

Building on Our Success: The Plan For Chatham's Future

I. INTRODUCTION - LETTER

For much of its recent history, Chatham University has approached its mission mindful of Chatham's historic role of providing opportunities for generations of students to improve themselves, personally and professionally, and focused on what students need both now and in the future. This approach has led to great success for Chatham and our students.

The process of creating a strategic plan (a "roadmap" that helps chart a university's course for the future) takes a similar approach. Through a strategic planning process, a university assesses where it stands now, including where it has come since the previous strategic plan; what the future is likely to hold for the institution; where the institution needs to be in 5 to 10 years to best serve the needs of students; and what the institution needs to do to get there.

Predicting the future, not surprisingly, is always the hardest part of that process. This is especially so now, when the higher education sector finds itself in a particularly disruptive period characterized by consolidations and closures, fierce competition for diminishing numbers of students, and increased sensitivity to the cost of higher education. Add to that the kinds of unforeseen events that seem to occur during the life of a strategic plan – recessions, natural disasters, a pandemic – and the task of charting a university's future course becomes even more challenging.

Along with the questions we ask ourselves during every strategic planning cycle (including, what do we need to do to best serve Chatham students now and in the future?), the pandemic has raised additional questions such as: What lessons have we learned from COVID that will inform the way we deliver education going forward? How has the pandemic changed the workplace environment and employee expectations? How can we rebuild a sense of community - of belonging and engagement - for students, faculty and staff who have not interacted face-to-face as often as they did two years ago? All of these are questions that the members of the Chatham community have grappled with during the strategic planning process. None of these questions are easy but finding the right answers and making the right decisions will be critical to Chatham's continued success.

I would like to recognize and thank, first, the members of the Strategic Planning Steering Committee and its five affiliated Work Groups who have been the primary leaders of the strategic planning process. I would also like to thank the many other members of the Chatham community who shared their ideas and insights throughout the planning process.

Saying anything with absolute certainty is hard, especially in uncertain times like these. But there are two things of which I am absolutely certain. First, that Chatham could not have achieved its many recent and past successes without the engagement and support of so many members of the Chatham community (students, staff, faculty, alumni, and Trustees), past and present. Second, that we cannot ever hope to realize the mission, vision, and values embodied in this next Strategic Plan, and build upon our past success, without the Chatham community's continued engagement and support.

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I look forward to working with all of you to usher in the next era of success for Chatham.

David Finegold, DPhil
President

II. STRATEGIC PLAN AND STRATEGIC PLANNING

Overview

Strategic planning, and the resulting Strategic Plan, help higher education institutions chart their course 5 to 10 years into the future. The reason most institutions review and revise their Strategic Plan every 5 to 10 years is that institutions, and the external forces that affect them, do not stand still. A Strategic Plan that was appropriate for circumstances 5 to 10 years ago might not be appropriate for circumstances today – or 5 to 10 years from now.

Just as every institution's Strategic Plan is unique (*i.e.*, tailored to that institution's particular circumstances), there is not one way of conducting the strategic planning process. Typically, however, strategic planning involves a 3-part process by which an institution:

1. Assesses where it stands now and what external forces it is likely to encounter in the future.

This includes considering such things as:

<u>Present</u>	<u>Future</u>
<ul style="list-style-type: none">▪ Strengths and Weaknesses (from a SWOT or “Strengths, Weaknesses, Opportunities and Threats” analysis)▪ Mission Statement (describing what the institution does)▪ Values Statement (describing what the institution believes in)▪ Competitive Industry Dynamics – 5 Forces Analysis	<ul style="list-style-type: none">▪ Opportunities and Threats (from a SWOT)▪ Environmental Scan

2. Determines what its desired future state should be (*i.e.*, where the institution needs to be 5 to 10 years from now to continue serving its mission and its students).

This includes reviewing the institution's Vision Statement (describing where the institution needs to be in the future).

3. Identifies what steps it needs to take to get from its current state to its desired future state.

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In a Strategic Plan, the steps to be taken are typically grouped under 5 or 6 strategic priorities (broadly worded foci, also sometimes called Commitments, Goals, or Pillars), each with a number of strategic objectives under it. Specific tactics, initiatives, or action steps for each strategic priority, and the individuals responsible for implementing them, are not typically included in the public-facing Strategic Plan.

Context for Planning

Chatham's previous Strategic Plan (October 2017) was only three years removed from three significant changes at Chatham: the transition to all-gender undergraduate education, the completion of the \$45 million first phase of the build out of the Eden Hall Campus as a living-learning model of a more sustainable future, and the reorganization of the University into four separate Schools: School of Arts, Sciences and Business (SASB); School of Health Sciences (SHS); Falk School of Sustainability and Environment (FSSE); and School for Continuing and Professional Studies (SCPS). The graduation of the first all-gender undergraduate class was still two years ahead.

A major focus of the 2017 Plan, and the work of the administration since then, has been on implementing those three changes. But those were not the only foci of the 2017 Plan. Examples of the many successes during the past five years include, among others:

Enhance Academic Excellence and Student Experience

- Enrollment Increases

Thanks to a successful transition to an all-gender institution, Chatham has more than doubled the size of its undergraduate student body, from below 600 to more than 1200 full-time students, while also increasing the academic qualifications and geographic diversity of the student body.

- Enrollment growth areas

Academics: Investment has been made in academic programs (instrumental music, interior architecture/IMM, media arts, business) in order to facilitate growth in veteran/ROTC enrollment, IMM studies, journalism, band programming, and other co-curricular "plus" programs.

Athletics: Over the course of the Plan, Chatham was able to dramatically improve and grow its athletics programs. Chatham student-athletes have won Chatham's first individual and team conference championships and have excelled in the classroom, winning numerous academic All-American honors.

- New Programs

Chatham has launched several cutting-edge new programs to meet emerging needs of students and the workplace. These include:

Launched in 2019, Bachelor of Arts in Immersive Media (IMM) is the first program in the world of its kind: an undergraduate degree focused on creating content for augmented reality (AR) and virtual reality (VR) that goes beyond gaming, broadly covering other applications as well.

The Master of Science in Athletic Training launched in Fall 2019 and received programmatic accreditation in 2021. Designed primarily for matriculation by Chatham's undergraduate Exercise Science students, the program addition has attracted additional undergraduate Exercise Science students.

In response to shifts within the profession, Chatham moved from the Master of Occupational Therapy to the (entry-level) Doctorate of Occupational Therapy in Fall 2019. This degree is now the entry-level professional degree for Occupational Therapists.

- Enhancing Diversity, Equity, and Inclusion (DEI)

Among the first and most important initiatives of the last strategic plan were creating a new Diversity & Inclusion Council, hiring the university's first Chief Diversity Officer, and embarking on a university-wide strategic planning process for DEI. These and other initiatives demonstrate Chatham's commitment to bringing even more resources to bear on strengthening policies, programs, and practices that promote the representation and participation of different groups of individuals, including people of different ages, races and ethnicities, abilities and disabilities, genders and gender identities, religions, cultures, and sexual orientation.

- Internships and Career Outcomes

Internships - As Chatham has supported students to pursue competitive paid internships, the number of students pursuing internships has increased over the last five years, from 17% of all Chatham internships in 2017 to 38% in 2022.

Career outcomes – The number of recent graduates employed or continuing their education increased from 89% in 2016 to 92% in 2021 for undergraduate alumni and from 98% in 2016 to 99% in 2021 for graduate alumni.

- Implementation of new Cougars Care system

Year Four of the 2017 Strategic Plan was marked by intensive work to prepare Cougars Care, a new retention initiative, to be ready for rollout when students returned to school in fall 2022. The pilot of the system through spring and summer showed significant improvement in Chatham's ability to holistically view a student's profile to identify and help to mitigate factors that inhibit their successful completion of courses and degrees.

Expand Our Leadership in Health and Sustainability

- Growth and Direction for Falk School of Sustainability & Environment (FSSE or Falk School) & Eden Hall Campus (EHC)

Chatham's Falk School has seen impressive growth, particularly in its undergraduate programs, during the past 5 years. Two undergraduate majors were launched during this period – Bachelor of Food Studies (new major) and Bachelor of Science in Environmental Science (renewed major).

Three FSSE degree offerings – Bachelor of Sustainability, Master of Sustainability, and Master of Food Studies – are ranked in the top ten nationally for number of degrees conferred. Chatham is the only university in the top ten in all three categories. This rapid enrollment growth has enabled the Falk School and Eden Hall Campus to reach financial sustainability – covering operating costs and university overhead for debt services.

The Falk School conducted a year-long strategic planning process over the course of the 2021-22 academic year, resulting in the School's first Strategic Plan.

- CRAFT

Housed within the Falk School, the Center for Regional Agriculture, Food, and Transformation (CRAFT) is working to transform the future of food and agriculture in Western Pennsylvania and beyond. The Center supports farmers, entrepreneurs, and purveyors in the food industry through its Food Innovation Lab and provides food system education, intervention, and research for the region through community workshops.

- Community Partnerships

A critical component of the Falk School experience is student and faculty engagement with communities. A growing list of high-value collaborations include partnerships with the Greater Pittsburgh Food Bank, the National Aviary, Oasis Farm & Fishery, the Borough of Mars, and a network of Pittsburgh urban farmers promoting well-being, food security and self-sufficiency.

- Sustainability Awards and Recognition

Chatham has consistently been ranked as one of the top universities in the U.S. for its overall approach to sustainability. *Sierra* magazine lists Chatham as one of the top 15 greenest universities in the US. Chatham also has been selected as one of only 21 universities for The Princeton Review's Green Honor Roll, which recognizes the most environmentally responsible colleges across the US. Chatham earned a perfect Green Rating score (99 out of 99) which measures "a school's performance as an environmentally aware and prepared institution," and is currently ranked # 4 in the country by the Princeton Review in its Top 50 Green Colleges list. Chatham's national leadership in sustainability was also recognized by Second Nature, which selected Chatham President David Finegold to chair the Presidents' Advisory Council for the

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group of over 400 colleges and universities that have made a commitment to reach net zero greenhouse gas emissions.

- Health Profession Partnerships

Facing increased competition for clinical sites among the region's other graduate healthcare programs, Chatham has successfully built new long-term partnerships with Squirrel Hill Health Center and Armstrong County Memorial Hospital where students in our Physician Assistant Studies program can receive a high-quality clinical experience.

Improve Access and Affordability Through Innovation

- #1 For Social Mobility

In 2020, *U.S. News & World Report* moved Chatham into the National University category of its rankings, placing Chatham in the top 200 universities in the U.S. Chatham ranks #1 among all national universities in Pennsylvania for Social Mobility – based on the percentage of high-need Pell-eligible students we serve and their positive educational outcomes.

- DEAL grant

Chatham received a four-year, \$500,000 grant for a three-part pilot initiative called DEAL (Degree, Employment, Aid, Life). Now completed, the program included online summer courses and funding for students to conduct summer research with Chatham faculty and paid internships with local non-profits.

- Expanding Online Access

Online pricing and delivery has received heightened focus in recent years. The MBA program was repriced and brought fully online, and we created new fully online options for undergraduate Business and Psychology programs were also repriced to be more competitive in the market.

- Broadening Definition of the Students We Serve: The Age-Friendly University

Building on Chatham's history of expanding educational access for adult learners – through the Gateway program and online degrees – we have used innovative partnerships to expand inter-generational learning opportunities, including:

- Health science students receiving subsidized housing to interact with residents of Schenley Gardens retirement community;
- Extending the high demand CMU Osher Lifelong Learning programs to include Chatham alumni and retired faculty and staff and offering them to North Hills residents through our Eden Hall Campus;
- Providing an institutional home for Age-Friendly Pittsburgh and working together to get students and faculty involved in their initiatives to combat age stereotyping.

Build University Capacity and Capabilities

- Institutional Master Plan

Chatham conducted a multi-year, inclusive planning process for a new Institutional Master Plan (IMP) of our historic Shadyside campus. Approved by the City of Pittsburgh in 2021, the IMP will help lay the foundation for Chatham's future growth and success.

- Enhancing Systems and Processes

Significant strides have been made in enhancing systems and processes, especially in areas that impact students. The Office of Enrollment Management, for example, successfully integrated a new Customer Relationship Software to improve the student experience and system efficiency. All application pieces are now paperless, including transcript, test scores, letters of recommendation, etc. Other examples from Enrollment Management include implementation of a self-service portal for undergraduate and graduate students and automating key parts of the financial aid process.

- Finding Innovative Space Solutions

Throughout our history, Chatham has needed to think outside the box, or at least outside the confines of our beautiful but space-constrained campus in Shadyside, to accommodate enrollment and programmatic growth. The acquisition of Chatham Eastside and the Eden Hall Campus, both in 2008, are but two examples.

Since the transition to all-gender undergraduate education, the growth in women's and men's enrollment has fueled growth in women's and men's athletics and necessitated finding innovative solutions to providing practice and playing spaces. Examples include:

- Chatham entered into a long-term lease with Wilkinsburg School District to renovate and use the former Wilkinsburg High School Field as the home of our Women's and Men's lacrosse and soccer programs. Under the agreement, Chatham's UPMC Graham Field is also available to community groups and sports teams.
- Chatham partnered with Munhall Borough to create at historic West Field a home for our Men's baseball and Women's softball teams.
- Through a partnership with the Urban Redevelopment Authority and the Pittsburgh Penguins, during the 2021-22 season Chatham's Women's and Men's hockey teams played two home games each at Hunt Armory, a long unused National Guard facility near Chatham's Shadyside Campus. During the 2022-23 season, both teams will hold all of their practices and home games at the Armory, saving significant commuting time to and from the teams' previous facility.

In 2021-22, Chatham also purchased the Linzer and Pettetreau Apartments on Fifth Avenue, becoming an owner rather than a lessee, as well as a retired faculty member's home adjacent to campus, which will become the home of the Holocaust Center of Pittsburgh (HCP). (See Strategic Priorities section.)

Improve Financial Sustainability

- Successful Completion of Comprehensive Campaign

Chatham was able to complete its largest-ever campaign, raising over \$101 million to finance key University initiatives, including: the construction of the Eden Hall Campus, 65 new scholarship funds, 14 new student awards, nearly \$4M in faculty development funds, and two endowed professorships.

- Fundraising

Institutional fundraising has risen steadily over the past five years, including the highest ever amount raised for Day of Giving (during the pandemic). One area of notable progress during this time has been the amount of funds raised to support scholarships for students. Annual and major donations for endowed and expendable scholarships have more than doubled since 2017.

Process

Our strategic planning process was grounded in the belief that those who know Chatham best – the members of the Chatham community – are best able to help chart Chatham’s future. Accordingly, we have strived to make the yearlong planning process as inclusive as possible.

The Strategic Plan Steering Committee (or SPSC), the primary group charged with overseeing the strategic planning process, included representatives from students, faculty, staff, administrators, alumni, and Trustees, as did the SPSC’s 5 affiliated Work Groups (Community Partners, Employees, Finance, Students – Academics, Students – Co-Curricular).

The 18 Focus Groups that President Finegold (also Chair of the SPSC) held with hundreds of Chatham employees drawn from every area of the campus were another way of ensuring as many campus voices and viewpoints as possible in the strategic planning process. Feedback received in the Focus Groups was summarized and provided to the SPSC and the appropriate Work Groups. Several of the Work Groups also held sessions with campus constituencies to solicit ideas and feedback.

Simultaneously, and working in tandem with the SPSC, two separate strategic planning processes were conducted: one around the Falk School of Sustainability and Environment and Eden Hall Campus, and another around Diversity, Equity, and Inclusion (DEI), with the expectation that those two planning processes would eventually inform and be part of the final University Strategic Plan.

Because of leadership transition in the DEI area at Chatham last year, the DEI strategic plan will not be completed by Fall 2022 when Chatham’s Board of Trustees is expected to approve the University’s new Strategic Plan. The University’s Strategic Plan will be updated when the DEI strategic plan is complete.

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2021-22 was not just a year of planning and fact-gathering; it was a year of action as well. New ideas and suggestions that surfaced during the strategic planning process were not filed away until the rollout of the new Strategic Plan. In many cases, good ideas and suggestions were acted upon immediately, serving as transitional and foundational pieces to the new Plan. Moreover, progress continued to be made on the existing (2017) Strategic Plan. Examples of progress made over the past planning year are included under Progress in Action examples in the discussion of the 6 Strategic Priorities.

A Vision Emerges: A Leading Urban Liberal Arts University

At the outset of the planning process, we began by looking out ten years into the future, because we know the next decade is going to be a challenging one for colleges and universities in our region. The number of high school graduates in Western Pennsylvania, which has been falling slowly for the last decade, is projected to decline even more sharply starting in the latter half of the decade, before recovering in the 2030s. The impact of this trend is already being felt with:

- The consolidation of the Pennsylvania State System of Higher Education (PASSHE) system merging six of its 14 institutions into two universities, including 3 campuses in our region merging to become Western Pennsylvania University. This consolidation came after PASSHE saw its enrollment decline by over 25%, from a peak of over 120,000 to below 90,000.
- Layoffs and cutbacks in programs at many small private institutions that need to cut costs to match the fall in numbers of students.
- Intensifying competition and accelerating tuition discounting in our region as colleges and universities vie for their slice of a shrinking pie.

Our overarching goal in this strategic plan is to ensure that Chatham not only survives in this tough competitive environment but continues to thrive. The good news is that our detailed financial model shows that if we are able to sustain the positive momentum of the past five years, and continue with more modest growth to 1,400 or more undergraduates, the University will be in a strong financial position.

We can attain this goal by leveraging Chatham's unique assets. We know that many prospective college students would like two things:

- An attractive liberal arts environment – with a beautiful and safe campus, small classes with faculty dedicated to teaching excellence and student success, and a welcoming and engaging community; and
- To be in the heart of a great college city – with lots of culture, sports and outdoor activities, a rich array of restaurants and neighborhoods to explore, and a concentration of great employers offering internships and jobs after graduation.

Few urban universities in the U.S. can match Chatham on these two dimensions. By combining with Chatham's other distinctive advantages, we can attract more talented students from leading high schools and community colleges in our region, across the U.S., and around the world. These competitive advantages include:

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- The ability to take classes for free at any of the 11 colleges and universities in the Pittsburgh Consortium for Higher Education (PCHE), including nearby Carnegie Mellon University and the University of Pittsburgh.
- The opportunity for students to save time and money by doing an integrated degree program to begin graduate studies during their senior year at Chatham.
- A long history and continued strong commitment to women's leadership and gender equity. Chatham was the top-rated all-gender undergraduate program in the U.S for women's leadership (#3 on *College Magazine's* 2017 list of Top Colleges for Aspiring Women Leaders, behind only Wellesley and Mount Holyoke).
- Deep experience in serving adult learners, who will constitute a growing percentage of college students in the next decade, first through the Gateway program and later through the addition of online and hybrid degrees designed to meet the needs of working adults.
- A University-wide commitment to building a more sustainable future, including building the greenest campus in the U.S. on the 388-acre Eden Hall farm to house the first School of Sustainability east of the Mississippi. The environment is seen as one of the most important issues facing today's generation of college students, who recognize the vital need to accelerate progress on addressing and preparing for climate change.
- Demonstrated excellence in helping low-income and first-generation students achieve their dreams. Chatham was rated #1 by *US News and World Report* among all of Pennsylvania's national universities for Social Mobility.

To raise awareness of Chatham and its unique set of attributes, we will be partnering with the Allegheny Conference and PCHE in the launch of a new national campaign starting in Fall 2022 to market Pittsburgh as one of America's best college cities.

III. MISSION, VALUES, and VISION STATEMENTS

Mission

Chatham's statement of purpose, describing what we seek to accomplish, why we exist, and what ultimate result should be expected from our work.

Chatham University prepares students to lead lives of purpose, meaning and fulfilling work. Through a combination of liberal arts and professional skills building, and close engagement between students, faculty and staff, Chatham teaches its graduates to be informed and engaged citizens in their communities; to welcome and respect diversity of all kinds; and to help improve the fields and communities where they work and live.

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Values

These are some of the core values to which Chatham is committed and for which the members of the Chatham community are committed to doing the work and continuous improvement required to advance, embody, and model them in everything we do.

Academic Excellence

In Chatham's **student-centered** learning environment, our dedicated faculty and staff are driven to provide students with a high-quality education experience, where hands-on and experiential learning are incorporated as much as possible, and learning is tailored to each student's needs.

Civic & Community Engagement

At Chatham, civic and community engagement is a two-way street. Pittsburgh and other communities have long served as rich learning and growth environments for members of the Chatham community – through service-learning opportunities, internships and summer jobs, clinical placements, etc. In return, the members of the Chatham community strive to leave the communities with which they engage (and the people who live and work in them) better or healthier than they found them.

Diversity, Equity & Inclusion (DEI)

From our inception based on access, equality, and opportunity, Chatham has been inspired to respect and promote diversity and inclusion amongst our community members. We are committed to providing academic, personal, social, and cultural support to students to promote an environment that understands and embraces multiculturalism. Likewise, we strive to create and sustain an environment where our faculty and staff thrive. To achieve this goal, we recognize that diversity, equity, and inclusion must be fully integrated into our institutional policies, processes, and plans.

Employee Engagement & Empowerment

Each employee - faculty, staff, administrator - brings something unique to the campus community, including valuable knowledge, skills, and lived experience. Each employee also has personal and professional goals they are working to achieve. Chatham understands that the university, including the students who learn here, benefits when our employees are engaged with and can have an impact on our mission, and when we provide opportunities to help our employees realize their own aspirations - just as we do for our students.

Global & Intercultural Education

Chatham is eager to renew its widely recognized commitment to innovative global and intercultural education in a post-pandemic world, including looking for more opportunities for intercultural education experiences at home as well as abroad.

Gender Equity

Chatham's establishment of the Pennsylvania Center for Women & Politics, Center for Women's Entrepreneurship, and Women's Institute are rooted in our founding as a women's college and our continuing commitment to improve opportunities for **women** and **women's leadership**. Through these and other initiatives Chatham is working to achieve a state of equal access to resources and opportunities for all, regardless of gender, including economic participation and decision-making, and valuing different behaviors, aspirations and needs equally, regardless of gender.

Respect & Civility

Chatham believes that each and every member of the Chatham community is entitled to express their opinions in an environment where everyone's right to hold opinions or perspectives that differ from our own is respected, and everyone is treated with civility. Hate speech, however, has no place on our campus.

Sustainability

Inspired by the legacy of our alumna Rachel Carson '29, Chatham aspires to be a place where students, faculty and community partners work together to address complex systems change tied to environmental, economic, and social challenges – like the climate crisis, biodiversity loss, and structural inequity – to advance a fair and healthy future for people and the planet. We will continue to model sustainability leadership through the Falk School and Eden Hall Campus and by continuing our progress toward the goal of achieving net-zero greenhouse gas emissions.

Vision

What Chatham intends to become and the specific characteristics that will define Chatham in the future.

Chatham will be recognized as a leading urban liberal arts university providing transformative learning experiences – in the heart of a vibrant college city, Pittsburgh – that engage students in building professional skills, preparing for lives of purpose, meaning and fulfilling work, and creating a more equitable, healthy, and sustainable future for us all.

IV. Strategic Priorities

The six core elements of this strategic plan are designed to ensure Chatham is well positioned to compete effectively with other leading urban liberal arts universities by:

- 1) Enhancing the Student Experience**
- 2) Enhancing the Employee Experience**
- 3) Investing in our Campuses and Infrastructure**
- 4) Continuing to Advance Our Leadership in Sustainability**
- 5) Creating a More Diverse, Equitable, and Inclusive Campus**
- 6) Strengthening the University's Long-Term Financial Capacity**

ENHANCE THE STUDENT EXPERIENCE

Providing students with a high-quality, highly personal, and transformational education experience that prepares them for lives of purpose and fulfilling work is Chatham's reason for being. Doing that well requires recognizing that while all students have common needs and expectations, undergraduate, graduate, and online students each have their own specific needs and expectations, at the academic and the co-curricular level.

Objectives

Undergraduate Students – Building Bridges to the Future. Support students, from the moment they matriculate to the moment they move on to graduate study or career, through enhanced advising, career counseling, academic and co-curricular offerings, and a focus on ensuring at every step of the way that students remain at Chatham.

Graduate Students – Cultivating Potential. Assess current programs, identify and develop new programs, and improve graduate assistantships.

Online Students - Beyond the Boundaries. Identify new programs for development. Focus on cost, convenience, curriculum, and careers.

All Students. Focus on enhancing the co- and extra-curricular experiences for all students, including implementing a campus-wide strategy for comprehensive student mental health.

Schools. The School of Health Sciences and School of Arts, Sciences, and Business welcomed new Deans in the Fall of 2022. Once the new Deans have had a year of experience in their respective Schools, they will lead strategic planning processes for their respective Schools, just as the Falk School of Sustainability & Environment did in 2021-22.

Alumni. Chatham alumni are an invaluable resource for the students who are following in their footsteps. We must enhance ways for Chatham alumni to connect with current Chatham students - through internships, mentoring, career advice, and by highlighting our alumni's successes - so that current students have examples of what is possible for them, too.

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Progress in Action:

Cougars Care

Cougars Care, an early intervention system to aid students in need and celebrate student success, plays a crucial role in identifying students who may benefit from additional support and will help facilitate information sharing. Early results show progress in students' progression from fall to spring and first year to second year since implementation.

Student Mental Health

Through JED Campus, a nationwide initiative that helps schools build upon their existing mental health offerings for students, Chatham has implemented a new initiative to enhance student health and wellness.

Orientation

A new initiative expanding academic orientations and linking them to an early career launch program was launched in Fall 2022.

Student Leadership

Fall 2022 also brought the launch of a joint student leadership training for Resident Advisors, Orientation Leaders, Success Coaches, and Athletics captains.

Internships and Summer Research

Experiential learning through internships and summer research are important elements of a Chatham undergraduate education. Each Chatham undergraduate student must complete 120 hours of internship experience as part of their general education requirements. Internships provide valuable experiential learning and opportunities to form important professional connections. Some of the highest impact practices that we can offer our students include opportunities to work side-by-side with faculty on research projects. To ensure that all students have access to these great opportunities regardless of their financial circumstances, Chatham has been fundraising to create new paid summer internships at non-profits, and to offer summer fellowships for students to do research with faculty.

ENHANCE THE EMPLOYEE EXPERIENCE

A critical piece to attracting, supporting, and retaining the very best students is attracting, supporting, and retaining the very best employees. As Chatham, we believe that each employee – staff member, faculty, or administrator – brings something unique to the campus community, including valuable knowledge, skills, and lived experience. Each employee also has personal and professional goals they are working to achieve. Chatham University and our students benefit when our employees are deeply engaged with and can have an impact on our mission, and when

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we provide opportunities to help our employees realize their own goals and aspirations - just as we do for our students.

Objectives

Faculty Support and Engagement – Strengthening the Foundation. Continue to implement and enhance tenure implementation. Enhance faculty compensation for competitiveness. Focus on workload distribution and strategic hiring. Support teaching and scholarship. Develop leadership.

Salaries and Benefits. Develop a multi-year total compensation strategy that places all employees in salary bands. Train managers on discussing salary bands with their direct reports. Roll out a “total compensation” structure.

Retention. Improve employees’ sense of belonging and commitment to Chatham. Introduce “the Chatham Experience” to Employees and as a recruiting tool.

Professional Development and Succession Planning. Create professional development plan for each employee. Put in place succession plans for key positions.

Progress in Action:

Tenure

In 2021, Chatham’s Board of Trustees approved a faculty committee’s recommendation on faculty tenure and promotions. Chatham has now moved from the previous capstone system to a new model of tenure that serves the best interests of both faculty and the institution.

Compensation Program

Chatham launched a comprehensive market salary review before the pandemic with the intention of launching a new employee compensation and position classification program. This led to a first round of market salary adjustments for positions that had fallen below the market range for that position’s classification. Following a pause during the pandemic, Chatham updated this study in 2021 and recently had another round of salary market adjustments for positions below the market range for that position. Looking ahead, Chatham will roll out the employee position classification program in the 2022-23 academic year, continue to strategically focus on compensation competitiveness and compression as budget allows, and plan to update the market analysis every few years as part of the comprehensive Chatham Employee Experience initiative.

Flexible Work Schedules

Opportunities for flexible work schedules and location are important elements of employee job satisfaction and retention. Based on the recommendations and work of the Strategic Plan’s Employee Workgroup, Chatham launched a new flexible work structure, the Chatham Flexible Work Program, for regular, full-time non-union administrative staff work. Positions will be categorized as In-Person, In-Person Flex, Hybrid or Remote.

RENEW THE CAMPUS TO BETTER SERVE THE MEMBERS OF THE CHATHAM COMMUNITY

One of the first things that attracts people to Chatham are our two beautiful campuses: one urban and one more rural; one a historic arboretum and one a cutting edge, living-learning model for a more sustainable future. Both campuses, though, need improvements – by upgrading existing (and often older) buildings and structures to meet today’s needs, or by building new facilities and structures. Likewise, systems and processes need to be continually assessed and improved, either by improving existing ones or by creating new ones, to help Chatham conduct its business and to allow better communication and interactions among all members of the Chatham community.

Objectives

Buildings & Infrastructure. Enhance existing buildings and structures, or building new ones, to support our growing enrollment.

Campaign. Launch a major comprehensive campaign to support projects that will advance the goals of this Strategic Plan, but especially this Strategic Priority.

Processes. Improve internal processes, policies, and procedures by streamlining them where possible, and making them easier to access and navigate.

Service Excellence. Launch a multi-year, cross-campus initiative focused on providing a best-in-class service experience, not just to students but to every member of the Chatham community.

Progress in Action:

Anderson Dining Hall

In response to longstanding requests to upgrade Chatham’s dining facilities, Chatham completed a major renovation of the Anderson Dining Hall over the summer of 2022. A Grand Opening and Ribbon Cutting was held on August 16th and Anderson is serving the community at the start of the 2022-23 academic year.

Launch of Chatham App

In the fall of 2022, Chatham is launching the new campus app for iPhone and Android devices to help improve communication, streamline access to resources and services.

Buhl Science Center

For most if not all of its history, one of Chatham’s strengths has been education in the Sciences. In 2000, the Buhl Science Center, originally completed in 1929 (the year the Rachel Carson graduated from then-Pennsylvania College for Women) underwent a major expansion and renovation to increase laboratory space. Now, however, Chatham must expand the Buhl Science

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Complex once again to accommodate the students poised—as Rachel Carson did for an earlier generation—to inspire and change the world for the better.

CONTINUE TO BUILD CHATHAM’S LEADERSHIP IN SUSTAINABILITY, INCLUDING EDEN HALL CAMPUS

In addition to University-wide Sustainability efforts, including work toward our goal of achieving net-zero greenhouse gas emissions as a charter signatory of the Climate Commitment, over the next five years the University will focus even more on the Falk School of Sustainability & Environment (FSSE) and Eden Hall Campus (EHC).

Objectives

Consistently Deliver Experiential & Professional Skills-Based Academic Offerings. We will strengthen our capacity to deliver experience-based learning and grow professionally focused academic offerings across our four focus areas.

Better Activate & Steward Eden Hall Campus: We will expand our capacity to live and learn at Eden Hall, while restoring a diverse set of natural and managed habitats that are regenerative, representative of the region, and advance our sustainability mission through learning, research, and supportive community.

Cultivate An Inclusive and Empowered Eden Hall Community. We will deliver collaborative governance, greater transparency, and enhanced student empowerment, while fostering greater diversity, inclusiveness, and emotional well-being for our growing community.

Create A Limited Set of Impactful, Integrated Partnerships. We will build a core set of partnerships that support our experience-based learning model, unlock greater professional opportunities for students, more fully activate Eden Hall, and advance real-world impact.

Expand Our Reputation and Reach Beyond Western Pennsylvania. With nationally ranked programs, a singular campus experience, and the opportunities of Pittsburgh, the Falk School will more intentionally seek to attract students and collaborate with change makers across an expanded geographic scope.

Progress in Action:

Recognition

Chatham is one of the top universities in the world rankings for Sustainability as measured by the Association for the Advancement of Sustainability in Education (AASHE) Sustainability Tracking Assessment & Rating System (STARS), and recently ranked # 4 in the country in the Princeton Review Top 50 Green Colleges list.

Eden Hall Campus Awards

In August 2021, the Eden Hall Campus received Silver certification under PEER v2. PEER is a certification program that measures and improves power system performance and electricity delivery systems. The project received 56 out of a possible 110 points and achieved an Energy Efficiency (EE) Index score of 91, much higher than the Pennsylvania state's EE Index score of 45.

Chapel Hill Stormwater Project

Chatham and Pittsburgh Water and Sewer Authority (PWSA) collaborated to design, construct, and maintain a dry stream bed to slow down and soak up stormwater at the intersection of Woodland Road and Chapel Hill Road on Chatham's Shadyside Campus. Green infrastructure such as this project has been prioritized as a cost-effective strategy to increase existing system capacity and reduce the risk of flooding. Project construction was funded as a cost-share, with PWSA and Chatham sharing costs. The project is partially funded by ALCOSAN's GROW grant program.

Rachel Carson EcoVillage

Richland Townships has approved plans to build the Rachel Carson EcoVillage at Chatham's Eden Hall Campus. Part of the original master plan for Eden Hall, the EcoVillage will be a 35-unit multigenerational residential community based on social and environmental sustainability.

Conservation Center

Since 2020 Chatham and the National Aviary have built a growing partnership, including avian field research at Eden Hall, an Aviary internship program for Chatham students, and new FSSE courses in field ornithology. In 2022, the partners began exploring the potential development of a new conservation center at Eden Hall to address the great need for new classroom and research lab space, create opportunities for regional cooperation on biodiversity, and support the Aviary's conservation efforts through a rare bird breeding facility, which could support potential new FSSE academic programs.

BUILD A MORE DIVERSE, EQUITABLE, AND INCLUSIVE COMMUNITY

Chatham's success is dependent on how well we engage and include the rich diversity of the members of the Chatham community: students, faculty, staff, administrators, and alumni. Our goal, therefore, is to infuse Diversity, Equity, and Inclusion efforts, deeply and widely, into the very fabric of the University – in every department, program, and office, in every process and policy, and in every interaction.

Objectives

The University's Strategic Plan will be updated to include the Objectives of the DEI Strategic Planning Committee. Until then, here are some examples of work already underway in the DEI area at Chatham:

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Progress in Action:

Search Advocates

Chatham has adopted Search Advocates, a recruiting program that originated at Oregon State University. Search Advocates are trained to be external consultants to Chatham search committees. Their job is to advocate for best search practices, identify processes that minimize unconscious biases and inequities, and ensure inclusive and diverse search processes.

Campus Climate Survey

As a foundational step in developing Chatham's first strategic plan for Diversity, Equity, and Inclusion (DEI), Chatham engaged a leading DEI consulting firm to conduct a campus climate assessment. The purpose of the campus climate assessment was to gather a wide variety of data regarding the overall experiences of students, staff, and faculty members within the campus community.

Women's Institute and Centers

Chatham's Women's Institute, the Pennsylvania Center for Women and Politics, and Center for Women's Entrepreneurship are working to continue Chatham's leadership position in empowering women and promoting gender equity.

Holocaust Center

Chatham's deepening partnership with the Holocaust Center of Pittsburgh (HCP) will provide: HCP's academic and administrative home on Chatham's campus, a home for Jewish student life on campus, and entrée into nearby school districts through LIGHT Centers to fight identity-based violence.

STRENGTHEN INSTITUTIONAL FINANCIAL SUSTAINABILITY

Chatham has typically approached its financial situation prudently, while also bring willing to make big bets on its future, such as the acquisition of Eastside and the \$50 million investment in the Eden Hall Campus. Given the uncertainty of the higher education sector, as well as the imperative to add the buildings and infrastructure to support continued growth, Chatham must continue to take a controlled, planful approach with respect to its financial situation, given the strong headwinds facing colleges and universities in our region in the coming decade.

Objectives

Proportional growth – Focus on ensuring that the appropriate number of faculty and staff are in place to support students as their numbers rise over the next decade.

Measures – Monitoring financial measures - Debt, Endowment, etc. – to ensure they fall within appropriate ranges to support Chatham's goals.

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Prioritization – Rigorously prioritize all proposed new ventures, programs and external partnerships to ensure that they will demonstrably advance Chatham’s mission.

Progress in Action:

Rebuilding Our Unrestricted Endowment

Through careful management of the University’s finances, strong fund-raising, enrollment and stock market performance, Chatham has been able to grow its Board-designated endowment from a low of \$9.9 million in Fiscal Year (FY) 2017 to well over \$18 million in FY 2021.

Strategic Partnerships

Chatham has had a number of successful partnerships, especially in the areas of supporting academic and enrollment growth through UPMC Shadyside School of Nursing, increasing clinical placements with federal health centers for health science students, and support for new minors, Jewish student outreach/experience and programming opportunities with the Holocaust Center of Pittsburgh. Moving forward, a new partner prioritization matrix and process will help vet, launch, and target partnerships and investments in areas of key growth and priority initiatives.

NEXT STEPS

A strategic plan is by its very nature a living document. It will be assessed annually, and course corrections, adjustments, and additions (or subtractions) made when needed to keep the institution on its course.

Nor is the work that went into creating this Strategic Plan “complete” or “finished. The work on DEI strategic plan will continue into 2022. Some of the Work Groups still have unfinished business and some data that is needed to inform the Strategic Plan, such as the results from the Student Satisfaction Survey, became available relatively late in the planning process and are still being analyzed.

Over the next 5 years, we look forward to sharing how the Strategic Plan is going with the Chatham community and we look forward to the Chatham community’s continued engagement with this important work.

Strategic Plan Steering Committee Members

Executive Leadership Team (ELT)

- David Finegold, President
- Amy Becher, VP of Enrollment Management
- Bill Campbell, VP of Marketing & Communications
- Sean Coleman, VP for Planning
- Walt Fowler, Sr. VP for Finance & Administration
- Carey Miller, VP of University Advancement
- Chris Purcell, Dean of Students & VP of Student Affairs
- Jenna Templeton, VP of Academic Affairs & Dean of Faculty
- Leonard Trevino, VP of Intercollegiate Athletics and Recreation

Board of Trustees

- Joanne Fiedler '72, Chatham Trustee
- Rebecca Lucore, Chatham Trustee
- Mary Templeton '68, Chatham Trustee

Alumni Representative

- Dana Donaldson '05, President, Alumni Assoc. Board

Staff Representatives

- Brian Dwyer, Undergraduate Admissions Counselor
- Giovanni Garofalo, Director of Institutional Research and Effectiveness
- Brittney Tyler, Senior Executive Assistant to the President
- Alden Watters, Director of Student Accounts

Student Representatives

- Charlotte Larson, FSSE Undergraduate Student
- Sarah Miller, PA/IDP Program
- Ryan Tahbaz '22, Chatham Student Government (CSG) President

Faculty Representatives

- Will Pfalzgraff, Assistant Professor of Chemistry
- Ashley Singh, Assistant Professor of Nursing
- Kyra Tucker, Chair and Program Director, Interior Architecture
- Roy Weitzell, Aquatic Laboratory Director

Work Groups

Students - Academic

Jenna Templeton, VP of Academic Affairs & Dean of Faculty (Lead)
Amy Becher, VP of Enrollment Management (Lead)
Bill Campbell, VP of Marketing & Communications
Giovanni Garofalo, Director of Institutional Research and Effectiveness
Lisa Lambert, Assistant Vice President for Undergraduate Learning & Professor of Biology
Chris Purcell, VP of Student Affairs and Dean of Students
Brenna Wallace, Data Analyst, Office of Institutional Research and Effectiveness

Students - Co-Curricular

Chris Purcell, VP of Student Affairs & Dean of Students (Lead)
Leonard Trevino, VP of Intercollegiate Athletics and Recreation (Lead)
Amy Becher, VP of Enrollment Management
Jeff Bukowski, Associate Dean for Academic Success and Assistant Professor of Policy Studies
Kate Sheridan, Director of Career Development

Employees

Carey Miller, VP of University Advancement (Lead)
Frank Greco, Asst. VP of Human Resources (Lead)
Walt Fowler, Sr., VP for Finance & Administration
Jennifer Hoerster, Assoc. VP of Finance & Administration
Jenna Templeton, VP of Academic Affairs & Dean of Faculty
Leonard Trevino, VP of Intercollegiate Athletics and Recreation

Fiscal & Capacity

Walt Fowler, Sr. VP for Finance & Administration (Lead)
Bill Campbell, VP of Marketing & Communications
David Finegold, President
Jennifer Hoerster, Assoc. VP of Finance & Administration
Carey Miller, VP of University Advancement
Paul Steinhaus, Chief Information Officer
Jenna Templeton, VP of Academic Affairs & Dean of Faculty

Community - Partnerships

Bill Campbell, VP of Marketing & Communications (Lead)
Sean Coleman, VP of Planning
David Finegold, President
Walt Fowler, Sr., VP for Finance & Administration
Carey Miller, VP of University Advancement
Jenna Templeton, VP of Academic Affairs & Dean of Faculty