

Plan for Pitt 2025

Goal 1: Advance Educational Excellence

What should Pitt try to achieve in the next five years to advance this goal?

- Smaller sections for core courses
- Safer campus and better facilities
- Require that students take sociology classes (at least one), especially if they are in the schools of Business and Engineering. I find that students in these schools sometimes lack awareness of how their work will impact society as a whole after they leave Pitt.
- Provide more study spaces for students on campus. Increase the number of available outlets at existing study spaces.
- Get a better faculty to staff ratio especially in stem. More help for math courses. More flexible guidelines for math courses and exam structures. Better advising for paths to graduation/ more personal interaction with staff
- Allow students to be more impactful after graduation taking a step in the direction of lowering tuition costs, thus lessening the burden on each student once they get out in the workforce.
- Educators should strive to become leaders in utilization of innovative pedagogical techniques; emphasize importance of enhancing learning experience and obtaining constructive feedback for continued refinement of techniques
- Ensure free bipartisan speech and educational opportunities.
- Hire more instructors - HIRE, not contract - so that the class sizes will be smaller. 75-student lectures are terrible.
- Expand programs such as Pitt Arts which encourage students to interact with the community rather than isolated facilities which distance the students from the city.
- Recruit and retain (and give tenure to) more diverse faculty and academic administrators.
- Train faculty to teach not just research some are amazing in research but fairly incompetent in the classroom and families are paying hard earned dollars for an unacceptable experience for their student. Pitt pride alone should galvanize action but that is not the case so it needs to be top down.
- Requirements for students in all majors that incorporate humanities, science, civic participation and responsibility, etc.--resisting the siloing of disciplinary fields and pushing back against the idea of a degree as pure vocational training.
- Invest in endowed professorships and academic scholarships to further attract top talent; invest in Honors College to VOE for top academic talent seeking robust learning environment
- Increase diversity and inclusion, provide more study abroad programs, increase training for guidance counselors.

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- Being able to provide more out of class room opportunities for all majors, and even teachers that make it requirements to get out of the classroom and learn.
- Continue to recruit high level students and market Pitt as a great education comparable to a Michigan at a great in state price.
- Publicize how they have achieved an "individualized" approach to learning inside and outside the classroom, as well as what quantifiable metrics are used to evaluate this goal.
- I think the individualized approach is what can be the easiest to improve inside the classroom. At a large university, it is really easy for this not to happen, but if Pitt gives more freedom and flexibility to their faculty especially in some departments, I think this could go a long way. Giving students and faculty a day about what we are learning, doing, and achieving will make our education feel individualized.
- Focus on under graduate education tied to a courses that expand the implications of environment, climate change, and medical problems for the average American.
- Centralize resources for academic areas to alleviate stress and concern for students who are not as knowledgeable about the different types of resources on campus. A more stringent and standardized approach for all professors and lecturers to better understand supporting the academics for students who have accommodations. To many students have been dissuaded to seek help from DRS because of attitudes that professors have towards accommodations and disabilities.
- Classrooms need to fit all of the students. There also need to be more counselors on hand to talk with student, mental health is a huge problem on this campus and no one is doing anything about it. Due to so many people being crammed in residence halls no one studies in their rooms so there needs to be more study areas around campus. Just put in more tables and chairs everywhere with outlets!
- Increase faculty diversity.
- Grow the Pitt co-op program with local industry partners to insure we provide meaningful on the job training and insure a ready and capable work force with folks who want to stay and reside in Pittsburgh.
- Make more students aware of a variety of internship opportunities in the Pittsburgh area. This may encourage some otherwise uninformed students to look for a job or other program that will assist them on their journey to a college degree
- keep on the current track.
- More new course offerings. New educational content on emerging subjects is key to keeping the university relevant as an educational choice for the population. As a member of faculty, there is no incentive to create new courses. Departments are not rewarded for innovative course content. Further, the 15-student quota further discourages developing new courses.

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- In many areas, we HAVE excellence but we don't do a good job of letting people know. So many think PSU is a better education due to reputation and not facts. Create more incubators for new companies so graduates stay in Pittsburgh. This builds momentum for Pitt, builds a larger local giving base and gives reasons for locals to go to Pitt - more jobs in Pittsburgh).
- Continue recruiting excellent faculty members. Invest heavily in academics and research. Continue raising admissions standards.
- I believe the Educational experience is strong, and Pitt's standing is secure among its peers.
- More online classes like our neighboring schools offer.
- Create mobile programs to increase visibility and awareness domestically and globally. We are our own best product, but more people need to be aware of us.
- There is a very basic and fundamental educational problem at Pitt and that is the lack of classrooms. In general, if one tries to get a class scheduled at a given time, it is almost impossible.
- Continue to emphasize holistic recruitment
- Focus on 2 outcomes: Teach students how to keep the ties with Pitt at the from of their impact after they leave. Project specific centers of influence, globally, that we aspire to be a part of, and do it,
- Improved access to physical recreation for students, faculty, staff, and community. I think a major priority should be to build a state of the art rec center that can serve as a hub for activity that can be accessed by students, as well as Pitt employees, UPMC employees, and be open to the community. I experienced Ohio State's RPAC for 9 years while I was a student at Ohio State and the impact on the whole university was amazing. Primarily the rec center was accessed by students, but faculty and community and spouses could purchase memberships. Pittsburgh is seriously lacking in access to a large scale facility for exercise. I see this facility including many basketball/indoor volleyball courts, swimming lanes, a running track 1/8 mile long at least, soccer fields, and weight training and cardio equipment. This would be a very expensive project of course but I feel that it would be utilized very well and would serve to improve overall health of the community in ways that nothing else can.
- Continue to advance academic offerings, which would serve a diverse population. Keep tuition affordable, which again would serve as a tool for diversity.
- Make available the opportunity for students of all kinds to meet and get to know each other. The basic premise of this is because of each individual personality. We must engage in people, encourage positive social behaviors, emotional development and teach how to learn to view beauty and truth from within. This holistic learning is essential in this tech-driven world.

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- Work with local business to provide internships for Pitt students. The University does an excellent job of teaching the fundamentals of subject matter and the capacity to learn, but there is no substitute for actual experience. The ability to relate what is being taught to what actually occurs in the real world is extremely valuable. Possibly have more courses taught by business leaders or those with experience would help bridge the gap and provide insight to world affairs and conditions. Also, teach both sides of the spectrum from the political perspective. Too many students leave universities with only one political view and that hampers their perspective with dealing with the real world.
- a stronger tie to UPMC and a closer bond to Pitt-friendly companies. The U and P in UPMC stand for University of Pittsburgh, but sometimes it doesn't feel that way. I am not sure whose fault that is, but one of the top medical establishments in the country bares our name, and no one knows that. They have put their name on buildings at RMU and Duquesne, but Pitt doesn't have any major outward facing buildings with that name (think athletics, where every Duquesne and RMU game reference that for the building namesake). Also, Pitt has a lot of friends in high places in large firms local to the area. These people are not engaged enough to tout the University of Pittsburgh as a major player. We need cross pollination of these companies with Pitt as much as possible, names and advertising all over each others property. Make an established connection.
- create new classes that promote participation and learning to learn as opposed to learning for a test.
- Better supports for: low SES, low preparedness (aside from just tutoring), and nontraditional students; ESL students and ethnic minorities; and students with families and occupational obligations and challenges. We need to do a better job at supporting EVERY student, not just the easy ones.
- more incentives for faculty to achieve excellence in teaching and more innovative approaches to teaching; more online opportunities
- Continue same level of academic trajectory while making education (somehow) more affordable
- Fundraising
- Create a centralized continuing education arm for the university to engage the community, potential students, alumni and others in life long learning activities. 2. Develop a strategy for enhancing online learning opportunities for students at all levels of their education - undergraduate, graduate and postgraduate. 3. Support the scholarship of teaching and learning to enhance evidence based practice in the classroom.
- Continue to work on providing quality education both through face-to-face and online which will allow the students to prepare for unique educational opportunities and allow for a more modern approach to education.

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- Prepare students in practical skills that will help them enter the work force and earn enough money to live and have a secure future.
- Increase international student enrollment. Add more need-based and merit-based scholarships for nontraditional students (including veterans, working adults, women, individuals with disabilities, underrepresented racial groups, etc.). Provide more scholarship opportunities for graduate and professional students. Update Arts and Sciences undergraduate general education requirements so students can personalize their learning more. Enhance pathways for high school students in all Pittsburgh schools to enroll at Pitt. Provide more training for undergraduate advisers, especially in Arts and Sciences. Some are shockingly ineffective and unaware of how to best serve students
- Offer smaller class sizes
- Provide more options for learning where possible. For example, with classes that involve large portions of lectures find multiple ways to provide this content in ways that work for different types of students. Make sure that the time spent with faculty is meaningful and provides something that could not be gained by simply watching someone speak.
- Unified websites with better information for students on how to register, participate in classes, what they need for classes. The current websites are cumbersome and clunky and some are out of date.
- Developing the space for parking and construction of the new Pitt Stadium.
- I have read books related to how often students transfer schools or change majors. I think allowing individualized learning on-line that allows the student to go at their own pace. I would go back to school if this was an option.
- More effective 1st year advisors, centralized resource database for students
- Hire professors full time. Stop being cheap and using adjunct professors for everything.
- Focus on making disability services more respected by professors and improving students' experiences with accessing accommodations etc.
- Raise money
- Integrate better opportunities to actually learn outside the classroom. Information hardly gets out and some students are less inclined to check their email, so perhaps some professors introducing local extracurricular learning events could increase awareness of and participation in such things.
- Expand SHRS and provide updated technology.
- Get your students into internship positions. Your grads need an edge in securing employment. People hire people they already know.
- publicize the educational excellence of the students. what specific things did the student do/create that demonstrated excellence and encourage schools to share that information with one another.
- Lower tuition rather than raise it. Students opt-out of attending Pitt or chose a very vocational rather than explorational path because they are concerned about their ability

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to pay back loans. This set of circumstances does not encourage intellectual curiosity or exploration. Students need to be freed from the fear of amassing insurmountable debt to seek out experiences that will lead them to live lives of impact.

- The goal that Pitt should try to achieve in the next five years to advance this goal is to continue to be more selective with applicants, so the student body is made up of extremely high achieving students.
- Don't have the library open 24 hours to encourage unhealthy study habits and provide more OCC events that focus on specific academic interests
- Develop a cohesive outside the classroom learning supplemental system that is not instructor-dependent. Students should be able to find supplemental materials (videos, articles, etc) for each class but most especially introductory and core courses. Students shouldn't have to depend on the instructor when they first realize that they need additional help with the material.
- Leverage AI to assist students with figuring out which path they should take. This could also be used to consolidate calendars, events, etc and make suggestions for activities and groups for the student based on their social media, internet activity.
- Be more competitive for staff compensation.
- Incorporate real life learning for grad students.
- Develop a more accommodating study curriculum for professionals.
- Engaging students to lead lives of impact should be prioritized into their academic, sociopolitical, economic, physical, emotional, and spiritual experience at Pitt.
- Invest in classrooms and lecture spaces to be more accommodating to student needs. Improvements like those done on the large lecture spaces of Posvar Hall need to be translated to all lecture spaces on campus. 2. Overhaul General Education Requirements to be more understandable like the BUHub general education system at Boston University. 3. Invest in more large student study spaces like libraries and new lecture halls. 4. Invest in a service like the "Find a Space" tool available for Harvard Libraries to help make the excellent study spaces on the Pitt campus more accessible for the student body. 5. Invest in academic advising so that there is a higher advisor to student ratio and make services like scholarship focussed advising available in the University Honors College more available to all students. 6. Achieve gigabit internet speeds for PittNet WiFi services for all campus buildings. 7. Cap large introductory courses (like Chem 110) at a maximum of 150 students per lecture. 8. Provide a greater catalogue of online courses available to students. 9. Find a new scheduling and advising service more understandable than PeopleSoft. 10. Make a new dedicated Maker Space available to all students with an abundance of resources.
- Reward the best teachers, and foster an environment where teaching is considered as important as grant income

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- Get a base of donor who can contribute anything to the goal. Some former players -- including Larry Fitzgerald -- said they'd be willing to donate. That says something about the reach we can get with this idea.
- Increase advisor ratio to students and fix the convoluted differences between the branch campuses so student that transfer get credit for courses taken in the appropriate tracks.
- Expose students to "real world" work; allow them to be hand-on and have realistic expectations about salary, office etiquette, etc.
- Being able to provide more fair pay and equal benefits to all faculty educating the youth of the future
- No Comment.
- Do what it takes to improve in the academic ranking systems.
- I think we need to create environments that reflect what's happening in the real world. We need advanced curriculum and courses that reflect the many changes we are seeing in today's world.
- Build more classrooms. (See comments above) Work on social integration of international students and domestic. They remain siloed. Pitt will not be global until its student populations take steps toward integration. Offer a year of divers-ability to highlight the challenges and opportunities of otherly abled students, faculty, communities.
- more classrooms
- Student Experience
- Use technology to reach out to students to get input on helping to customize their time here at Pitt.
- More online courses for adult/nontraditional students. Majors in fields such as tourism, hospitality, graphic design
- Although it has been some time since I attended Pitt, one of the things I would have like to seen more of was opportunities to meet/speak with recent alumni who were now working in the field. Homecoming might provide a good opportunity for an event like that, if a department could coordinate a roundtable /refreshments event with a dozen recent alumni of the past 5 years. This is useful for students to begin to visualize their next steps forward after graduation and receive specific information from people who have recently been through the same experience.
- I think that work needs to be done in the area of Career Development as I feel students in some majors don't get enough assistance to help them get to where they need to be post graduation - whether it be a job, internship, or grad school
- Recruit more highly skilled and better paid educational support staff to assist faculty in their innovative teaching endeavors. Provide more funding to the Center for Teaching

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and Learning to ensure our faculty have the support and resources they need to be on the cutting-edge of higher education.

- To keep adding more industry relevant programs and classes- sometimes the students I work with are prepared for tests, but don't quite understand how to apply what they've learned in the classroom to the workforce. Some of them do not have time to do an internship or simply can't afford one, so offering more financial assistance or grants to help ease the burden would be helpful.
- Attract and retain the highest quality faculty possible, develop meaningful metrics to measure their performance and consistently measure those metrics. Make sure there are programs of continual development to ensure that faculty are exposed to the best methods and tools they can use to teach their students.
- Increased focus on collaborative academic projects and applied coursework that have the potential for making local community impact. (2) Additional pipelines for accessing competitive internal funding, to offer additional support for the best and brightest ideas that come from student projects.
- I think it would make sense to continually seek input from the students on this question. They could provide the best answers. Actually, what could be interesting is if the results of such a survey were compiled and sent out to the whole Pitt community, so that all of us who interact with students know how they would define a supportive environment. And it would be important to understand how this would be defined by people from a range of diverse backgrounds.
- Holistic? Then why does the music department not have proper equipment? Can't be holistic without the arts.
- Pair volunteer faculty members (individual colleagues) with a "team" of 10 incoming undergraduates whom the faculty member would look out for through graduation? It could be something as small as a lunch once a semester or an invitation to his or her home, but a sense of belonging to someone to whom they could turn in crisis.
- Use of technology and innovative platforms that include online and hybrid programs, use of high-fidelity simulation within schools of health sciences, community engagement embedded within courses
- Get input from the communities themselves (such as LGBTQIA+), not someone who speaks for them. Be open to different and new plans. Put people over profit. Think about how sustainable the practice is for current students versus trying to impress prospects.
- Pitt needs to achieve top rankings in the each academic unit. They need to focus on the student and offer internship opportunities.
- I work for many faculty in the role of administrative and course support. Many faculty members that also have UPMC Clinic duties are overworked. However, I do realize UPMC may fund part of their salaries. Understandably UPMC needs to get value for

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their investment. Maybe it is time Pitt look into splitting salaries with UPMC. This would allow those faculty that have the best "real time" experiences being able to share their knowledge. We would be missing out on individuals with great passion for teaching and student interaction. Also, UPMC would be in a position to hire more clinicians which would benefit Pitt graduates with job opportunities.

- Create more spaces for students who aren't athletes (musicians, artists, etc)
- True accessibility for all, not for just compliance but to illustrate we are holistic and meet our students as they come.
- Lower tuition so I am not stressed about loans after school
- Increase affordability initiatives; prioritize the humanities alongside the sciences; reform the non-tenure stream faculty and staff system.
- Continue to make education more affordable for both undergraduates and graduate professional students; Reduce burden of debt for graduates of the institution.
- Expansion
- Include disability rights movement in history education
- Redouble a commitment to the value of education and knowledge as a good in and of itself. We're in the midst of a "truth" crisis that doesn't seem likely to end anytime soon. Institutions of higher education are uniquely suited to prepare young adult with the ammo to combat this national attitude. Maybe the next theme year could be the Year of Truth or something like that to show it's a priority.
- The Honors College is a unique model--I'd love to see that program promoted more and strengthened. I work in Student Affairs, and I sometimes feel that what we are doing in this division is not supported by the best research. I'd love to see more intra-institutional learning--what do our own researchers tell us about how to be a better, more effective educational institution? Also! As a writer, I would LOVE to see this language of "impact" go away. Why not "lead meaningful lives" or "lead lives of influence"?
- Preparing students for not only entry level employment but also graduate education. Addressing the mental health challenges of students. Develop cutting edge educational technology for learning.
- Particularly for graduate students, Pitt should provide opportunities to work with (research) institutions outside of Pitt.
- Positive impact. Be a part of creating solutions to our grand challenges. Understand interaction of economic, natural, and social systems.
- Increase opportunities for relationship building and mentoring by faculty of students across all University programs.
- More focused programming for students
- Offer a couple online classes at Regional Campuses. As of right now, there are none available. A lot of our students have jobs, are parents, or commute to school. I believe

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this would help them out greatly because they can take this type of class on their schedule.

- More communications between departments
- I think internships are integral to this goal. But not just any internships; there are plenty that offer little value. I'd like to see Pitt establishing strong partnerships with businesses and companies that are taking leadership roles in our community. This is something that Pitt is already doing, but this is also something that Pitt can build upon, reaching out to as-yet untapped potential networks.
- Support student learning outside of the classroom including interactions with the community and industry partners.
- Strengthen the PhD education program to include project-based real-world experiences
- Create stronger industry connections for student learning and support
- experiential learning opportunities and more immersive curriculum with real world issues
- Increase collaboration with community organizations and industry connections, more cooperative programs/opportunities for students to be involved in
- Continue campus growth - expansion of educational buildings and adding convenient parking for those with disabilities. Remain affordable to the average student - Closely evaluate tuition costs on a national level to ensure comparability for the in-state and out-of-state undergraduate student. Continue to strive for diversity on all levels and continue to foster a compassionate, supportive learning environment.
- consolidate IT services
- We need to continue to reach out to as many students as we can to ensure that they are being lifted up to educational excellence. Working specifically with transfer students who do not get the same attention as 1st year freshman, when they begin their journey here.
- Max class size of 25-30 students, distinguish between research professors and teaching professors so that those who want to do one aspect do not have to do the other. Require only a Master's degree (or Bachelors with 15+ yrs experience) to teach under 1000 level classes (expanding allows for more applicants to choose the best teacher) (Doctorates are unnecessary for Bio I, Chem I, Calc I, Intro to Microeconomics, etc) Advisors who are more active than passive (ex: I didn't know what my advisor's role was, so I couldn't utilize him as much as I could have)
- Further reaching shuttles
- Learning inside the classroom needs to be reviewed and updated. Pitt has some excellent faculty that are amazing lectures, but we also have some faculty that are just reading slides, making class attendance unnecessary, especially with the lecture being recorded.
- Modernize teaching to prepare students for the types of jobs available in today's world

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- Involving the community of Oakland and Pittsburgh more in this process. Students are often volunteering at community organizations and agencies without much input from those entities. The community voice cannot be stifled just so the student voice can be propelled. It needs to be a mutually beneficial relationship.
- Greatly expand the mental health resources on campus
- Attract top tech companies to the area with partnerships and sustainable energy
- Provide more real world learning opportunities to give students a look inside various industries when deciding on career paths.
- Strengthen and boost its leadership in research as measured by the appropriate national/world ranking.
- Offer more self-paced courses.
- I think that Pitt should add to the on-campus restaurants and food options. As well as the obvious honoring of Cole Edward Zimmerman for all of his accomplishments and donations to the campus
- Bring more equity to instruction.
- Identify prospective students who may not have traditional academic achievements but can offer this institution new ideas and diversity.
- I believe there is strength in numbers and that our collective intelligence both young and old provide an opportunity for new discoveries that will advance our everyday experiences. I believe the most important values that you can install in a student and staff member is the innate curiosity to create a better future for our community.
- The University should focus less on numbers and rankings and more on the student experience. It's a common hear administrators talk about Pitt's rankings and desires to be an elite university but it's less common to hear the vision for its educational experience. I know there is some work being done through various grants and initiatives but I'd like to see Pitt focus more on the education part of educational excellence instead of comparing itself to other universities.
- Do something about student loan debt. If your students know that Pitt is on their side about student loan debt, then they will have less anxiety, and will have a better learning experience. Pay your adjuncts and grad students what they deserve, then they will be better professors. And help employees with student loan debt. This is a national crisis of epic proportions, and Pitt needs to be the leader on this. You wan educational excellence? Do more about the massive bolder that hangs over the heads of most of your students and young adjuncts and TAs! YOU CAN DO MORE!!! AND THEN SPIN WHAT YOU DO AS A NARRATIVE THAT PROMOTES PITT, THEN MORE PEOPLE WILL COME HERE AND PITT WILL MAKE MORE MONEY.
- From my experience, most of what I learned about being in an actual workplace happened once I left college. It is important for students to get an understanding of what its like to actually work in their field of study- better connections to internships

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and work study opportunities are a must. If they are like me, they will realize far too late what their true passions are. I also believe students should not be allowed to declare a major until the second semester of Sophomore year and be encouraged to take a variety of courses in different areas.

- Re-branding and expansion of the Outside of the Classroom Curriculum through Student Affairs
- Continue efforts toward ensuring that the cost of attending Pitt will not be a barrier for any admitted student.
- Developing more accessible and learner-centric classroom spaces
- Update classrooms to provide more innovative teaching methods to attract the best students.
- Save money to build that stadium.
- more scholarships!
- Expand student aid, work with small business to engage in better internship opportunities and work with the football program to better the recruitment process in gaining better prospects
- I think Pitt should focus on creating a network of people (faculty, staff, etc.) that are interested in the success on students and can relate to the students and their struggles. The Pitt community should create a safe and comfortable environment that allows students to deal with any problems that may arise while also pushing themselves to their potential. Mental health support, professional networks, and teachers that value their students could be very helpful in helping students succeed in their variety of educational pursuits.
- Global opportunities for students
- More Research funding
- Investing in educational technology and methods
- Require faculty to take diversity, inclusion, and sensitivity training. Require faculty to take a management class so that they are not mistreating staff.
- More online programs for working adults
- PARKING - it is 100% unreasonable to squeeze the staff and faculty out of the ability to park on campus. While all of these new plans or flashy and exciting, they provide ZERO new parking and the University is FAILING the current staff and faculty by not communicating any parking plans. Additionally, the university is aware of the parking pending crunch and is making ZERO efforts in increasing staff and faculty to carpool to reduce the demands of an already tight parking situation.
- Reduce number of required 'fluff' classes in first two years and offer options for students who want to make meaningful contributions to themselves and others. Many students come to college prepared to learn and have been taking advanced classes. They want to be in the action immediately, not taking a required introduction to college

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life or other course to diversify their educational outlook. So, for example offer individual study semester to freshman. Maybe they are excited to look at disabilities and adaptations in sports or Russian immigrant impact on local traditions or putting on an arts display somewhere in the city. Then guide them in making contacts within the community: e.g. TRAS, local artist, Jewish community center has a number of Russian immigrants

- Expanding majors offered in professional schools, more online classes offered to increase outside the classroom opportunities for undergrads, completely revamped career services office
- Push and allow more learning to occur in outside-the-classroom environments, in the field, or through collaborations.
- When I was a student at Pitt, my program had a strong interdisciplinary focus that allowed me to gain a broader understanding of my field of study's relationship with others. It also gave me the ability make my educational experience more individualized by giving me the flexibility to explore and exposure to things I wouldn't have otherwise. I met many students, both at Pitt and in grad school, who didn't have the experience that I did. I think creating more opportunities for interdisciplinary learning would advance this goal.
- I never attended Pitt as a student so my input is minimal but readily providing students with internship opportunities very early in their studies would be helpful in making students more holistic in thought.
- Increased opportunities for hybrid and online learning. Increased recruitment of the non-traditional student.
- Increase resources for under-represented minority students, First-Generation college of immigrant students. Increase visibility of research/internship opportunities for transfer students as well as first year.
- I believe a more flexible education model (e.g. online courses, open book exams in some topics, etc.,) will enable those to succeed who are otherwise challenged in the existing traditional framework of academic learning.
- A more organized approach for matching students with research opportunities.
- This goal is very one sided. Research shows that the professional development of faculty and the teaching effectiveness of the instructor plays a vital role in the effective learning of students. Students may have the best of intentions and have an individualized approach to learning but if the delivery and content is not to "best teaching standards" these intentions are put under considerable barriers. A holistic approach should therefore include the professional development of faculty - and the expectation that Pitt teaches at the best practices level across the board. That this is measured in annual reviews, and development opportunities are "prescribed" to fill in

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gaps and weaknesses. You can't talk about educational excellence without making teaching and the methods used to do so a part of the process.

- Additional online training opportunities for both degree seeking, and continuing education. This will allow for greater outreach and lower costs. Continue to educate after degrees are obtained by our students.
- Really look into how much we adapt to meet the needs of everyone. As a full-time employee and part-time student, my affection for Pitt runs deep. However, I sometimes struggle to find a spot within cookie cutter processes. If we want to advance, we need to take process risks and sever ties with ineffective ways, even if they are the 'way it's always been done.
- Be more selective with admissions. It should be challenging to get into Pitt. If you can't make the marks then apply to Penn State. Build a better alumni network and bring students and alums together for learning and networking opportunities. Send students to Oxford, Cambridge, and Edinburgh as a mandatory part of their educational experience.
- Emphasize a strong student-teacher model for undergraduates that naturally produce undergraduate research. For graduate education, hire the best cutting edge researchers and emphasize topical professional masters programs and fundamental research in established disciplines.
- I believe that faculty is not all that it could be. I have thru my daughter experienced several issues that were definitely wrong and were not corrected moving up within the department. Student feedback and auditing on faculty performance should be a priority. How can we be the best if we fail to staff the best.
- focus on integrating undergraduate & graduate education and involving students in research
- It should work towards infusing diversity and inclusion into every class, and it should find ways to promote collaborative instruction and curricular offerings across departments and units.
- Increase remote or non-traditional learning opportunists
- The pedagogical approach should incorporate an example of how the curriculum being taught ties to multiculturalism. How does the information that is being taught apply to global issues and trends? This is a question that faculty should ask themselves and find a way to contribute to the acceptance of multiculturalism. More talks about this would help and training opportunities for faculty.
- Set goals that allow for all students to individually excel and reach for excellence. Allow students in each of the schools to set the "what" and then faculty/ administration can provide tools/experience to get there
- Increase resources for grant development and innovation

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- We should develop more online learning options. Students are glued to technology these days and by implementing more online options, both classes and textbook technologies, this will help to attract students, as well as cut down on cost to us and the students.
- I think that this goal is great. Continuing to build upon and encourage the OCC will be impactful. Additionally, I think that requiring students to problem solve is really important. So often students come out of school and think they know it all. Or if they don't know something, they just immediately ask Someone else for the answer. I think encouraging trial and error in a safe environment will better prepare students for the workforce and to lead lives that encourage growth.
- More student engagement at the local level. Programs where students can work within Pittsburgh neighborhoods to learn more about their macro environment outside of Pitt and give back to the community. Particular focus on Uptown/Hill District since it is so close and generally has need for community assistance. For example, establishing a grocery store or similar to solve a food desert issue.
- Community engagement, town hall meetings and facility. Health and well-being services on and off campus
- Continue to make connections between faculty and students through programs like the First Experiences in Research. One way to do this is to provide support to faculty who participate. This would enable more faculty to participate and thus provide more opportunities for students.
- A stronger representation of international activities, supporting visitors coming to Pitt, or going from Pitt to other universities around the world, would benefit this goal.
- Employers are looking for well-rounded graduates that possess not only the grades and subject-based knowledge they are looking for, but also the soft skills that are often lacking in new graduates. An individualized approach allows for different learning styles and would also address real world issues.
- Incorporate community engagement into applicable classes
- Enhance research programs to provide greater integration to the student's major. Lower the cost of fees and tuition for undergraduates and graduates to reduce the cost of attendance.
- As mentioned in the prior response - having a guarantee for housing for all students for four years/make the non University owned housing "nicer". Continue to focus on keeping academically gifted students in Pennsylvania and encourage them to attend the University of Pittsburgh. Also expand/offer reciprocal agreements with neighboring states/border communities so their residents can attend by paying PA in-state tuition rates. BUT to entice these students to stay in PA, the overall cost of attending has to be more reasonable for them (many out of state schools offer aid packages so that the cost is basically comparable to what the student would pay to go in state). Pitt is also behind

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on some of the on-line class offerings at the undergraduate and graduate level. Making sure Pitt still has a niche to capture in this area can also be key.

- Include real world experience as part of the educational process at all levels
- Make firm plan to establish an overarching neuroscience-based institute, including BioE, neurobiology, ophthalmology, otolaryngology, etc.
- Attract and admit the best students who have a diversity of knowledge, experience, and passion for higher learning. Provide as much debt relief as possible to make Pitt accessible for everyone.
- Need to attract higher quality students. Most of the local students do not chose Pitt as their top choice and/or are not supported/recruited by Pitt.
- invest in undergraduate advising to ensure kids get dialed in early on a plan to accomplish their educational goals. Also invest in faculty so more tenure-stream are doing teaching.
- Divest from fossil fuels, invest in renewables and local communities
- Creating policies which promote the purchasing of green energy, and investments in green energy.
- Expand and refine personalized education
- In terms of being holistic, to prepare students for the world outside. Each area should have them complete their own expense reports in the Concur system. They will most likely use Concur or another program to do expenses in their future jobs. This would help them to learn before getting into the real world.
- Improve its campus.
- Maintain and enhance high standards for student performance. Emphasize importance of teaching and student engagement in faculty recruiting and promotion processes.
- I think hiring educators that have this same goal and are able to teach students holistically and individually. I think really listening to the surveys at the end of each class is beneficial. Adding tutors, providing more one-on-one time with professors, adding TA's are all good examples of how to achieve this.
- Increase on-line courses. Not everyone has time to travel to a classroom, sit through the lecture and then travel to their next destination.
- I would try and envision a plan to integrate faculty and students outside the traditional "sage on a stage" model. I don't have a good sense of what this might be.
- More partnerships with local organizations
- Acknowledge that we are stronger when our full humanity, and the spheres and networks we influence, are at play. So instead of taking such a transactional approach to schooling, we should take a more personal and connected approach. We need to notice the de facto networks we are engaging with and building, and then get conscious about supporting and maintaining ties.
- Maintain the humanities as strongly as the 'hard' sciences are maintained.

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- Work on eliminating student debt.
- Expand experiential learning opportunities/partnerships with local businesses (e.g., internships for academic credit)
- Developing greater access to technology inside the classrooms, inside offices and within departments. Our students are gaining the skills but nothing is being put to use within our University environment. Students still submit papers via paper. We need to innovative to provide individualized learning.
- We need to help students prepare for the real world by not treating them like toddlers. We need to teach them how to do and ask for the things they need and not throw temper tantrums. Life skills!
- Pitt should continue to provide an environment of learning that will challenge student's work ethic and challenges their thoughts. If the learning helps to shape your mind and expand your thinking, then the goal is being achieved.
- Increase and support interdisciplinary curricula.
- Pitt should provide more courses related to everyday living experiences. Examples could include how to budget, how to do laundry, stuff like that.
- The closer cooperation between the academic department on main campus and the regional campus.
- Offer more online or hybrid courses and programs and expand extra-curricular offerings between campuses
- There is a limit to the level of individualization. At some point there needs to be a bar which students need to meet. Chemistry has this worked out. Other departments seem to bend (faculty) over backwards to accommodate students
- PITT should maintain it's commitment to educational diversity and specifically its commitment to the UPT HUB. As the HUB is developed and becomes more and more successful, the University MUST endorse the HUB's opportunities and ensure that all PITT recruiters fully know and understand the HUB's mission, Partners and program offerings.
- Each student should be able to feel like they really know one person -- another student, faculty or staff member.
- Hiring more diverse individuals.
- Provide more curricular flexibility and more options for completion of general education requirements.
- Redefine the need (or lack thereof) for a classroom.
- Create more service learning/experiential learning projects working with financially under-resourced Pittsburgh public schools, grassroots organizations, and nonprofit organizations.
- Improving access to peer tutoring and academic advising.

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- If the goal is to truly adv. EE, then significantly more resources have to be devoted to this where the actual teaching is done. There is a lack of classroom space and in the area in which I teach, classes are significantly overcrowded. Upper level classes are 70+. The "individualized approach" that I have seen is just some somewhere that allows students to basically list the courses they want to take. What are the quantitative targets that have been set to achieve this goal? Or after a few years, the mission will be declared accomplished?
- This is the primary service Pitt provides to all students. Over the years the university has become more and more competitive. Growing up in the area in the 80's and 90's Pitt seemed like the go-to local for many of my peers who wanted to go into the field of education. But it has really grown to become a competitive and innovative center in many areas, particularly health sciences. It's exciting given the long history of vaccination development, development of CPR and the ICU, multi-organ transplant and more. It makes me proud to be from Pittsburgh.
- Encourage our students to not only excel, but to give back. Wondering if "mandatory" volunteer activities should be implemented? You cannot have an impact if you do not understand how others struggle.
- Continue to encourage Faculty to stress points of self care and care for others and have an "open door" policy to lend support to these students. We cannot operate in a Silo as Faculty and Staff.
- instructional innovation
- Support for more paid student assistant positions
- Increase resources to address financial barriers to participation in study/research abroad and internship experiences in students' fields of academic and career interest, especially among underrepresented students. Ensure that students in majors that may not typically emphasize these types of experiences (STEM, pre-med, etc.) have equal access.
- I think for the most part Pitt already does this - continue to advance and offer more courses that would be more helpful to students in the real world.
- Build a strong mentorship program whereby staff and faculty are encouraged/rewarded for meeting with a student in their field to talk and offer advice.
- focus on safety and comfortable living quarters beyond 2 years of on-campus living
- Don't give students crippling anxiety and depression from student loan debts.
- I believe it has achieved this goal but I would hope it would continue to try and hire more diverse faculty and that the Provost should keep individualized learning on her agenda. Continue to provide many opportunities for experiential learning.
- -Keep admissions standards high, but... Consider growth mindset (Carol Dweck) in enrollment (find a way to filter on this or make it an essay) Consider grit (Angela

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Duckworth) in admissions. Lower scores with a growth mindset and grit will build a stronger alumni network longterm.

- hire and pay faculty in tenure-line positions; eliminate part-time and other precarious positions; reduce tuition and living expenses
- Foster a greater sense of community and collaboration among all area universities and their campuses of diverse students to achieve a common goal of eliminating hunger and homelessness within walking distance of each of the campuses. Engaging students to excel in the advancement of the community in which they are learning and growing with a sense of responsibility and charitable giving of oneself. Looking beyond oneself and making a difference is leading a life of personal courage and impact.
- More research oriented classes, increase availability of counseling and psychiatric assistance at health center
- Creating an environment focused on holistic and individualized learning will require a lot of resources and support for faculty. Faculty who have heavy loads and low salaries are hard pressed to devote the time and energy necessary to individualize curriculum and innovate in the classroom. I think we should figure out how to raise faculty salaries, especially low-ranking NTS salaries, and how to value and give credit to NTS faculty for the wide variety of service and administrative activities they engage in, and for the mentoring and guiding of students that they are often engaged in, both through independent studies and otherwise. Removing the enrollment limits that often prevent small classes from running could also go a long way towards allowing students to individualize their education. The Center for Teaching and Learning is a great resource, and it would be nice to see more Pitt faculty taking advantage of their services.
- Re-route buses. Build a bus depot/stop. Stop speeding in opposite direction of traffic. Build walkways. Study other urban institutions. Buy out South Oakland (eminent domain) and build safe student housing or partner with private entities to build student housing like UKY.
- Additional opportunities for students to do work in the community at nonprofit organizations (whether for class credit or not)
- Pitt must continue to provide a liberal arts education to its undergraduates. To do this, Pitt must support the humanities, both through a culture that values the input of humanists and provides funding to departments in the humanities. Science is great, and it's needed in the twenty-first century. But science without careful consideration of the human aspect and cost of its activities is an empty discipline at best, an unethical one at worst. Pitt should allow its graduate students and faculty to unionize in order to create an environment where its researchers and teachers can thrive.
- Teach students practical skills about their fields of study as part of their coursework. Students should be taught how best to access, find and apply for jobs or graduate schools in their fields of interest.

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- In these times of demographic challenges focus on the programs that we do better than others and on innovative ways to educate.
- I would consider mobile learning initiatives. Advancing excellence is embracing a cost effective way to bring the best Pitt has to offer to more students at a lower cost. Break the paradigm that great education means massive student debt. Integrate social caring and volunteerism credits into the core college degree. Students want universities who value giving and have a social conscience.
- Fully integrate advanced analytics into programs/apps/software that helps students learn about the full range of career paths and educational options that match their interests and strengths, and perhaps give them new ideas about possible paths that they otherwise would never known existed. Back this up with connections to real people inside and outside of Pitt who can help them reach their goals.
- Plan research infrastructure expansion on Oakland campus.
- Align all program and curriculum outcomes to experiential learning that supports mission or high level goals for building a prosperous and verdant planet and culture. Put the "Why" dead center in the education excellence model. Align the acquisition and implementation of knowledge and skills to the common good. Because when you mix the blue and gold, you get green planet! (Great line)
- Continue and expand programs that engage students in the community. Both as service to the community residents and business.
- Organic, sustainable growth in innovation and research. This will create many opportunities for students from all majors to experience learning inside and outside the classroom.
- I believe a stronger effort needs to be made in the support of our students. We have plenty of resources for our students to succeed, but with such a large student population, it is easy to have students slip through the cracks. A stronger first year retention/transition program would be a good way to ensure the students we are enrolling are able to succeed and have a smooth transition into collegiate life.
- Encouraging student success by hiring more staff to decrease class size.
- Employ and promote more faculty of color to reflect the changing demographics of our state. Recruit students beyond the usual catchment zones. Expand to Africa, for example.
- More computer/research labs.
- Continue to integrate hands-on education outside of the classroom with the in-classroom teaching.
- See a greater emphasize on project-based/experiential learning within and outside the classroom that helps students connect their real life experiences to their academic and professional pursuits. Not only creating opportunities to receive an international education, but providing the means through financial and mentorship opportunities.

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- We need to not only recruit faculty who are able to bring in grant money but also top-notch faculty who are able to teach. Salaries should not be dependent on grant dollars coming in. Salaries should be equal for faculty who are fantastic teachers. This means paying adjunct/non-tenure stream faculty the same as those who are research-only.
- Foster a culture of inclusion and collaboration that extends beyond the doors of specific schools and programs.
- Do the best we can to improve the students' summers via internships, real-world engagement, travel, research, etc, preferably with pay. If a single student spends their summer doing "nothing", we should regard that as a failure. Certainly some students will have to work to pay the bills, but we should do our best to create paid opportunities for them that are a stepping stone to a career.
- Determine effective ways to provide education to diverse audiences -- returning students, traditional undergrads, working professionals who might be in graduate school, international students. Work to ensure quality of education -- it's not cheap to study here (not saying that it should be). But, how consistently is high-quality education (taking advantage of new/contemporary pedagogy and technologies) actually taking place here? What is the university's value placed on enhancing the classroom experience and the learning of students?
- Quoting a great journalist, Jim Lehrer, we are not in the entertainment business. I am noticing, in my small world, a dangerous trend to please the students too much. We are looking too much at the retaining rate.
- Continue the growth of global programs and initiatives
- Advancement in Global Opportunities. With global resources this will gain enhancement overall to achieve excellence in education. Broaden the scope of majors and minors.
- Develop better tutoring centers across subjects and better incentives for undergrad and grad students to TA and tutor. Train TAs and tutors. Set clear set of rules and expectations for faculty and students on teaching and TAing. Define faculty expectations and duties across instructors, teaching faculty and tenured faculty and make those transparent. Reward faculty in terms of yearly evaluation for helping students to get external scholarships, for teaching larger classes, and for getting better OMETs.
- "Real world" type programs and courses are a great to prepare for the next step after college.
- Be accommodating to all students; one size does not fit all
- I support refining the list of existing strategies for this goal, as most are still applicable.
- I would like to see a high prioritization of student research experiences, internships, job-shadowing, and study abroad. Alumni affairs is a great connection point to help link students with internship or job-shadow opportunities.

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- In addition, I would add that self-care is an area that needs more focus and resources. Anecdotally, mental health concerns have become a more frequent issue for my students, and my colleagues seem to have observed the same trend. I think that it would be helpful to think outside the box on the types of non-credit activities that could be offered to help students engage in self-care and to develop techniques to deal with anxiety. Students who are reluctant to see a counselor, might go to such an event.
- Equip faculty to review and redevelop curricula as needed, especially considering "pathways" into various majors.
- Classes need to be smaller. Teaching more than 100 students in a course and/or 400 students per term is not conducive to individualized instruction. However, this means there needs to be more courses and/or more sections of existing courses offered. This requires a) hiring more faculty who can and do teach well, and b) more classrooms near the home departments/professors.
- Rethink the educational requirements to best meet this goal. I'm not sure when they have last been reevaluated but its worth looking at whether the core education requirements align with this goal and how they could be changed to influence that.
- Continue to develop internship arrangements with local corporations.
- Pitt should disaggregate its success statistics and strengthen programming and opportunities to that all groups are advancing in educational excellence.
- Add or modify academic programs to meet demand, update IT within and outside of classrooms, meet student demands for non-academic services that aid their development (health, career, etc.)
- Hire more tenure stream positions - attract a more diverse faculty body. Stop relying on adjuncts and temporary faculty to fill permanently required positions. Allow for open, free, and diverse research to happen in all fields. Reduce investment in the athletic brand. Reduce cost of the administrative body, starting at the top.
- Start marketing the success of all of the different concentrations at Pitt and highlighting where the successful students are now. Announce the opportunities throughout the Pittsburgh community and how Pitt is going to be a major participant. The job market in Pittsburgh keeps growing and Pitt should be a very attractive place for incoming students.
- I would say peer mentoring and expanded community outreach & internship programs would be a good way to start.
- These days and for the past 13 years I have been at Pitt, a typical undergraduate would go to 5-6 classes per semester, would be overwhelmed by homework, and three days after the last day of class they have their first final exam. 5-6 final exams in a week! How can we pretend they are prepared and not stressed? Here is my suggestion which requires courage and an epochal change: increase the class time from 50 minutes to 1 hour, or at least 55 minutes. Reduce the number of weeks devoted to class. Add 1 week

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buffer between the last day of class and the finals week. During that week, students will have time to take a breath, talk to instructors to review material, and can study for their finals. If class time is increased from 50 min to 60 minutes, we can even spread finals over a 2 weeks period, without compromising the total number of frontal lecture hours.

- Outreach Programs - Attention on Local K12. Scholarship Programs. Field Trips. Summer Camps. Incentive Plans for Path from Pgh Public to Pitt. Create Tomorrow's Community in Pittsburgh
- Working toward investing in green energy alternatives more aggressively and moving away from fossil fuels
- Better advising system for all students
- Continue with offerings of distance learning, co-ops, and internships which allows students the opportunities to experience real-life action in their desired field.
- Pitt should focus on what technologies are being used in the industry and prepare students to be knowledgeable in those areas. For example, as a civil engineer, we use CivilStorm, Hydrocad, Civil3D, and AutoCAD pretty frequently. Pitt gave me a base in AutoCAD but I did not feel that the curriculum was applicable to my career. I would be impressed if there was a candidate who has produced their own preliminary drawings that they could take to a job interview and if Pitt could provide the opportunity, it would be very powerful.
- Prepare students for a tech-based economy.
- Institute and support ways for instructors to reach nontraditional students.
- Increase focus on distance learning and collaborative learning
- I think Pitt should offer smaller class sizes and more availability of general requirements in order to facilitate the goal of graduating on time.
- More proactively seek to include students who do not fit the traditional image of a college student - i.e. adult learners, under-served populations, etc. It's important that not only are educational experiences holistic and diverse, but the student population should be as well.
- Lessen the number of adjuncts in the graduate program OR ensure the training and stronger orientation of the adjuncts placed into the program - many of the adjunct professor seem out-of-touch with the overall goals and mission of the program; this leads to their inability to tie what they teach in their courses to both the specific milestones (e.g. not requiring work that relates to our PoP and AIP) as well as the larger mission/vision/learning outcomes of the program
- More infrastructural support. This means more human advisers, more persons in departments hired to assess curricula who are also teachers, fewer service obligations for both TT and appointment-stream faculty, and creating stability in terms of administrative staff so teachers can focus on teaching instead of being concerned that they'll have to send a dozen emails about some budget kerfluffle. Understanding that

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teaching is hard work and compensating teachers appropriately, along with keeping administrative creep away from them is central.

- Continue to grow relationships with community companies, offer more shadowing and internships and for more underclassman as well. Most of these opportunities are for junior or seniors
- Pitt needs to focus on reaching the students to attain this goal so the message gets out to the students. There needs to be connection to the students through their department or advisors. We have found that there is not a lot of individual discussion and development of the students since, in our experience, advisors are overloaded. With our oldest two kids (graduate in chemical engineer & sophomore in computer science), the advising sessions don't go much beyond picking classes. There needs to be a way to provide a more support and direction to the students.