

Plan for Pitt 2025

Goal 2: Engage in Research of Impact

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

- Traditional courses are becoming less relevant. Try to come up with targeted courses for shorter period.
- Emphasize the importance of Public Health research and research on disparities such as food and housing insecurities. There is enough emphasis on basic science and clinical research- Pitt needs more people who are willing to work hard to improve the world.
- Ensure the responsible use of grant money and time for research. Ensure plans are thought out and comprehensive before funding. Provide more incentive to engage in useful research. More ethics and understanding, this isn't a rat race
- Lowering tuition costs, thus making these collaborative efforts more inclusive of people of different backgrounds who may have new ideas that would not be heard otherwise.
- Increase visibility and awareness for internal and external collaboration; increase experiential research experience opportunities for undergraduate and graduate/professional students.
- Stop taking research money from big oil, the Koch brothers, the military, and other sources who use university research to further their morally questionable goals.
- Increase and broaden the reach of existing undergraduate research mentor programs to ensure funding and expertise is distributed to as many students as possible
- Recruit and retain (and fund) more diverse research teams.
- Assess areas of impact and prioritize so not just research for research sake.
- Invest in public/ private partnerships to fund primary research and commercialize outcomes
- Make an impact on the world for a huge social issue.
- Make it a collective effort from students and professors to make changes and find societal needs. Than allow more research opportunities. for undergrad and grad students.
- Perhaps set up programs that connect students from entirely different fields to work on projects.
- Pitt needs to absolutely work on understanding the word multidisciplinary! As someone majoring in both the hard sciences and social sciences, it is so apparent that the entire emphasis of this university is on hard sciences. There is literally no collaboration between the two. I took one multidisciplinary class through BIOETH and I know my professor struggled to get a department to host the class. The importance of other disciplines should be taught in early level bio, chem, and physics class even if it is just for one lecture. More connections MUST be made between disciplines and coursework for Pitt to achieve this goal.
- Concrete and positive solutions to Worldwide problems.
- Involve local community partners to have a hand in where to steer some research, so that there can be practical results that can be utilized for our neighbors in and across Pittsburgh.
- Pitt is far from a green campus and these new projects are no exception. It is appalling the amount of food, flowers, paper, and money wasted at this school. There is also little talk between departments so there is no mixing of classes to do large scale projects or share ideas. These goals are so vague so I am not sure what type of response you are looking for.

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- Reduce administrative hurdles that hinder progress in research. Reduce bloated administration within the School of Medicine.
- As stated earlier, grow a military medical innovation economy that draws DoD investment in the city that ultimately leads to new and greater industry investment. Add a committed co-op education program from Pitt to the industry partners to insure sustainability with strong research expertise.
- Increase levels research across the University. Receive more grants from the NIH and other federal institutions by hiring highly-acclaimed faculty who are research oriented in their field.
- On campus stadium
- In my field, I believe this goal is being met.
- This is just my opinion, but Pitt needs to decide this YET I personally won't give if research is done with ANY baby remains from the abortion businesses.
- Continue nurturing students who go on to win Rhoades Scholarships, stress the interdisciplinary approach of the Honors College and its Breckenridge Fellowship. See faculty lead with innovative research and technological breakthroughs.
- Sponsor research competitions targeting specific groups such as corporations, HS/middle school students with guaranteed educational opportunities as an incentive. They have the ideas, we have the resources. Expanding the online opportunities through a hybrid platform would assist in this venture, provided that we can maintain our excellent standard of cyber security. The more access remotely, the greater the risk of breaches; therefore the hybrid method could then assist with the marketing through on-campus activities.
- There is a lack of direction/focus at Pitt regarding its goals and what type of institution it would like to become. For example, who does Pitt consider as peer and aspirational institutions? As exemplified by this plan, the goals are do everything better which is meaning less and could be in the plans of many institutions in the US. If everything is a goal, then there are no goals. Some depts. are overburdened with UG students and do not have sufficient resources, so to tell them to improve research is a pipe dream. The insipid management speak of doing everything better is worthless.
- Maintain the current standards of continuous growth and improvement in research. I think this is an area we already do great things in, and continuing to have it top of mind in this plan encourages bigger and better things. If anything, maybe look to broaden our impact beyond health sciences without compromising the great work accomplished and underway.
- Select specific benchmarks for our research impact that will serve as stop-gaps to achieving the specific overall goals
- Continue to collaborate on significant research projects that will serve the greater community, primarily in the area of healthcare. UPMC is a well respected healthcare system and, through these partnerships, has had a great impact on healthcare worldwide.
- "Encourage entrepreneurs in all fields and work to help provide resources, not only monetary but also coaching and business leaders input to help bridge the experience gap.
- Our young graduates and students have so many bright and exciting ideas and although some are not yet feasible, many are with some minor changes. These are the ideas drive innovation in all fields."

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- continue to work with UPMC to make medical breakthroughs. Advance the engineering school's work in Power to help push the envelope of what can happen with renewable energy and specifically Nuclear power. Dr. Reed is one of the current greats in the field of power and he needs to be utilized to show what we can do as a country. Lead by example with the university by becoming more renewable.
- More faculty supports for doing research and teaching students research, and for 1:1 educational opportunities for driven students.
- Keep doing what we are doing! And do more in our underserved communities
- Become a center of excellence on implementation
- Provide tools for the research community to collaborate with their peers through more modern technology. Provide the financial research community more advanced and more consistent financial tracking tools.
- I think you are doing it and in some instances overdoing it to the detriment of students learning work life skills and practical application information.
- Create more partnership opportunities for students, staff, and faculty to collaborate with other research institutions. Create more accessible opportunities for student research in all departments (internships, directed study, etc.
- When engaging in research that is multidisciplinary, utilize talent from unexpected disciplines (pair a business student with the neuroscience researchers). By having disparate groups working together it creates situations where a scientist will need to find ways to communicate their goals and research with someone unfamiliar with the terminology utilized in the field, thereby creating a line of communication and opening the research up to unanticipated questions.
- Improve communication and marketing of what research is going on at all of the schools in the university. Being in the School of Medicine, I feel I only hear about or know about the research that is taking place in that particular school.
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- I think we need to utilize our resources better - shared research labs could allow people to pull together funds to get the best technology or tool to aide in their research.
- hire people to do research and stop letting people who just want to do research teach a class. It's the most moronic practice you do, these people do not want to teach a class and hate students
- Look at how to better connect research with the community - how can we hire local community members to work on research? how can we share the financial benefits with all?
- Remain focused on public health and safety.
- create infrastructure that better facilitates the pairing of social science researchers with Law (for example) or science researchers with those in sustainability studies (another example) so that non-traditionally research heavy fields have the opportunity to actually put an innovative research project behind theoretical ideas.
- The best multidisciplinary work comes from people whose experiences sit at an intersection of fields -- these individuals can make connections across fields and make connections with others across fields. Lower tuition allows students to take the blinders off and explore. Lower tuition

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creates individuals that are curious and more willing to take risks. Pitt should strive to lower tuition to create an atmosphere of intellectual exploration. Without lowering tuition, students will continue to pursue with singlemindedness fields like nursing or accounting, without dabbling in others, because they're concerned about making enough money to validate the high cost of tuition or to pay off the debt they've accrued.

- Pitt should try to focus more on research that focuses on anti-racist efforts and other social justice issues of vital importance.
- Divest from fossil fuels
- Better communication between units to encourage collaborative work across disciplines among both students and faculty.
- We need a consolidated computing environment. We also need to provide compute resources to students and expose them to environments that will allow them to work with emerging technologies.
- Engage its work force to contribute to research.
- Global positive impact in every area of study, program, section, school, and department should be a measurable rubric-based factor in every student, faculty, staff, and administration at Pitt.
- 1. Invest in new research spaces. The laboratories of the Langley/Crawford/Clapp complex are old and outdated. These need to be vastly improved to encourage more innovative research. 2. Increase grants and funding per year for research endeavors at the University. 3. Create a new Research Advising office that helps prospective research students find funding and lab spaces on campus.
- More core facilities support by the University
- Continue to stress how well students are doing following four years at the University of Pittsburgh. Continue putting professors in a situation to freely teach in the classroom without shackles around their wrists like we see at many universities across the country.
- Continue to invest in research
- Expose more students to research opportunities - bench and administrative.
- Allow for more research opportunities. Arts and Sciences has a first experience in research- all schools need to provide something like this
- Pitt is already doing a great job in Research.
- 1. Define how HR views research? 2. We need to understand that positions for staff administrators in a research environment are different from those not in a research environment.
- Start with medical research and the various offshoots from there.
- We need to better when it comes to collaboration within the university. We don't have a good sense of the expertise that lives here across schools and disciplines.
- Consider making a year of community that would provide grants for teachers and scholars to build community-engaged learning/activities into their courses and into their own scholarship.
- Do we have a nonprofit/community organization job fair that is devoted just to nonprofit work students can pursue after graduation--peace corps, IVHQ, Americorps, Teach for America, etc.?

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- Have an @Pitt or University Times featuring the community service that professors and administrators do beyond Pitt. There is no better way to inspire students than to offer role models. Much of this community service is invisible since it is not part of our jobs.
- Community involvement
- Reach out to industry and environmental organizations to work together to make real world positive impact.
- The biggest issue facing the entire world in the decades to come is climate change / global warming. If Pitt starts focusing on this area now, it could put the Pittsburgh area into a state of preparedness for what is shaping up to be a disaster of unknown magnitude. It also makes sense given the abundance of freshwater in the region, which will be a precious commodity in years to come, that studying how to manage/protect this resource (particularly from corporate takeover and industrial pollution) would have a major positive impact for the community.
- I think the University should continue what it is doing to remain a world class organization although with the breakthroughs now coming from doctors in the AHN network, maybe be more collaborative with them as well as doctors from UPMC
- The initiatives being worked on with the School of Computing & Information will help in this area tremendously so that members of the community and industry rely upon us for assistance in data modeling, reports, etc. Continuing to engage with industry partners on sponsored research is always key, but making sure to fully understand where the money is coming from and what it'll be used for. I know some people were upset over taking the Koch Foundation money so continuing to be transparent is key.
- Create opportunities for faculty and students to interact across disciplines and across the University. Encourage all areas of the University to see how their disciplines can be applied in our local communities for direct benefit.
- Foster greater interdisciplinary research collaboration among schools and departments - particularly related to technology. For example, Schools of the Health Sciences and the School of Computing and Information have a lot of complementary skills and knowledge that could be better integrated. Exploring strategic opportunities for secondary faculty appointments across these schools may be beneficial in this regard.
- Any goal can be achieved but you have to have a certain love and passion for your Goal great things take time and so I believe that if you are able to extend your connections everywhere and anywhere get the word out more to more and more students then you are able to reach your goals or even surpass it.
- Good question! I wonder if it might help to work to increase the number of funded training grants, and/or create other sources of grad student and postdoc funding, especially for those who are interested in working across disciplinary boundaries. I think there are a lot of trainees who are very enthusiastic about multidisciplinary collaboration, but since a lot of this kind of work is relatively new, the funding isn't available to allow them to dedicate their time to it. So some substantial funds to support this kind of graduate and/or postdoctoral research would be valuable. I don't think seed grants are quite enough; this really needs to be something that can support trainees fully for multiple terms.
- Require labs to take more research assistants.

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- The new sources of funding are inspiring, but it seems as if they change so often and are so different that we stop paying attention to them. We need more routine, in my view.
- Pitt needs to continue to be on the cutting edge with technology to advance research to the major society issues.
- Promote research within department and schools. Do we have a University wide Research Symposium. This might cultivate collaboration right here at our University
- Link the research to the other pillars, how are we advancing inclusion, how are we advancing sustainability.
- Lower tuition so I am not stressed about loans after school and can work a job I would actually enjoy as opposed to a corporate job that just pays the bills
- Engage in national efforts to address loss of federal funding for vital research into health and environmental problems; continue recruitment of diverse researchers from around the world
- Increase funding for research in dollars; Continue to diversity the sources of funding to promote long term stability.
- Look to new ways to reward faculty for engaging in collaborative multidisciplinary research. Current promotion and tenure process does not always encourage this.
- Expansion
- Reach out to those who are at greatest risk to be at left behind and for reasons that are not their own. Children of drug addicts and those that have been disadvantages for far too long and help those that have been forgotten about...the homeless, poor, those with mental health diagnosis.
- Pitt should provide more protected time to investigators that have dual appointments, and give incentive to keep quality researchers at the university.
- Continue to encourage, fund and support interdisciplinary research. How is one's health affected by art? How might music play a role in the ICU? We have such a strong health sciences bent here, but we can't forget about the flip side of that coin either.
- I really like the social aspect of this research goal--but can we be more specific about local concerns, as well? The global is not always the local, nor the local the global.
- Having research accessible to the community and not just academic settings. Foster and encourage community engaged research which transforms communities.
- Pitt needs to provide more opportunities to do research about international issues.
- Cross-list courses more frequently and/or create an interdisciplinary course code. Offer more interdisciplinary courses for both undergraduate and graduate students. Offer more interdisciplinary certificates and degrees for both undergraduate and graduate students.
- Have more dual appointed faculty.
- Could identify a few core areas of great societal need (say, in line with UN Sustainable Development Goals or other national or global systems / challenges)
- Support and encourage both faculty and student research that both expands knowledge as well as produces practical knowledge applications for industry usage.
- Communication between departments, buildings
- Encourage and fund multi-disciplinary opportunities at all learning levels (undergraduate/graduate/doctoral/first professional)

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- Continue to raise NIH funding, continue innovation and revenue generation from research and grow global partnerships
- Do not require research professors to teach if they do not want to. Those that are good at research should focus on research. (Those good at teaching focus on teaching)
- Research at Pitt is really strong, but more focused on Basic Sciences instead of clinical approaches.
- Grow and recruit stars in diverse research areas
- Not erasing the voices of those that the research is conducted on.
- Build research directly into the curriculum across all majors
- Focus on stem and collaborative workspaces
- Attract, support, and retain faculty with impactful research focuses.
- Strengthen and boost its leadership in research as measured by the appropriate national/world rankings.
- Involve the internal and external community in deciding what the great societal needs are.
- I think that the building of a Cole Edward Zimmerman statue will really jump-start any research advancements to the campus
- Continue to advance medical science by growing its ability to draw down grant dollars.
- I think we're on a great path here. I'd like to see a little more attention given to the humanities, though.
- UPitt should be looking to the leaders in research to know how and what is being done to advance the field of research. This should not be done to copy rather to brainstorm what has and has not worked for other research communities across the nation and world. It is important not to copy, but rather engage the everyday individual who is a researcher or working in the research. I believe this starts with creating a spark in willing participants who are engaged with the idea of advancing the field and then providing them the resources and support required to not only conduct the research ethically, but to understand what is worth researching in the first place.
- I think Pitt has done a remarkable job in this area for decades. Increasingly, there has been more of a focus on how research is applied in the real world. I'd like to see Pitt try to take a leadership role in tackling some of the major issues society faces and position itself accordingly.
- Take the Dr. Levine approach. Hire the best people and get out of their way. The School of Medicine under Dr. Levine has been a global leader in research. Dr. Levine sought out the best minds - he was able to do this because he has an eye for talent; that's on you higher ups - and then once they got here, he gave them what they wanted and he got out of their way. Do that!
- Continue the community facing work (such as the Just Discipline Project) and expand that work by allowing students to partake in the research and design.
- Provide support for faculty, especially new faculty, that are just starting out to assist them in getting funding. Perhaps providing new faculty with a successful mentor (funding wise) to assist them with project development and funding applications.
- I think advocating for language acquisition, abroad experiences and community involvement could assist students in understanding how different cultures, areas of study, regions, communities, etc. can work together to find solutions to global issues.

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- Include stake holders from targeted spheres to help direct or research pursuits towards their actual need
- Assure that professors that are in fields to help society are altruistic
- A sustainable food systems degree and certificate program is needed
- Better staff satisfaction and retention in research-related offices
- BUILD adequate parking facilities and address the parking issues BEFORE dumping millions of dollars into facilities. When the stadium was torn down and the Petersen Events Center was built, the University failed to provide adequate parking for the current demands.
- I think a first step would be identifying what researchers are passionate about. What did they set out to achieve in their area of research? And then, connecting like minds. Not sure how to do this: community meetings/calls for collaborations? Also, discussions on how seemingly diverse fields can lead to innovations: could a dance major have an impact on robotics or engineering? Make it known that 'wild' ideas are exciting to throw around and explore even if they lead to nowhere.
- Support innovative research projects for undergraduate students
- Continue to support research, specifically cutting edge research, which doesn't always follow the old tried and true methods.
- I would love to see Pitt take a bolder position and become a leader in sustainability. This goal requires a multidisciplinary approach and has the potential for positive impact locally and globally.
- Create an area similar to CMU's NREC where classified and other sensitive research can transpire (i.e., those types of research where it may need to be restricted and go against University policies/procedures and thus cannot occur at this time; a place where research can be "walled off" and secured).
- Departments like MACRO truly give a hands-on experience in research so students having access or potential job opportunities in clinical research departments like this is something that should be widely know. This isn't the case at other institutions I have attended.
- Opportunities for faculty with decreased research experience to work with advanced scientist mentors within the University, but outside of his/her/their department. More opportunities for novel researchers to participate in University funded programs that reflect training similar to NIH opportunities like K awards.
- Focus on climate change, and practice what we preach. Invest in sustainable energy for 5 campuses, and cut financial ties with banks/organizations which act to block climate-based legislation.
- In my personal experience the pilot funding programs available through Pitt (CMRF, CTSI projects, etc.,) required a significant amount of data in order to be granted, which unintentionally precludes those employed on soft money from succeeding in this realm if their research is not extremely closely aligned to that of their current PIs. I would like to see a more flexible approach to pilot funding that enables non-tenure track faculty to initiate creative lines of research without the need for departmental support.
- Improve the departmental and university-wide infrastructure and support for grant submission.

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- Continue to fund young investigators through SEED projects to make an impact for future external funding support. Encourage partnerships with other institutions, especially local institutions, to solve real world problems.
- This is not my wheelhouse, but I fear research for the sake of only impact can be dangerous. I worry we lose our curiosity if we focus too much on the outcome. We should encourage learning, investigating, experimentation, discovering, etc. across the board and celebrate exceptional work, not just anticipated outcomes.
- Focus on high impact research only!
- Understand the capabilities and expertise that exists; and hire and promote the best faculty researchers in areas of complementary expertise. Expand and modernize research assets on campus through strategic investments to make it possible.
- Continue to encourage collaboration across schools and disciplines, such as Swanson School of Engineering and the health related sciences.
- Industry partnerships. We do a great job in medicine but we could do better in partnering with other industry to develop new products and practices that would help make this world a better place. We need to research how to engage young minds thru new means to introduce them into STEM at a young age. Gaming with Goals etc.
- Focus hiring & resources on areas achieving or likely to achieve outsize contributions. These include the earlier mentioned quantum computing, neuroscience, biomedical, and machine learning/modeling
- It should continue to invest in infrastructure and the recruitment and retention of excellent faculty. It should build upon the new internal funding initiatives that encourage cross-disciplinary and cross-unit collaboration.
- Provide more opportunities for the learner to be the "boots on the ground" to travel as a volunteer for staff, faculty and students alike. For example, the earthquakes in Puerto Rico, I'm sure there are ways that the Pitt community can rally together to indirectly aid Puerto Rico. A drive for water or shoe drive, for instance. This would be communicated to the entire community at Pitt and not just the students.
- How to make society as a whole better: health, economics, technology, childhood education
- Recruit appropriate faculty and leadership, enhance interprofessional work. Increase collaboration across the university and other academic institutions and industry.
- This is something that so many different areas of the university are trying to get involved in, but really has very little actual return on investment and often times comes without indirect costs so it is costing the University money. I think it would be important to identify specific units in the University (public health, gspia, etc.) where this type of research is most prevalent and help those units to provide the resources and internal funding necessary to get grants funded.
- I personally think this has already been achieved.
- Strategic teams representing Pitt (faculty, staff, students) and community members
- Prioritize the many excellent faculty they have. I know too many faculty who were offered competitive renewal packages by the University only after they receive offers elsewhere (at which time they left anyway). Recognize the excellence that exists on campus at all levels (including assistant professors and non-tenure track research faculty).

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- Developing a more fluid exchange with Pitt's peers in the US and internationally, developing mixed groups with representation of Pitt students and other high-end institution tackling known problems in science and medical issues. Identify major world problems that require scientific approaches in search of solutions, from climate issues, to anti-vaccination propaganda, cancer, education in nutritional aspects, etc.
- Allow graduate students to provide input into instrument acquisition, etc.
- 1) Expand research to engage a greater number of undergraduate students as soon as freshman year. 2) Tie research to undergraduate programs right from freshman year.
- We have had a lot of impact in the research area especially in medical advances. Continuing in this area will require attracting excellent researchers and graduate students. Expose more students to this path instead of them leaving for jobs, other schools, etc. In addition to the health areas, also focus on the engineering/AI areas (why didn't we develop the technology that we are using for the Starship robots to deliver our food? Our computer engineering school is top notch).
- Use existing successful collaborations as models to build new collaborations that are centered about a specific goal
- Pitt already engages in phenomenal cutting-edge research. Drive philanthropy to support research that will have the greatest impact on communities where populations are often at risk or underserved. Bring care to the people most impacted by diseases/conditions where research can have the greatest impact.
- This is a resource issue and we need to improve physical infrastructure and secure resources for graduate student support and faculty recruitment
- Have 80% of students participate in a research activity in their graduation field for 1 semester
- Pay faculty and staff more, increase tenure track positions.
- Incentivize collaboration among the schools, colleges, and campuses
- Pitt already does well in research
- Encourage problem-solving orientation in research -- identify key societal challenges and organize cross-disciplinary efforts to identify solutions.
- Allowing opportunities for research to be done is something Pitt does well. I think spreading the word about this is CRUCIAL. I also think partnering with community organizations to make change happen here, in Oakland, in Pittsburgh, would be very beneficial. Real, tangible research and change have such lasting impacts.
- I think Pitt needs to continue on the pathway it has created. Many advancements have been made in the 5 years that I have been here. Innovation has lead to collaboration, which has lead to societal impact. Pharmacogenomics is an example.
- If we are to advance this goal, as an institution we should identify what we feel our strengths are that would permit us to uniquely address significant impactful societal needs. Then, I believe we should align incentives to catalyze collaborative and multidisciplinary approaches to understand and correct these unmet needs.
- Divest from fossil fuels and deny grant funding from organizations like the Charles Koch Foundation

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- Determine the most likely areas of our collective impact, and then consciously bring people together to address these. Probably at least one of these will involve medicine. Maybe one will involve water and air quality...
- Pitt, through the CEC's and Vice Chancellor Dostillio's work, has a strong foundation that is grounded in principles that seek to build long-term relationships. These are areas in which other units of the university can see what it means to be answerable to the communities, who are all varied within, we serve.
- Continue to partner with researchers locally and around the globe
- Engage more globally to form research partnerships
- There should be a focus on how University research impacts local communities and how do we translate this for communities.
- Maybe adding a Diversity Major
- Establish a branch of the "Office of Sponsored Programs" on our campus. Researchers need loads of support to find funding - the current system (or the lack of) is not working properly.
- More open access opportunities.
- Include more rural research with the regional campuses
- I think Pitt is doing great.
- Climate change and use of research to reduce its effects on our world so we have a green planet for generations to come.
- Break down some of the silos that inhibit people from researching or doing projects across college lines.
- Collaboration within the medical community. Not only with UPMC, but AHN, Johns Hopkins, the Mayo Clinic, etc. This will better prove that world renowned research can come from Pitt and that we are not just doing it to help the health system that we are associated with.
- Brief education forums on research topics - from the basics of research to supportive idea sharing forums on data analysis.
- Move from a volume-based to VALUE-based healthcare model. Train future providers across disciplines in genomics and precision medicine. Give up-and-coming docs, nurses, PAs, pharmacists, etc practice working together early, and often.
- Allow opportunities for all campuses to receive grants to fund research. Encourage students of all majors to start a research project with professors across all campuses.
- The Schools do not value collaborative work. If one participates and is not the lead dog, you are given no credit (ie you are a minor player). CMU values collaboration does not nitpicking on who did what.
- More opportunity for research and projects for social justice/social issues
- There seems to be a tremendous focus on research here already. Is Pitt closer to this goal than the others?
- More research, more research, more research. Research is not possible without collaboration and lots of input. Provide more mentoring for junior faculty (and even graduate students and postdocs) on how to write a grant proposal. Ideally, all graduate students would have written several proposals for funding (F30, F31, etc.) prior to graduation. The feedback from unfunded

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proposals is a valuable learning tool. They need to learn how to use the feedback to create a more rigorous proposal. (And, they need to learn that very few people succeed the first time.)

- There needs to be more faculty research.
- More funding for public health research.
- Listen to our alumni about their concerns and more outreach to alumni.
- Pitt should seek to further integrate the university with the tech sector in the Pittsburgh region by partnering with CMU and tech companies with a presence in the area.
- Partner with athletics and local resources to improve and increase research opportunities
- Allocate increased University resources to support multidisciplinary teams of scholars (particularly those involving collaborations between Arts & Sciences faculty and professional schools), who are working with international colleagues to address issues of global concern such as public health and environmental change.
- Develop or integrate the concept into a freshman class that is mandatory to take in the first year.
- Continue promotion of the mission
- Return stadium to campus. It would attract students attracted to research and football, like it does at Alabama or Stanford.
- Collaborate, collaborate, collaborate. Reach out to thought leaders in headline issues. Host symposiums on tough problems - like turning around inner city schools.
- Focus on healthcare, social determinants of health. Connect the disconnected.
- Base research projects on human need rather than funding sources
- Pitt should most certainly look to creating capstone Senior projects required of all undergraduate students in order to receive their degrees. They should be collaborative, multidisciplinary and focus on societal needs within the parameters of the Universities campuses. Facilitating more fellowship opportunities for all graduate students would also accomplish much.
- Pitt does not have the same impact and speaking authority as Penn State does when it comes to energy, but it could and should on the basis of its location.
- Let graduate students unionize
- Research on philanthropy in western Pennsylvania, research on disabilities
- Pitt must provide appropriate funding and support in all stages of research in all disciplines -- this includes what is happening on the hill and elsewhere. Humanists are engaging in incredibly important research regarding current political climates, social media discourse, ramifications of exclusionary rhetoric both past and present, the interplay between technology and culture, and much more. This is vital work that must be supported. In addition, Pitt must create an environment where graduate students can thrive as well so that they can support the research of faculty and learn how to do their own research. Allow graduate students and faculty to unionize so they can work in an environment that supports them.
- Encourage more women, minorities and LGBTQ+ to enter research fields
- I believe we are well on our way here. A good IRB is in place to evaluate which projects to take on. Also we seem to be doubling down on research that we have expertise in, along with our UPMC partners. When we do take on something cutting edge it seems thoughtfully done and

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with the risk weighed against the rewards. The evidence is that high caliber researchers are drawn to Pitt.

- Carbon free university. All University vehicles go electric. Start to green the university. Partner with industry on climate change initiatives. Make Pittsburgh a leader in 21 century deliver of solar, wind, electric.
- Healthcare for the future. Initiatives in elder care, geriatric medicine, communal care, assisted living breakthroughs. The population of Pittsburgh and the US need to deal with the oldest population growth in the next 20 years.
- Help match researchers across disciplines and in different schools to collaborate on ideas that incorporate areas of interest they share, but otherwise wouldn't know about because they aren't in the same school/program, etc. Also, offer more opportunities to undergraduates to participate in research. Pitt is above average, I feel, in offering undergrads opportunities to research alongside professionals, but there is more that could be done in this area, especially in encouraging cross-disciplinary research.
- Build infrastructure. Our current infrastructure is decades old. Bringing collaborators together into enhanced infrastructure would be the best way to engage Research of Impact.
- One measure of impact is innovation derived from research, I would create a dashboard of how research is leading to market adoption (ideas, behaviors, products, services) that can be shared with alumni and honor contributions made by researchers and partners for the planet and our culture. You are basically mapping the pipeline of new knowledge to relevance in the world at large. Innovation = invention X commercialization. Create an interdisciplinary tiger team for finding pressing problems and create challenges with funding to support exemplary solutions or backing for launching into the market.
- Invest and encourage participation in research that focusses on current day issues in health and society and being innovative with technology solutions to said problems.
- To achieve this, researcher need more space where they are, with short distances to collaborators. The O'Hara parking garage would be a prime opportunity to create this space between engineering, physics, chemistry, astronomy, geology and so on. While the parking garage between Benedum and UPMC behind public health would do the same for engineering and health sciences and medical school. While student spaces and activity areas can be provided there, including collaborative spaces and research laboratories is essential in both of these locations is essential for goal 1 and 2 and would be a lost opportunity for decades to come if not realized.
- Fund more research that takes an interdisciplinary approach to bolster collaboration, and mandating that a social scientist (historian, anthropologist, artist, etc.) be on every biomedical research project to ensure cultural competency is met.
- Greater interaction between the medical and non-medical arms of Pitt research.
- If Pitt truly wants its students to collaborate on a worldwide scale, it should require all undergraduates to study abroad at least once. The University of Pittsburgh is so focused locally, and outside of SW PA, people do not know what a great institution it is. It is rare to see students from outside PA so recruitment of students outside the state would also be beneficial.
- Break down barriers (physical and otherwise) that prevent multidisciplinary work and create opportunities to jump start novel collaborations.

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- Provide internal funds, tuition waivers, in-kind support, etc. to support graduate student stipends. The research enterprise hinges on graduate students and we should do as much as possible to lower barriers to supporting them.
- I feel like this is already happening here. We just need to promote that fact more. This increased attention to marketing/publicity for research efforts (whether or not they result in large grants) would attract better new faculty, better PhD students, and even impress the decision-makers in the undergraduate student prospect process (parents, advisors and mentors, educators).
- Increase its visibility in high-quality research and publications.
- Continue the growth of global programs and initiatives vis-a-via research and research collaboration abroad
- Funding to enhance research opportunities and expanding on the global frontier
- Define better what Research of Impact means in different departments and disciplines. Provide clear examples and build a reward system that is linked to faculty career progress, specifically to the junior faculty who have to make decisions how to manage their time. Currently single PI grant is as good money as a collaborative one, but the latter takes more time to develop.
- Continue contributing to research, seeking out opportunities
- I would like to highlight interdisciplinarity further in the strategies listed, as most of us conduct research and teach using such approaches. A lot of us do research that involves collaboration with colleagues both on-campus and off-campus, and in addition many of us engage in disciplinary service to promote such collaboration. It would be valuable to link research goals with service (e.g., chairing disciplinary bodies, organizing conferences, reviewing submissions for awards). I would also suggest that sharing research with the community via a variety of means (presentations, trainings, service-learning, performances, certificate programs, etc.) should be prioritized.
- While I am relatively new at Pitt and have been insulated from this so far, I have heard from fellow faculty in various schools that, compared to their previous comparable institutions, Pitt's bureaucracy sluggish in the hiring, grants management, procurement, and contracting necessary to carry out research. It seems that staff handling these areas are working very hard but are overburdened due to inadequate tools.
- As an urban institution and as a institution that impacts global issues, the University should encourage research that links to the Sustainable Development Goals.
- Because this institution should be a leader in research, outstanding in teaching, and most of all - as we claim to produce the leaders of the future - this University should give an example, it should be a role model for how we should value learning and researching in themselves, and not solely as a means to an economic end.
- Keep supporting the advancements of research at the university and continue attracting top talent.
- That's easy because we're already doing this. Continue to use our financial resources to lure the people doing research that meets those goals (like Dr. Starzl & Dr. Salk).
- To do this goals you need to improve the quality of life for graduate students. I am not sure: does Pitt have housing for graduate students in campus? My grad students are renting apartments that require them to take the bus and therefore they spend 30-45 minutes each way

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to commute to campus. Add the numbers, and these minutes becomes weeks in a 1 year period. Housing for graduate students, and some housing for graduate students with spouses/partners should be the norm. We focus too much on undergraduates (because they are a revenue source) but I feel we neglect graduates (because they are a cost?).

- There's underutilized research support offered through the library systems - integrating more library support services into research endeavors.
- Shared information, simplify collaboration
- Pitt should expand it's community engagement efforts by working with more local non-profit organizations.
- Get students involved in research starting as a freshman. Perhaps smaller weekend workshops
- It's hard in a university this size to build those multidisciplinary partnerships especially when some of our programs are smaller and get less visibility although are doing wonderful work. I wish there was a way to better communicate the terrific opportunities available for collaboration. Maybe a Pitt podcast series? A database of research opportunities that faculty and grad students could peruse? A video series or YouTube channel?
- Continue seeking funding and providing the best technology, equipment, etc for students to utilize on campus. Forge new collaborations and foster current ones with other schools, industry, government, etc so that students have opportunities to utilize tools that Pitt may not have.
- I was not involved in research at Pitt but I will say that classes that involved community outreach ended up having the greatest societal impact.
- Expand on the research lab in posvar and have students learn coding basics like the med school since it's going to be applicable in business in the next 3-5 years (that way they could code projects for their finance classes or similar classes and have it on GitHub for jobs). Instead of making your career success or other "basic" courses mandatory, have a basic coding class so students can gain an appreciation for the applications they will be using in their jobs in the future.
- I'm not even sure what that means. Great societal need? Isn't that a relative term? How about realizing that while all research is fundamentally important, understanding that the good of the many does not necessarily outweigh the good of the few. Having a huge impact on a small section can have as great an benefit as a small impact on a large section. Let's not limit ourselves, and let's not limit ourselves to "societal" needs.
- We already do some amazing research, but I think if we could integrate it a bit more into pressing local community issues we may leave a better footprint in our neighborhoods.
- ensure the alumni have the tools/access to the tools (e.g. lifetime library resources access) to continue to engage with Pitt and all the great work that will advance the overall institutional research footprint and impact
- Two things: one, greatness follows diversity. Pitt should create something like 60 fully funded assistantships, split between the Arts and Sciences, structured around attracting a diverse cohort of graduate students. These should guarantee students be housed in a program, come with five full years of funding, and give at least one year off teaching. These packages will be force multipliers, since attracting a diverse cohort helps with retention. Second: give your employees time to research. This means staffing up in Departments that are down faculty, giving

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course releases that recognize service commitments of faculty, and creating more opportunities for summer funding and fellowships. The financial outlays necessary to do this are moderate in the scope of the University's budget. If you don't do them this University is going to be a sinking ship in five years. If you do do them, it will be a hegemon.

- More listen and learns and community town halls to fine tune what the current needs are and then pairing them with communities to work towards those needs