



THE CARLOW COMMITMENT

UNLEASHING IMAGINATION FOR THE PATH FORWARD

Carlow University is visionary and nimble, continually evolving to fulfill our mission and meet the rapidly changing needs of our students, the region and the world.

Our roadmap for this forward movement is articulated in our five-year strategic plan, *The Carlow Commitment*, which builds on our 2014-19 strategic plan, *Transforming Our Lives. Transforming Our World*.

The new plan is Carlow's commitment to adapt to a changing time and reimagine the University through a series of powerful pivots, aligning Carlow with the needs of the market and region. This is both our legacy and our future.

LEAD WITH OUR STRENGTHS

Carlow is committed to investing in programs where we can be an established leader in the market within three to five years. With our established leadership in the health sciences, a long-standing commitment to regional health care and the strength of our nursing and associated programs, Carlow is well positioned to expand our program offerings to more broadly serve the health care sector. We aspire to be the region's leader in educating, training and graduating top tier, mid-level health care professionals.

Carlow is launching four new graduate health science programs, all led by highly qualified and experienced directors. The first of these programs will launch in the fall of 2021, with the others following over the coming four years. We will significantly increase the number of Carlow graduates entering the regional workforce in the following high-demand professions:

MS in Speech-Language Pathology (launch fall 2021)

This program prepares its graduates to pursue careers as audiologists, certified speech-language pathologists, or speech, language and hearing scientists.

MS Physician Assistant (launch fall 2022)

This program prepares its graduates to work as licensed health care providers practicing primary and specialty care for medical services under the supervision of a licensed physician.

MS and OTD in Occupational Therapy (launch fall 2022)

This program prepares its graduates for using assessment and intervention techniques to develop, recover or maintain meaningful daily activities or occupations for individuals or groups.

DPT in Physical Therapy (launch fall 2023)

Graduates of this program are recognized as integral members of the collaborative health care team to engage in patient-focused activities optimizing physical movement through evidence-based restorative therapies.

The U.S. Bureau of Labor Statistics projects that each of these fields will experience steadily increasing job growth varying from 16% to 31% by 2029. These programs are also currently highly sought after by students, and there is a shortage of offerings in the Pittsburgh region.



FOCUS ON THE 2025 STUDENT

As we focus our delivery on the needs of the 2025 student, Carlow plans to develop the 1.77-acre piece of property we own along Fifth Avenue and Robinson Street.

Adjacent to the main entrance of our campus, Carlow will build a 100,000-square foot Interdisciplinary Health & Science Center to support the growth of Carlow's science programs. This building will increase the University's visibility in Pittsburgh's Innovation District and provide critically needed academic facilities and a new landmark entrance to the campus.

It will provide Carlow students with a front door to the University and an elevator connection to upper campus. With a Rapid Transit Station planned at the tower's entrance, students will enjoy easy transportation to internships and clinical rotations. A dedicated dining facility for the University in this building will enable the current cafeteria in Tiernan Hall to be the exclusive property of the Campus Laboratory School and Early Learning Center.

TIMELINE FOR COMPLETION OF CARLOW'S INTERDISCIPLINARY HEALTH & SCIENCE CENTER



Negotiation and due diligence:
January 2021-June 2021

Carlow and selected developer will sign a contract for a formal partnership.



Design and permitting:
July 2021-June 2023

The design team will prepare and submit plan drawings to the City of Pittsburgh for building permits.



Construction:
July 2023-July 2025

The selected contractor will build the building.



Occupancy: August 2025

After satisfactory inspection of construction by the City of Pittsburgh, a certificate of occupancy will be issued, and Carlow can officially open the building.

This Interdisciplinary Health & Science Center will be an advanced teaching and training hub to be used by undergraduate and graduate students alike. Housed in this hub will be all the essential elements for 21st-century learning, including simulation labs, contemporary classrooms, clinical space and the innovative technologies used in health care today, all designed to foster collaborative teaching and learning.

These distinctive facilities for health care studies will also be available to students in the College of Arts and Science who are pursuing studies in the natural and social sciences, including biology, chemistry, anatomy and physiology, psychology, social work and counseling. This facility will assure that Carlow continues to provide best-in-class interdisciplinary science and health education.

The balance of the property will be developed as revenue-generating commercial space for businesses or institutions that wish to establish or grow a presence in the Innovation District. Carlow will enter into a long-term land lease with a developer, with the income from the lease helping to fund the new academic building while providing an exciting opportunity for a developer to bring economic development and revitalization to the neighborhood surrounding Carlow's campus. Carlow will announce the name of the developer in late spring 2021.

SEEK STRATEGIC PARTNERSHIPS

In an ever-changing global marketplace and a highly competitive higher education landscape, it is critical that the University seek strategic partnerships that can inspire us to think differently and connect with broad target audiences on both an emotional and rational level amid the daily influx of information. Strategic marketing partnerships allow us to utilize our resources most effectively, leveraging industry leaders who can assist us in implementing targeted strategies to accelerate enrollment growth.

In 2020, in the interest of building a reputation for innovation and student success, the University embarked upon several strategic marketing partnerships to elevate brand recognition and reputation, expand our reach within and beyond the region, and grow enrollment.

Recognizing that the University's website is one of our primary marketing tools, in early fall 2020 we embarked upon a partnership to build a new website for Carlow University. It launched in February 2021. This new site works to establish Carlow in the minds of prospective students, current students, adult learners,

alumni, potential donors, strategic business alliances and the community, elevating our brand and demonstrating how we deliver on our brand promise.

The new site is secure, ADA compliant, engineered for student engagement, responsive to all devices and optimized for maximum search engine results. Its clean site architecture and streamlined navigation are designed for the benefit of the user with easy access to priority pages. Be sure to visit the site at www.carlow.edu.

In mid-2020, we began a three-year marketing partnership to leverage the transformative power of brand, data, digital and story.

This strategy utilizes smart resource allocation with a focus on “right-fit” prospects to create demand and grow lead generation and enrollment across all of Carlow’s programs. Through integrated marketing strategies, we are elevating programs across undergraduate and graduate student segments and utilizing signature and portfolio programs to position the University as a thought leader in these distinctive areas.

A strategic marketing investment in signature programs allows us to leverage our distinctively strong and well recognized program offerings, and portfolio marketing allows us to cluster programs in the College of Health and Wellness and the College of Arts and Sciences in service of broader enrollment gains.

SCALE ONLINE PROGRAMMING

In the U.S. alone, more than 6 million students are enrolled in at least one online course. This number continues to grow given the flexibility and benefits of virtual learning—particularly in the COVID-19 era.

Carlow University has partnered with an OPM (online program management) group to bring industry expertise, best practices, technology and investment to the scaling of our online programming.

Our strategy includes an infusion of world-class, strategic marketing and enrollment practices that will exponentially scale our online programs. We launched the first of several online programs in spring 2021, and subsequent programs will launch in the fall 2021 semester and beyond.

The development and marketing of programs on this scale could only be accomplished through an outside partner. And this strategic investment will continue to be a priority as we look to build our brand recognition and expand our footprint on a regional, national and global scale.



LEVERAGE CARLOW’S UNIQUE HERITAGE AND TRADITIONS

We know that our Catholic Mercy heritage and the values we instill in our students make our community and the education that we provide unique. While it is difficult to describe in words, it is what our students say they are most grateful for years after they graduate. It is the stuff that makes health care workers more compassionate and inspires many to lead and all to seek ways in their lives to help create a more just and merciful world. We believe this is more important today than ever.

Carlow has long had a stake in the ground on the issue of social justice. This hails back to our roots when the Sisters of Mercy landed in Pittsburgh and established their mission of social service to improve the lives of those most in need, regardless of where they came from or who they worshiped. This year we drove that stake a little deeper into the sacred soil of our campus.



Conceptual rendering of the Interdisciplinary Health & Science Center building.

(Note: This is not an architectural plan but a concept drawing.)

In light of the events of 2020 that so traumatized the country, the killings of George Floyd, Breonna Taylor and others, we felt compelled to commit ourselves to building a culture of anti-racism. This goes beyond gaining an understanding of racism, its history and present incarnation. It calls us to adopt a proactive stance to eliminate racism in all its forms and actively promote the well-being of our brothers and sisters.

BUILD A CULTURE OF ANTI-RACISM

The Special Board of Trustees and Presidential Anti-Racism Strategic Planning Task Force was charged by the president and began its work in September 2020 to develop a five-year plan to move Carlow University along the path of creating an anti-racist culture.

The Task Force is charged with exploring Carlow University's historical connections to matters of race and racial/ethnic disparities; engaging in anti-racist efforts within the city of Pittsburgh; and implementing initiatives in support of the equity, diversity and inclusion goals in the University's strategic plan.

The Task Force is co-chaired by trustees Sister of Mercy Helen Marie Burns, Vice Chair of Mission, and Marcia Martin, Secretary to the Board. Members of the task force include a cross section of trustees, faculty, staff, students and community leaders.

STRENGTHEN ACADEMIC PROGRAMMING INITIATIVES

Universities have been hit hard by enrollment and financial realities caused by shifting demographics and market demand. This necessitates that Carlow University explore significant and meaningful change in the students we target and how we deliver our programs. While traditional college-aged students will remain core to Carlow, growing our adult and graduate student enrollment is a key strategic goal.

In April 2020, the University announced a merger of our colleges, maintaining the College of Health and Wellness and creating the College of Arts and Sciences.

A goal of the College of Arts and Sciences is to promote creative interplay across academic disciplines to assure meaningful connections between departments and colleges and assure the liberal arts are embedded across both colleges. Carlow's enduring commitment to the liberal arts rests on the strong belief that critical thinking, writing and analytical skills are essential in all careers—and to the overall education of an individual.

To provide innovative delivery models, the College of Arts and Sciences is working to increase efficiencies in academic program oversight, delivery and departmental operations. For example, Carlow's new three-year degree options enable undergraduates to graduate faster and launch their careers earlier. Students take courses across fall, spring and summer with the flexibility of online course options.

Achieving a more just and merciful world will take students, staff and faculty working together in liberal arts and professional programs to prepare our students to face the challenges of our world with in-demand skills, resilience, determination and a perspective shaped by Mercy values.

ADVANCE THE CENTER FOR 21ST CENTURY INNOVATION AND WORKFORCE DEVELOPMENT

The COVID-19 pandemic, economic crisis and systemic racial inequities have changed the way people learn, work, communicate and live. Preparing our students for the realities of these changes that impact the region's workforce is critical.

Consequently, the Center for 21st Century Innovation and Workforce Development was launched in 2020, to build and advance an interconnected



21st-century workforce development ecosystem that effectively responds to and addresses the new reality of the COVID-19 digital landscape, systemic racial inequities, occupational segregation, displaced workers, vulnerable populations and workforce diversity.

It accomplishes this by offering stackable programs in the form of certificates, credentials, credits, professional development, apprenticeships, trainings and workshops that allow students to prepare for career and college pathways. This pathways approach holds potential to prompt government, education and industry leaders to assess the condition of these pathways and work collectively to enable and strengthen them.