

# 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.

•	•
58	80 1
7	

	Outcomes	Baseline	Target	Key Initiatives	
Enrollment	Meet undergraduate enrollment targets for Pittsburgh campus by 2025 and 2028.  Broaden graduate enrollment (professional, master's).	20,220 9,268	20,720 / 22,000 Up 15% by 2028.	<ul> <li>Develop and complete Strategic Enrollment P regional campuses.</li> <li>Expand Pitt Success P</li> </ul>	an by 2026 on the
Access and Affordability	Lower average student debt.  Grow percentage of Pell-eligible students.	\$38,437 17.6%	Reduce annually. Increase annually.	<ul> <li>Launch Finish Line Gra</li> <li>Launch PittForce portf</li> <li>Amplify College Cost T</li> <li>Expand Pitt Success P</li> </ul>	olio by 2026. ransparency Initiative.
Retention	Elevate Association of American Universities (AAU) publics ranking of 1st to 2nd year retention for Pittsburgh campus.	16	Improve year over year.	<ul> <li>Launch Finish Line Gra</li> <li>Amplify PittACT (Advis and Training Program)</li> </ul>	or Certification
Well-being	Improve student well-being.	35%	Improve response to the ACHA-NCHA Survey question:  "I feel that students' health and well-being is a priority at my	<ul><li>Launch Wellness Cond</li><li>Pilot Wishes Survey by</li><li>Launch Pitt Housing P</li></ul>	2024.

college/university."

#### We will cultivate student success.

50	80
7	

	Outcomes	Baseline	Target	Key Initiatives	· ·
Programmatic Excellence	<b>Accreditation</b> is and remains at highest levels year over year.	Current.	Current each year.	<ul> <li>Launch Revised Gener Requirements by 2028.</li> <li>Launch Center for Exce Education by 2024.</li> <li>Launch PittForce portformal</li> <li>Complete student award</li> </ul>	ellence in Online olio by 2026.
Graduation	Improve AAU publics ranking of 4-year graduation rate (Pittsburgh campus).	15	lmprove year over year.	Launch Finish Line Gra	ants by 2024.
Post-graduation	Grow undergraduate outcome rate.  Augment engagement with unique alumni annually.	98% (Pitt) / 85.7% national average 43,536	Undergraduate career outcome rate will exceed the National Association of Colleges and Employers (NACE) national avg. by 8-10%.  55,000 by 2026 as standard recommended by the Council for Advancement and Support of Education (CASE).	<ul> <li>Amplify Pitt Career Pla</li> <li>Expand Affinity Network</li> </ul>	

#### We will propel scholarship, creativity and innovation.

E,	
•	
56	80
<del>\</del>	-

	Outcomes	Baseline	Target	Key Initiatives
Research	Increase research / elevate Higher Education Research and Development (HERD) ranking.  Reinforce medical research ranking.	\$1.156 billion Top 10	Increase annually.  Top 10 in medical research ranking of NIH funding year over year.	<ul> <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>
Innovation	Grow number of new startups / Association of University Technology Managers (AUTM) ranking of startups launched.  Elevate number of invention disclosures / National Academy of Inventors (NAI) Top 100 Worldwide Universities Granted U.S. Utility Patents.	13 359	Improve year over year. Grow per annum.	<ul> <li>Launch Technology Commercialization Hub Initiative by 2025.</li> <li>Launch IP Revenue Plan by 2025.</li> </ul>

#### We will be welcoming and engaged.

<u></u>	
	•
100	œ,

	Outcomes	Baseline	Target	Key Initiatives	·
		15% (Pitt) / 21.1% (PA)	Reduce gap in student representation relative to PA census by 2028.		
	Represent the community we serve.	7.1%	Improve faculty representation by 2028.	<ul> <li>Develop Comprehens Enrollment Plan by 20</li> </ul>	•
Represent the Community We Serve		Establish baseline in 2024 / 25.2% (PA).	Reduce gap in staff representation relative to PA census by 2028.	<ul> <li>Update and Expand S Diversity Initiative by</li> </ul>	upplier
	<b>Broaden</b> direct / nondirect nonconstruction spend among diverse suppliers.	18.4% 3-year avg. (direct) / 13% (nondirect; 0.3% - local Black-owned businesses).	20% 3-year rolling avg. (direct) / establish target by 2025 (nondirect).		
Culture	<b>Expand</b> sense of belonging (Student Experience in the Research University - SERU survey).	Set baseline by 2024.	Establish.	<ul><li>Advance Campus Clir</li><li>Expand Affinity Progr</li></ul>	
Employer of Choice	Elevate employee experience and engagement.	Set baseline by 2025.	Establish.	<ul> <li>Launch New Employee En</li> <li>Labor Relations Initiative.</li> <li>Complete Pay Equity Analy</li> <li>Complete Staff Recognition</li> </ul>	ysis by 2025.
Community Engagement	Achieve Carnegie Classification for Community Engagement through the American Council on Education (ACE).	Uphold designation.	Uphold designation in 2026.	<ul> <li>Application for Carne Community Engagem</li> </ul>	
Global Engagement	<b>Grow</b> percentage completing global experiences and / or global credentials.	24%	Increase per annum.	• Elevate Pitt's Global E	ingagement Plan.

We will promote accountability and trust.					
	Outcomes	Baseline	Target	Key Initiatives	
Operational Transparency	Reduce administrative overhead.	Set baseline as percent of budget devoted to administrative overhead by 2024.	Establish.	<ul> <li>Conduct Administrative Cost Analysis by 2024.</li> <li>Complete Transition to Budget Model by 2025.</li> <li>Complete Shared Strength Initiative by 2028.</li> <li>Balancing Auxiliary Subvention Plan.</li> </ul>	
Infrastructure	<b>Update</b> campus master plan and create 10 IT Horizon Plan.	N/A	N/A	<ul> <li>Update Campus Master Plan by 2025.</li> <li>Create 10 IT Horizon Plan by 2025.</li> </ul>	
Amplify Our Story	<b>Improve</b> our external impact and reach.	67 / 32 (2024)	Improve U.S. News & World Report Best National University / Publics year over year.	<ul> <li>Create Brand and Strategic Communications Platform by 2024.</li> <li>Commence Comprehensive Campaign by 2026.</li> <li>Refresh Economic Impact Study by 2025.</li> <li>Learfield Rankings (spring / final).</li> </ul>	
	Elevate free exchange of ideas on campus and nationally.	N/A	N/A	<ul> <li>Participate in Citizens and Scholars' Campuswide Immersion Pilot through 2026.</li> </ul>	

Free Exchange of Ideas

on campus and nationally.

• Year of Discourse and Dialogue.

### It's Possible at Pitt.



	Outcomes	Baseline Baseline	Target	Key Initiatives	
Life Sciences	<b>Build</b> and complete BioForge facility.	N/A	Complete by 2028.	<ul> <li>Launch Health Sciences Initiative by 2026.</li> </ul>	s Innovation
Sustainability, Thriving Communities and the Future of Energy	Elevate sustainability, thriving communities and the future of urban energy in our communities.			<ul> <li>Establish Times Higher by 2024.</li> <li>Establish Future of Urba Communities Initiative I</li></ul>	an Energy in by 2025.
Assistive Technologies	<b>Serve</b> as a national leader in assistive technologies.			<ul> <li>Expand Momentum Fun</li> <li>Accelerate Brain Institu</li> </ul>	
Digital Future	Cultivate learning and educating in an artificial intelligence / digital future.			Launch Digital Future In	nitiative by 2024.



#### Plan for Pitt 2028 is Online

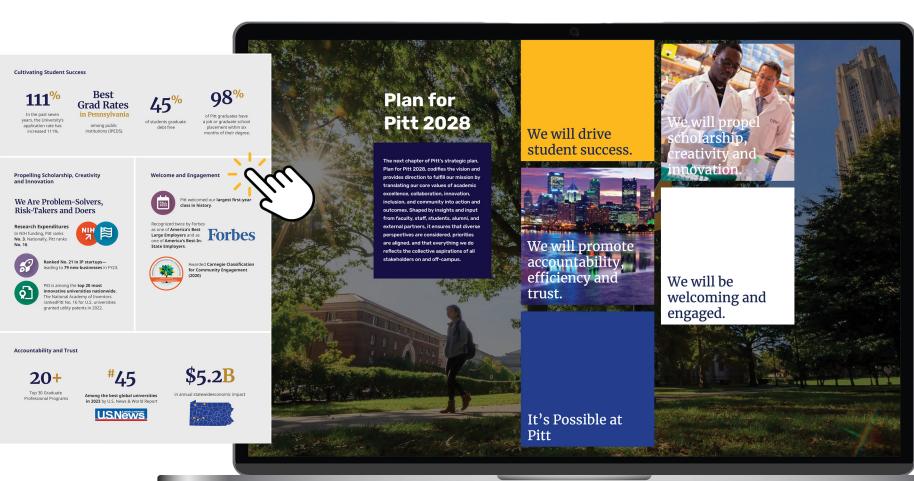


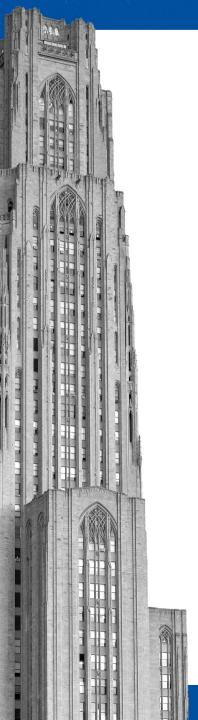
#### Explore the Plan for Pitt 2028 online at chancellor.pitt.edu.

- Dashboard
- > Progress Card
- Timeline



Interactive features and additional content coming through summer 2024





# Plan for Pitt: 2028 It's Possible at Pitt

