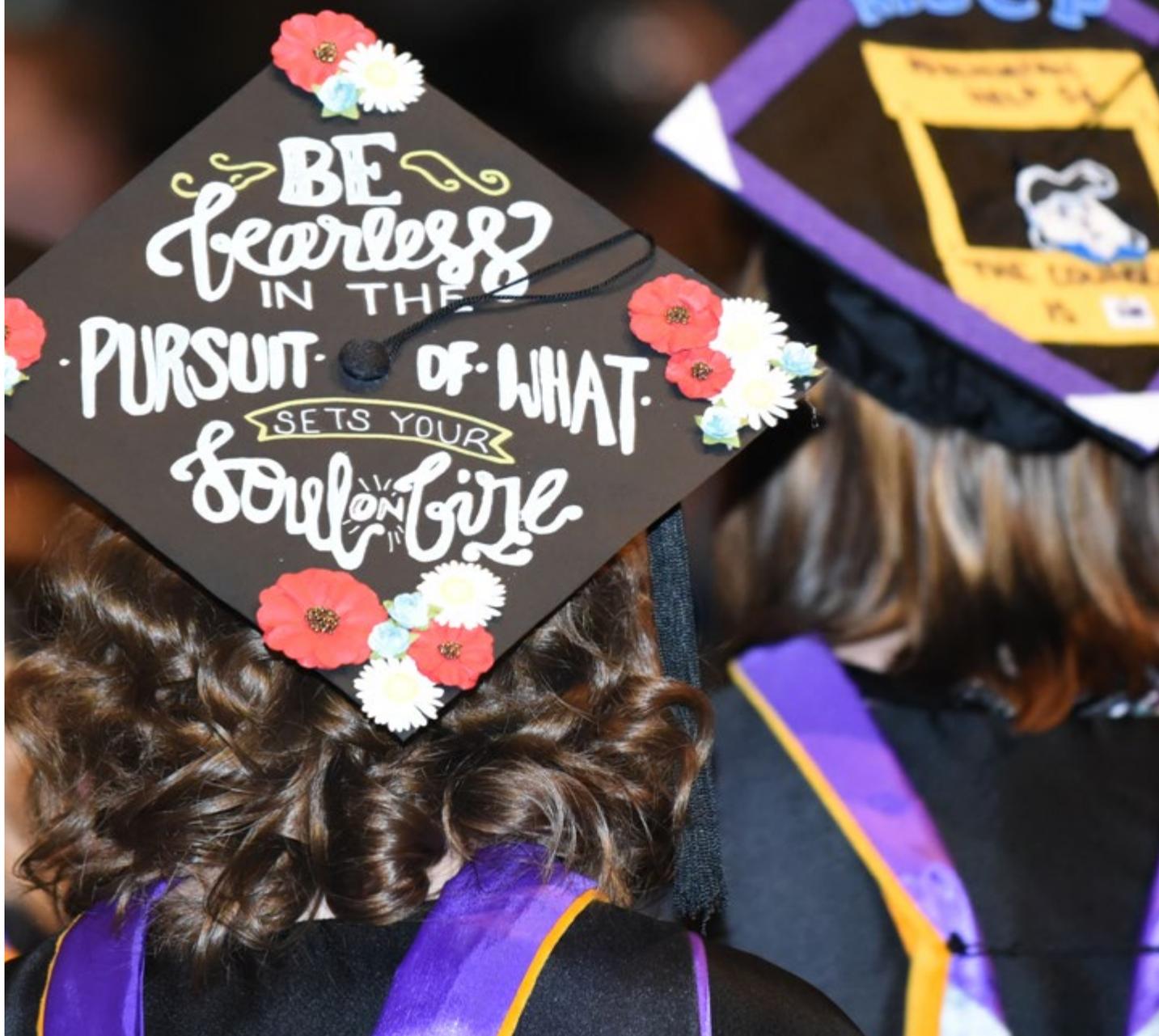


Strategic Plan

October 2017



UNIVERSITY VISION

Chatham University will be recognized as an outstanding private university whose graduates are sought-after leaders and professionals committed to building a more equitable, healthy, and sustainable global future.

UNIVERSITY MISSION

Chatham University prepares its students to build lives of purpose, value, and fulfilling work. Through professional skill development and liberal arts learning, Chatham prepares its graduates to be informed and engaged citizens in their communities; to recognize and respect diversity of culture, identity, and opinion; and to live sustainably.

CHATHAM VALUES



A PLAN FOR OUR FUTURE, ROOTED IN OUR PAST

NEARLY 150 YEARS AGO, Chatham was founded on the ideals of **access and equity** by ensuring the transformative impact of a high-quality liberal-arts education was available to women who were denied access to the educational system at the time.

OVER 20 YEARS AGO, Chatham expanded our educational mission with the addition of professional, graduate programs focused on **improving the health of people** and the quality of patient care.

10 YEARS AGO, building on the legacy of Rachel Carson '29, Chatham once again expanded our educational mission with a University-wide commitment to sustainability and **improving the health of the planet** through the founding of the Falk School of Sustainability & Environment and the creation of Eden Hall Campus.

3 YEARS AGO, Chatham expanded our educational mission by opening all of our undergraduate programs to men, while strengthening our historic commitment to women's leadership and gender equity by establishing the Chatham University Women's Institute.

OVER THE NEXT 5 YEARS, Chatham will build upon our mission of creating educational opportunities and transforming lives through access, equity, health, and sustainability as we:

1. Enhance Academic Excellence and the Student Experience
2. Expand Our Leadership in Sustainability and Health
3. Improve Access and Affordability Through Innovation
4. Deepen Partnerships for Student and Alumni Success
5. Build University Capacity and Capabilities

1. Enhance academic excellence and the student experience

In this time of great change and challenge for higher education and the workforce, Chatham will continue to offer a top quality educational experience, both in and out of the classroom, that prepares students for successful lives and careers.

- **Provide students a high-quality, relevant educational experience through integration of the liberal arts and professional skills**

Chatham's combination of liberal arts and professional preparation is more relevant and more important than ever. The Chatham Plan, our general-education curriculum, and a range of accelerated paths to graduate degrees will continue to enhance the undergraduate experience as we prepare our students for success.

- **Enrich the undergraduate experience as Chatham grows**

Chatham's undergraduate programs have grown significantly since becoming coeducational in fall 2015. As growth continues, we must retain another distinction of a Chatham education – the close relationships between faculty and students that bring about individual transformation – while enhancing the overall undergraduate experience through more academic offerings, more co-curricular activities, and additional support for academic and career advising.

- **Provide cutting-edge academic offerings to meet the needs of today's and tomorrow's students**

As today's economy and society evolve, Chatham is adding to its degree offerings to ensure that students are well prepared for emerging new career opportunities. Five new majors and degrees will be launched over the next five years. We will also continue to rigorously assess all undergraduate programs to ensure that students are learning what they need to succeed not just for graduation, but after, when our graduates are likely to have several careers in their lifetime.

- **Ensure graduate education at Chatham continues to be an institutional strength**

Graduate programs have been a key to Chatham's strong growth and reputation over the last 25 years. We must retain the distinct characteristics of a Chatham graduate education, which include excellent professional preparation, close relationships between faculty and students, and a focus on active and experiential learning. We must also enhance the graduate student experience through teaching and graduate assistantships, faculty research and artistic endeavors that engage with and address real world challenges, and innovative online learning opportunities.

- **Enhance the quality of students' learning environment, through investing in excellence in teaching and scholarship**

Excellent teaching, enriched and informed by scholarship, is what brings about student success in the classroom, in research, and in life. We will build on our successful Technology Fellows program-model, which helps faculty integrate the latest technologies into their teaching, to provide additional supports for innovative pedagogy and scholarship that actively engages students in research.

- **Revamp the Honors Program to attract and challenge high achieving and driven students**

Tutorials, capstone projects, and the Chatham Scholars and STEM scholars program have long provided opportunities for Chatham students to enhance their critical thinking and develop their leadership skills. We will seek to integrate these elements into a new, unified honors program to attract and retain the most academically talented students to Chatham, and give them a personal, transformational learning experience.

- **Enhance the Arts**

Generations of Chatham graduates recall the great value and importance of arts education in their personal and professional growth. A strong arts program is also a key component of a vibrant liberal arts campus environment. Over the next five years, we will invest in and develop partnerships with key players in Pittsburgh's thriving arts scene to strengthen the arts at Chatham, including theater, music, dance, and visual arts.

- **Further develop Chatham's historic commitment to developing women leaders and gender equity**

We will continue to develop the Women's Institute, the Center for Women's Entrepreneurship, and the Pennsylvania Center for Women and Politics, and to connect them more closely with the core academic offerings of the University, so that Chatham becomes *the* preferred destination for individuals who want to advance gender equity within Pennsylvania and beyond.

- **Foster a campus culture of diversity, inclusion, and respect**

We will strengthen efforts to create a diverse campus community so that Chatham's students, staff, and faculty reflect as much as possible the diversity of the communities we serve. All members of the Chatham community must feel welcomed to express, critically examine, and debate a wide spectrum of views in an environment of mutual respect.

2. Expand Chatham's leadership in sustainability and health

Chatham is a leading institution for preparing graduates for careers in sustainability and the health sciences. We must increase and use our expertise and experience in those areas to find new synergies between them, and more opportunities to expand our leadership and reputation nationally and around the world.

- **Gain national and international recognition as a leader in sustainability**

In less than a decade, Chatham has moved to the top of international rankings of higher-education institutions in sustainability. Chatham will use its unique combination of assets – the legacy of Rachel Carson '29, the Eden Hall Campus, and the Falk School of Sustainability & Environment – to continue to embed sustainability in all aspects of its operations and academic programs.

- **Fully capitalize on Rachel Carson's legacy**

As the alma mater of Rachel Carson, Chatham is best positioned to further her remarkable legacy. We propose to reinvigorate the Rachel Carson Institute to become a leader in environmental and sustainability education; to promote public awareness and understanding of environmental issues; and to bring together organizations and individuals to collaborate with colleagues in the Falk School and across Chatham on key issues affecting the future of the planet.

- **Grow the Falk School of Sustainability & Environment**

We must develop leaders and citizens who can help tackle the range of challenges facing our planet, our country, and our local community. The Falk School is uniquely positioned to do this well. A key focus of our plan is to continue to grow the quality and size of the School to realize its full potential by adding new degree programs, expanding existing offerings, partnering with leading socially responsible employers locally, nationally, and internationally, and playing a key role in helping Pittsburgh to build a more sustainable future.

- **Expand educational reach of and more fully activate the Eden Hall Campus (especially through the Falk School expansion)**

We will provide more opportunities for the broader community to actively participate in the living-learning sustainability laboratory at the Eden Hall Campus, raising the campus's profile, contributing to the vibrancy of campus life, thus helping it to become a dynamic, self-sustaining community.

- **Identify initiatives at intersection of sustainability and health**

Chatham will bring together faculty and students from across the University with outside partners to address issues at the intersection of health & sustainability: e.g., building healthier and more sustainable communities; protecting water resources; creative re-use; reducing pollution that endangers health; supporting thriving local food systems, and bolstering resiliency to help minimize the negative impacts of climate change on local food and the environment.

- **Enable all members of the Chatham community to lead healthy and sustainable lives**

Chatham has been very successful in promoting the health & wellness of its faculty, staff, and students. A priority going forward will be to support all Chatham graduates with the knowledge, tools, and behaviors they need to lead healthier lives that maximize their full potential.

- **Strengthen strategic healthcare partnerships**

Further growth in Chatham's successful healthcare programs is constrained by the availability of high-quality clinical placements. Chatham will seek to expand and deepen its strategic relationships with leading healthcare employers to expand our position as a preferred talent partner that helps them meet their organizational and human capital needs.

3. Improve access and affordability through innovation

Chatham was founded to provide women access to higher education, at a time when such access was rare. Today it is affordability, rather than gender, that poses the greatest obstacle to talented individuals obtaining a degree. Chatham will explore every option to minimize financial obstacles from students fulfilling their personal and professional dreams and to offer individuals opportunities to continue to learn throughout their lives.

- **Make scholarships and fellowships a top priority in the comprehensive campaign**

We will expand the number of graduate fellowships and undergraduate scholarships and make raising funds to support all students' tuition needs a top institutional priority.

- **Expand accelerated degree pathways**

Many career-paths require a graduate degree for success and advancement into leadership roles. Chatham is unique among small liberal arts colleges for the wide range of graduate degrees we offer. Today, over 40% of Chatham undergraduates enter an accelerated path to a graduate degree and/or to complete their

undergraduate studies in just three years, saving time and money. We will further improve the integration of undergraduate and graduate education and seek ways to expand these options.

- **Develop 3 years-on-campus, 1-off proposal**

We will seek to partner with local and national foundations on an innovative program that would provide selected students with an alternative bachelor's degree by spending only 3 years on campus. Students would earn their fourth year of credits through some combination of: 1 or 2 terms of study abroad with an international partner; recognition of credits attained before coming to Chatham; cooperative work experience; and/or a term of online study.

- **Expand online learning and limited residency degrees**

Some of Chatham's most successful and diverse degree programs – e.g., Doctor of Nursing Practice, the Doctor of Occupational Therapy, and the limited residency Master of Fine Arts in Creative Writing – combine carefully structured online learning with a short, intensive time at Chatham. We will expand these offerings to enable more working adults to further their education, including the nearly 700,000 Pennsylvania residents who have some college but no degree.

- **Expand cooperative education and internships**

A top priority for today's students and their families is that they are work-ready by the time they graduate, and most employers also want relevant work experience. One of the best ways to meet these twin objectives is to offer more cooperative education and internship opportunities for our students, like the well-structured clinical placements for our health-science students and our Urban Teaching Corps.

- **Make Chatham a preferred transfer destination**

Transfer students already account for roughly one-quarter of Chatham's incoming undergraduates. To make Chatham an even more preferred destination for transfer students, and thereby to attract a more diverse pool of talented students, we will increase our local and national collaboration with community colleges, and clearly articulate the degree pathways into our strongest degree programs that lower the total costs of a four-year degree.

- **Expand Prior Learning Assessment (PLA) and stackable qualifications**

To reduce the time students need to earn a marketable qualification, we will continue to give students credit for prior demonstrable competencies, and create more modular courses that certify skills in high demand by employers, and that can be stacked to form a degree.

- **Offer greater lifelong-learning opportunities**

Chatham has a tradition of providing educational and personal growth opportunities to learners of all ages (the former daycare center on campus, the Music and Arts Day Camp, the Gateway Program). We will seek ways to broaden our offerings for students of all ages to learn and improve themselves. Over time, these opportunities could include extending the Day Camp to serve high-school students and piloting new educational programs for the largest and most rapidly growing demographic in the region – over-50s – who have both the time and interest to invest in further education.

4. Deepen partnerships for students' and alumni success

Throughout its history, Chatham has parlayed its strong reputation and connections in the Pittsburgh community into mutually beneficial partnerships that have helped the University and the members of our surrounding community to thrive and succeed. In an increasingly competitive higher-education landscape, developing even more, and stronger, local, national, and international partnerships will be critical to Chatham's and Pittsburgh's continued success.

- **Employers**

We must forge win-win partnerships with employers that can enhance the effectiveness of their organizations (e.g. greater sustainability, improved health & wellness, and a more engaged and productive workforce), while providing Chatham students with internships, jobs, and applied research opportunities.

- **International peers**

As part of its plan to increase the diversity of its student body, Chatham has set the goal of increasing the percentage of undergraduate and graduate students from outside the US, and increasing the number of US students who have a transformational study abroad experience. Key to this will be to develop a select group of deep, high-quality partnerships with peer universities

around the world that will feature student and faculty exchanges, dual degree programs, and other mutually advantageous activities with a focus on Chatham's strengths in sustainability, the environment, and health sciences.

- **Schools, community colleges, and undergraduate to graduate pathways**

Chatham will promote the Rachel Carson Healthy Planet Award to build partnerships with leading high schools and community colleges – locally, nationally, and internationally – to encourage them to send talented students each year. We will also partner with colleges that share our commitment to health & sustainability to build accelerated pathways for their students into our graduate programs.

- **Local universities**

Two of Chatham's greatest assets are its location – in one of the most beautiful parts of an exciting city – and its membership in the Pittsburgh Council on Higher Education (PCHE), which promotes cooperation among the 10 local colleges and universities and enables our students to take courses at other PCHE schools. Chatham will help strengthen the PCHE partnership, seek new ways to work together to save costs and create new opportunities for the University, and jointly promote Pittsburgh as the next great US higher-education city.

- **Local communities**

Chatham has benefited greatly from the resurgence of Pittsburgh, but many of our neighboring communities have not. We will work with local foundations and community partners toward

a more equitable approach to the next phase of Pittsburgh's development, in line with Chatham's core strengths. We will look to forge partnerships to meet the needs of individuals and employers in the local community – e.g., for health services, urban gardens and food access, stimulating growth of new businesses, enhancing the quality of pre-K-12 education– and, in the process, create valuable, authentic work experience and applied research opportunities for teams of students and our faculty.

- **Alumni**

We want more of Chatham's alumni to stay engaged with the University: to share their expertise through mentorships and guest lectures, further their own development through continuing education, provide internships, co-op, or job opportunities for current students, and give back to help future generations of students benefit from the transformational Chatham experience.

5. Build University capacity and capabilities

To achieve the ambitious goals outlined in this vision for Chatham's future we must strengthen the University's financial position and make the most effective use possible of our existing assets: three beautiful sites and a talented and dedicated workforce.

- **Diversify revenue streams and generate seed capital**

The number of traditional 18-25-year-old students is declining sharply in Western Pennsylvania. It is vital that Chatham expand its base to reach more students nationally and internationally, as well as creating additional revenue streams. A goal will be to create an Innovation Fund that enables us to invest in exciting new initiatives.

- **Increase University fund-raising**

Chatham has raised over 90% of its first-ever \$100 million comprehensive campaign. This has enabled the University to expand from one to three sites and laid the groundwork for our leadership position in sustainability. We will complete the Campaign during the 2018-19 academic year, in time for the celebration of Chatham's 150th anniversary in 2019, and begin planning for our next phase of fundraising.

- **Enhance institutional effectiveness**

To enhance what we offer students while coping with the greater work demands that come with growth, it is vital that we utilize the continuous cycle of assessment to streamline processes across the University, seek ways to reduce costs, and foster cross-department cooperation and innovation.

- **Improve infrastructure**

Prospective students and others often judge a university by the appearance of the campus, its buildings and facilities. Chatham has made maintenance a priority, and is very well maintained, but we need to continue investing in our public "face," i.e., in existing and new buildings, as well as in IT and other infrastructure that is critical to campus operations.

- **Make Chatham an employer of choice among universities focused on teaching excellence**

Attracting and retaining the best talent is not just a goal with students. Chatham's talented employees (faculty, staff, administrators) are the key to turning our vision into a reality. We must continue to enhance our work environment, giving opportunities to each individual for personal and professional advancement and growth, investing in their health and wellness, and fostering a community dedicated to the success of our students.

Founded in 1869, Chatham University is a coed institution with a current enrollment of over 2,200 undergraduate and graduate students across three locations in Pittsburgh, PA—one of America’s most liveable cities and great college towns. Chatham is the alma mater of environmental icon, Rachel Carson ’29, and is recognized today as one of the top five universities in the world for sustainability achievements. **Chatham provides:**

UNDERGRADUATE EDUCATION

Undergraduate education at Chatham University offers highly professional preparation in a student’s chosen field paired with liberal arts learning to create the skills necessary for a life of fulfilling work and purpose. Chatham produces graduates desired for their leadership and professionalism across four areas of academic excellence:

Sustainability • Health & Wellness • Business & Communications • Arts & Sciences

GRADUATE EDUCATION

Graduate education at Chatham University offers masters and doctoral programs that utilize a mix of problem-based and experiential, hands-on learning—in the classroom, lab, and out in the community—to produce professionals dedicated to addressing two of the most pressing issues facing our world today: creating healthier people and a healthier planet.

Sustainability • Health & Wellness • Socially Responsible Business

ONLINE EDUCATION

Online education at Chatham University offers a mix of degree programs, employer partnerships, courses, and certificates that are convenient, affordable, and expand access to a Chatham education. A selection of online and hybrid degree programs in Chatham’s areas of excellence are available, along with online courses that help students and professionals develop skills, earn credentials, and, for those enrolled in on-campus programs, graduate faster.

Courses • Certifications • Degrees

LIFELONG LEARNING

Lifelong learning at Chatham University offers a mix of programming that serves current students, alumni, pre-K and K-12 students, and adult learners. With topics focused on the University mission, values, and academic areas of excellence, lifelong learning at Chatham enriches the University and communities surrounding our Shadyside and Eden Hall campus locations.

Day Camps • Eden Hall K-12 Programs • Workshops • Courses

LOCATIONS

Chatham offers students three incredible and unique settings to live and/or learn in Pittsburgh, one of America’s “most liveable cities.” The idyllic Shadyside Campus is in the heart of the city and minutes from Bakery Square and Chatham Eastside, home to the School of Health Sciences. Just north of the city, the 388-acre Eden Hall Campus is home to the Falk School of Sustainability & Environment and is the first campus in the world built from the ground up for the study of sustainability.

Shadyside Campus • Chatham Eastside • Eden Hall Campus