



# 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
 <b>Enrollment</b>	<p><b>Meet</b> undergraduate enrollment targets for Pittsburgh campus by 2025 and 2028</p> <p><b>Broaden</b> graduate enrollment (professional, masters)</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>
 <b>Access and Affordability</b>	<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>
 <b>Retention</b>	<p><b>Elevate</b> AAU publics ranking of 1<sup>st</sup> to 2<sup>nd</sup> 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>
 <b>Well-being</b>	<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
 <p><b>Research</b></p>	<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>
 <p><b>Innovation</b></p>	<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 non-direct non-construction 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% (non direct; 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 average (direct) / establish target by 2025 (non-direct)</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>Set baseline as percent of budget devoted to administrative overhead by 2024</p>	<p>Establish</p>	<ul style="list-style-type: none"> <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>
 <p><b>Infrastructure</b></p>	<p><b>Update</b> campus master plan and create 10 IT Horizon Plan</p>	<p>N/A</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>• Update Campus Master Plan by 2025</li> <li>• Create 10 IT Horizon Plan by 2025</li> </ul>
 <p><b>Amplify Our Story</b></p>	<p><b>Improve</b> our external impact and reach</p>	<p>67 / 32 (2024)</p>	<p>Improve U.S. News and World Report Best National University / Publics year over year</p>	<ul style="list-style-type: none"> <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>
 <p><b>Free Exchange of Ideas</b></p>	<p><b>Elevate</b> free exchange of ideas on campus and nationally</p>	<p>N/A</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>• Participate in Citizens and Scholars' Campuswide Immersion Pilot through 2026</li> <li>• Year of Discourse and Dialogue</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>



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