



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>Enrollment</p>	<p>Meet undergraduate enrollment targets for Pittsburgh campus by 2025 and 2028.</p> <p>Broaden 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"> Develop and complete Comprehensive Strategic Enrollment Plan by 2026 on the regional campuses. Expand Pitt Success Pell Program.
 <p>Access and Affordability</p>	<p>Lower average student debt.</p> <p>Grow 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"> Launch Finish Line Grants by 2024. Launch PittForce portfolio by 2026. Amplify College Cost Transparency Initiative. Expand Pitt Success Pell Program.
 <p>Retention</p>	<p>Elevate 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"> Launch Finish Line Grants by 2024. Amplify PittACT (Advisor Certification and Training Program).
 <p>Well-being</p>	<p>Improve 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"> Launch Wellness Concierge by 2024. Pilot Wishes Survey by 2024. Launch Pitt Housing Plan by 2025.



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






We will propel scholarship, creativity and innovation.



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





We will be welcoming and engaged.



	Outcomes	Baseline	Target	Key Initiatives
 <p>Represent the Community We Serve</p>	<p>Represent the community we serve.</p> <p>Broaden 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"> Develop Comprehensive Strategic Enrollment Plan by 2025. Update and Expand Supplier Diversity Initiative by 2025.
 <p>Culture</p>	<p>Expand 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"> Advance Campus Climate Assessment. Expand Affinity Programs.
 <p>Employer of Choice</p>	<p>Elevate employee experience and engagement.</p>	<p>Set baseline by 2025.</p>	<p>Establish.</p>	<ul style="list-style-type: none"> Launch New Employee Engagement Survey by 2025. Labor Relations Initiative. Complete Pay Equity Analysis by 2025. Complete Staff Recognition Plan by 2025.
 <p>Community Engagement</p>	<p>Achieve 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"> Application for Carnegie Classification for Community Engagement by 2026.
 <p>Global Engagement</p>	<p>Grow percentage completing global experiences and / or global credentials.</p>	<p>24%</p>	<p>Increase per annum.</p>	<ul style="list-style-type: none"> Elevate Pitt's Global Engagement Plan.





We will promote accountability and trust.



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

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



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