highest levels year over year.</p>	<p><b>Current.</b></p>	<p><b>Current each year.</b></p>	<ul style="list-style-type: none"> <li>• Launch Revised General Education Requirements by 2028.</li> <li>• Launch Center for Excellence in Online Education by 2024.</li> <li>• Launch PittForce portfolio by 2026.</li> <li>• Complete student awards plan by 2025.</li> </ul>
 <p><b>Graduation</b></p>	<p><b>Improve</b> AAU publics ranking of 4-year graduation rate (Pittsburgh campus).</p>	<p><b>15</b></p>	<p><b>Improve year over year.</b></p>	<ul style="list-style-type: none"> <li>• Launch Finish Line Grants by 2024.</li> </ul>
 <p><b>Post-graduation</b></p>	<p><b>Grow</b> undergraduate outcome rate.</p> <p><b>Augment</b> engagement with unique alumni annually.</p>	<p><b>98% (Pitt) / 85.7% national average</b></p> <p><b>43,536</b></p>	<p><b>Undergraduate career outcome rate will exceed the National Association of Colleges and Employers (NACE) national avg. by 8-10%.</b></p> <p><b>55,000 by 2026 as standard recommended by the Council for Advancement and Support of Education (CASE).</b></p>	<ul style="list-style-type: none"> <li>• Amplify Pitt Career Platforms.</li> <li>• Expand Affinity Network Programs.</li> </ul>






# We will propel scholarship, creativity and innovation.



	Outcomes	Baseline	Target	Key Initiatives
 <b>Research</b>	<p><b>Increase</b> research / elevate Higher Education Research and Development (HERD) ranking.</p> <p><b>Reinforce</b> medical research ranking.</p>	<p><b>\$1.156 billion</b></p> <p><b>Top 10</b></p>	<p><b>Increase annually.</b></p> <p><b>Top 10 in medical research ranking of NIH funding year over year.</b></p>	<ul style="list-style-type: none"> <li>Elevate Research Concierge service.</li> <li>Leverage Big Proposal Bootcamp.</li> <li>Amplify the Arts, Humanities, Social Sciences, and Professions Initiative.</li> <li>Launch Forge Your Path Initiative for faculty.</li> <li>Expand industry sponsored research.</li> </ul>
 <b>Innovation</b>	<p><b>Grow</b> number of new startups / Association of University Technology Managers (AUTM) ranking of startups launched.</p> <p><b>Elevate</b> number of invention disclosures / National Academy of Inventors (NAI) Top 100 Worldwide Universities Granted U.S. Utility Patents.</p>	<p><b>13</b></p> <p><b>359</b></p>	<p><b>Improve year over year.</b></p> <p><b>Grow per annum.</b></p>	<ul style="list-style-type: none"> <li>Launch Technology Commercialization Hub Initiative by 2025.</li> <li>Launch IP Revenue Plan by 2025.</li> </ul>





# We will be welcoming and engaged.



	Outcomes	Baseline	Target	Key Initiatives
 <p><b>Represent the Community We Serve</b></p>	<p><b>Represent</b> the community we serve.</p> <p><b>Broaden</b> direct / nondirect nonconstruction spend among diverse suppliers.</p>	<p>15% (Pitt) / 21.1% (PA)</p> <p>7.1%</p> <p>Establish baseline in 2024 / 25.2% (PA).</p> <p>18.4% 3-year avg. (direct) / 13% (nondirect; 0.3% - local Black-owned businesses).</p>	<p>Reduce gap in student representation relative to PA census by 2028.</p> <p>Improve faculty representation by 2028.</p> <p>Reduce gap in staff representation relative to PA census by 2028.</p> <p>20% 3-year rolling avg. (direct) / establish target by 2025 (nondirect).</p>	<ul style="list-style-type: none"> <li>Develop Comprehensive Strategic Enrollment Plan by 2025.</li> <li>Update and Expand Supplier Diversity Initiative by 2025.</li> </ul>
 <p><b>Culture</b></p>	<p><b>Expand</b> sense of belonging (Student Experience in the Research University - SERU survey).</p>	<p>Set baseline by 2024.</p>	<p>Establish.</p>	<ul style="list-style-type: none"> <li>Advance Campus Climate Assessment.</li> <li>Expand Affinity Programs.</li> </ul>
 <p><b>Employer of Choice</b></p>	<p><b>Elevate</b> employee experience and engagement.</p>	<p>Set baseline by 2025.</p>	<p>Establish.</p>	<ul style="list-style-type: none"> <li>Launch New Employee Engagement Survey by 2025.</li> <li>Labor Relations Initiative.</li> <li>Complete Pay Equity Analysis by 2025.</li> <li>Complete Staff Recognition Plan by 2025.</li> </ul>
 <p><b>Community Engagement</b></p>	<p><b>Achieve</b> Carnegie Classification for Community Engagement through the American Council on Education (ACE).</p>	<p>Uphold designation.</p>	<p>Uphold designation in 2026.</p>	<ul style="list-style-type: none"> <li>Application for Carnegie Classification for Community Engagement by 2026.</li> </ul>
 <p><b>Global Engagement</b></p>	<p><b>Grow</b> percentage completing global experiences and / or global credentials.</p>	<p>24%</p>	<p>Increase per annum.</p>	<ul style="list-style-type: none"> <li>Elevate Pitt's Global Engagement Plan.</li> </ul>





# We will promote accountability and trust.



	Outcomes	Baseline	Target	Key Initiatives
 <p><b>Operational Transparency</b></p>	<p><b>Reduce</b> administrative overhead.</p>	<p><b>Set baseline as percent of budget devoted to administrative overhead by 2024.</b></p>	<p><b>Establish.</b></p>	<ul style="list-style-type: none"> <li>• <b>Conduct Administrative Cost Analysis by 2024.</b></li> <li>• <b>Complete Transition to Budget Model by 2025.</b></li> <li>• <b>Complete Shared Strength Initiative by 2028.</b></li> <li>• <b>Balancing Auxiliary Subvention Plan.</b></li> </ul>
 <p><b>Infrastructure</b></p>	<p><b>Update</b> campus master plan and create 10 IT Horizon Plan.</p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<ul style="list-style-type: none"> <li>• <b>Update Campus Master Plan by 2025.</b></li> <li>• <b>Create 10 IT Horizon Plan by 2025.</b></li> </ul>
 <p><b>Amplify Our Story</b></p>	<p><b>Improve</b> our external impact and reach.</p>	<p><b>67 / 32 (2024)</b></p>	<p><b>Improve U.S. News &amp; World Report Best National University / Publics year over year.</b></p>	<ul style="list-style-type: none"> <li>• <b>Create Brand and Strategic Communications Platform by 2024.</b></li> <li>• <b>Commence Comprehensive Campaign by 2026.</b></li> <li>• <b>Refresh Economic Impact Study by 2025.</b></li> <li>• <b>Learfield Rankings (spring / final).</b></li> </ul>
 <p><b>Free Exchange of Ideas</b></p>	<p><b>Elevate</b> free exchange of ideas on campus and nationally.</p>	<p><b>N/A</b></p>	<p><b>N/A</b></p>	<ul style="list-style-type: none"> <li>• <b>Participate in Citizens and Scholars' Campuswide Immersion Pilot through 2026.</b></li> <li>• <b>Year of Discourse and Dialogue.</b></li> </ul>

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	Outcomes	Baseline	Target	Key Initiatives
 <b>Life Sciences</b>	<b>Build</b> and complete BioForge facility.	N/A	<b>Complete by 2028.</b>	<ul style="list-style-type: none"><li>• <b>Launch Health Sciences Innovation Initiative by 2026.</b></li></ul>
 <b>Sustainability, Thriving Communities and the Future of Energy</b>	<b>Elevate</b> sustainability, thriving communities and the future of urban energy in our communities.			<ul style="list-style-type: none"><li>• <b>Establish Times Higher Ed Impact Ranking by 2024.</b></li><li>• <b>Establish Future of Urban Energy in Communities Initiative by 2025.</b></li><li>• <b>Health Implications of Climate Initiative.</b></li><li>• <b>Carbon Neutrality by 2037.</b></li></ul>
 <b>Assistive Technologies</b>	<b>Serve</b> as a national leader in assistive technologies.			<ul style="list-style-type: none"><li>• <b>Expand Momentum Funds Scaling Grants.</b></li><li>• <b>Accelerate Brain Institute.</b></li></ul>
 <b>Digital Future</b>	<b>Cultivate</b> learning and educating in an artificial intelligence / digital future.			<ul style="list-style-type: none"><li>• <b>Launch Digital Future Initiative by 2024.</b></li></ul>



# Plan for Pitt 2028 is Online



Explore the Plan for Pitt 2028 online at [chancellor.pitt.edu](http://chancellor.pitt.edu).

- Dashboard
- Progress Card
- Timeline



Interactive features and additional content coming through summer 2024

**Cultivating Student Success**

- 111%** In the past seven years, the University's application rate has increased 111%.
- Best Grad Rates in Pennsylvania** among public institutions (PEDS).
- 45%** of students graduate debt free.
- 98%** of Pitt graduates have a job or graduate school placement within six months of their degree.

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**Propelling Scholarship, Creativity and Innovation**

**We Are Problem-Solvers, Risk-Takers and Doers**

**Research Expenditures**  
In NIH funding, Pitt ranks No. 3. Nationally, Pitt ranks No. 16.

**Ranked No. 21 in IP startups**—leading to **79 new businesses** in FY23.

Pitt is among the **top 20 most innovative universities** nationwide. The National Academy of Inventors ranked Pitt No. 16 for U.S. universities granted utility patents in 2022.

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**Welcome and Engagement**

Pitt welcomed our **largest first-year class** in history.

Recognized twice by Forbes as one of **America's Best Large Employers** and as one of **America's Best-In-State Employers**.

Awarded **Carnegie Classification for Community Engagement (2020)**

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**Accountability and Trust**

- 20+** Top 30 Graduate Professional Programs
- #45** Among the best global universities in 2023 by U.S. News & World Report
- \$5.2B** in annual statewide economic impact



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