

# Plan for Pitt 2025

## Workshop Notes

Date: 01/10/20

Audience: Provost's Retreat – Vice Provost's, Deans, and Regional Campus Presidents

---

**Goals Exercise:** In this exercise participants broke into groups and discussed the definition of each goal included in the current Plan for Pitt, the outcomes Pitt should try to achieve for each goal in the next 5 years, and what actions Pitt is or could take to achieve those outcomes. Participants then rotated and reacted to the ideas already presented and added additional thoughts. (+ indicates other workshop participants agree with the idea; - indicates disagreement)

### Goal 1: Academic Excellence

- Define the goal – What does it mean to you?
  - Start teaching like an elite university – resources needed (+)
  - Match with students – meet with them, scaffolding, supports
  - “Rock stars” in intro classes
  - Elevate faculty (+, ??)
  - Preparing leaders of tomorrow to solve problems; discovery (+++)
    - Connection to community
    - Communication skills, data skills (++)
  - Breadth, depth and integration of knowledge (++)
  - Trained to think big – solve big problems (+)
  - A future-proof or robot-proof education (????)
  - Instill interest in life-long learning (+++)
  - Become an engine of opportunity
    - Diversity, scale, adult education (+++)
  - Access/education as means to mobility/equity (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Star teachers – especially for largest classes (++)
  - 21<sup>st</sup> century classrooms – metric?? (Count them!)
  - 80% of undergrads graduate in 4 years (+)
  - 80% of graduate/professional students finish and achieve certification in designated time (++)
    - Needs to be higher – 95%
  - Improve return on investment for undergraduate and professional
    - This assumes currently not good – why?
  - Cross-discipline degree and certificate programs (++++)
  - More training grants (++)
  - 80% of students are engaged in community (+)
    - Experiential learning and coordinated within discipline
  - Improve retention (+\_)

# Plan for Pitt 2025

## Workshop Notes

Date: 01/10/20

Audience: Provost's Retreat – Vice Provost's, Deans, and Regional Campus Presidents

---

- Increased undergraduate research
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Access and affordability
  - Personalized education (++, ?)
  - New faculty hires for star teachers (+)
  - Expand and develop inter-professional and interdisciplinary education online (where it makes sense) (++, - -)
  - Curricular changes need to address inclusion and global mindset (++)
  - More frequent lower-stakes assessments
  - Engage staff in educational experience (+)
  - Educational partnerships that advantage our brand

### Goal 2: Research of Impact

- Define the goal – What does it mean to you?
  - Impact = better life for all (Research of Impact) – broadly defined
  - Strategies require priority setting and translate into operations
  - To define outcomes – need the context
    - e.g. capitalize on interdisciplinary opportunities (++)
    - Structure APT to support goal
  - Translational science (+++)
  - Discovery, basic research, creative output also important!
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - More cross-school collaboration (++++++)
  - External-facing partnerships (growth of) (++++)
  - Increase patents/licenses
  - # and income of startups
  - Increase value of community and action research
  - Big themes must not be exclusive (++)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - More agile processes for intellectual property
  - More training on cross-unit grants (++++)
  - Adopt a few BIG THEMES that Pitt will be known for (++++++, -)
    - But risk of losing breadth
    - Create processes to identify these themes
  - Support “broader impacts” to get more NSF grants (+)
  - Establish global networks to address grand challenges (+)

# Plan for Pitt 2025

## Workshop Notes

Date: 01/10/20

Audience: Provost's Retreat – Vice Provost's, Deans, and Regional Campus Presidents

---

- Partnerships (e.g. CBPR) (+)
- Improve satisfaction with grants management support
- Metrics – more interdisciplinary (++) , team-based grants (++)
- Diversification of funding sources (+)
- Partnerships with local-based partners, e.g. Rand, Google, Apple, Duo Lingo (+++)
- If your work doesn't matter then why are we paying for you? (+)

### Goal 3: Strengthen Communities

- Define the goal – What does it mean to you?
  - What does “communities” mean? (+)
    - Small area differences on outcomes
    - Inclusive innovation (+)
    - Educational systems – strengthening education as a means to many outcomes (+)
  - Learning from communities – bidirectional (+)
  - Internal university community (++)
    - Inclusive, supportive for all (++)
    - Broaden, de-silo, mobility, cross-cutting parameters (+++)
  - Concern about isolating, hegemonic, divisive conceptualization of “community”
  - Concern about uni-focal Community Engagement Center “communities” (Hill and Homewood – rest of Pittsburgh?) (+)
  - Breaking (or opening) boundaries / weakening communities
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Any set of measures should move upward and toward equity and attributable to Pitt (++)
  - Belonging (++)
  - Openness to global/national (+)
  - WHO sustainability goals; UN's 17 Sustainable Development Goals (+++)
  - Civic engagement – strong culture of debate and discussion of ideas and problems of the age
  - Alumni engagement – more active regional alumni groups; opportunities for lifelong learning for alumni; re-skilling opportunities online
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Gain Carnegie classification
  - Nurture specific partnership activities
    - Mimic social work's impact across disciplines)
  - Engage health system to address health disparities

# Plan for Pitt 2025

## Workshop Notes

Date: 01/10/20

Audience: Provost's Retreat – Vice Provost's, Deans, and Regional Campus Presidents

---

- Engage city to improve K-12 education
- Inclusion of stakeholders from under-represented groups in community

### Goal 4: Diversity and Inclusion

- Define the goal – What does it mean to you?
  - Lead in diversity, equity, and inclusion (without this, diversity will fail) (+)
    - We're way behind – how are we going to jump to front? (++++)
    - It's urgent; It's serious (+)
  - Be a leader as a university community in the co-creation of diversity, inclusions, and equity through impactful scholarship, learning, and mutually beneficial community engagement (+)
  - React to major US demographic changes (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Transform the university culture to embody diversity, equity, and inclusion as essential to our mission (+)
  - Erase gender/race health disparities: infant mortality/maternal health (+)
  - Engage race/income graduation gaps (+++)
  - Denise the Pitt experience through engagement with divers cultures, perspectives, and identifies (+)
  - Improve diversity of staff
  - Attract, develop, retain and promote a diverse university and research community (++++++)
  - 100% increase in underrepresented minority faculty (++)
  - More Hot Metal Bridge pipeline programs (+++)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Offices of Diversity and Inclusion – needs major changes
  - Faculty recruitment initiatives, workshops, etc.
  - HR plans
  - Recruitment plans for international, LatinX, etc.
  - University-supported centers for affinity groups (+)
  - What is the community aspect and pathways (regional and peers)
  - Build pipeline for faculty and students
  - Do more than trainings and compliance – heart/attitude change is needed (++)
  - Pipeline from student to staff opportunity (+++, -)
  - Average debt of non-completes -> no debt

# Plan for Pitt 2025

## Workshop Notes

Date: 01/10/20

Audience: Provost's Retreat – Vice Provost's, Deans, and Regional Campus Presidents

---

### Goal 5: Engage the World

- Define the goal – What does it mean to you?
  - Multidirectional engagement with boldness and humility (+)
  - We are a place of global citizens
  - Encourage empathetic understanding of the multiple way of living/being, connection, ethos of solidarity with humanity (+) (move to diversity and inclusion?)
  - Pitt has a global mindset (and heart set)
  - Address global challenges
  - International research partnerships
  - International educational collaborations (+)
    - Including campuses abroad
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - We contributed/collaborated on global solutions as partners and learners
    - Double # of funded international research collaborations
  - We increased number of international students and welcome them
  - Increase number of Pitt students engaged in study abroad and international volunteer opportunities
  - World peace (+)
  - Students graduate with global knowledge and experience (+)
  - Define and innovate definitions and outcomes re: what it means to be a “global citizen” and competence
  - Increase % of international students overall and from targeted countries (+)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Curricular change
  - Make sure every Pitt student has a passport (as a norm)
    - What about undocumented?
  - Adequate supports for international students
  - Translate Pitt web pages (button with Google translate) (++)
  - Engage in problem-solving
    - Make meaningful contributions to education solving world problems (malaria, food, etc)
  - Incentivize international activities, including research and service
  - “Pitt Corps” (cf. Peace Corps) – agents of positive engagement as partners and learners
  - Outreach to international alumni

## Plan for Pitt 2025

### Workshop Notes

Date: 01/10/20

Audience: Provost's Retreat – Vice Provost's, Deans, and Regional Campus Presidents

---

- Erasmus-like partnerships/network (++)
- Meaningful engagement with alumni (globally)
- Remove financial barriers to students global experiences (+)
- Scholars at risk – Pitt as a sanctuary (+++)

#### Goal 6: Foundational Strength

- Define the goal – What does it mean to you?
  - Infrastructure broadly defined- what you need to make everything else work
  - Includes culture, philanthropy, communications, facilities (+), collaboration, research infrastructure, technology (+), incentive structure
  - Technology for education (online) (+)
  - Strong, resilient long-term planning for all of the above (not “cheap and fast”), efficient shared solutions (+)
  - Add sustainability (strategy) (+++)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Improve career support for undergrads and grads
  - Universal faculty information system
  - Doubly philanthropic giving
  - Collaborative culture (measure concrete collaborations – research, teaching, service)
  - Research infrastructure (measure grant success?) – perhaps centralized (+)
  - HR – compensation and staff development (measure retention) (+)
  - IT - efficiency and effectiveness (does not equal centralization); ease of use (+++)
  - Buildings, facilities (more space) up to date (++)
  - Data governance, data-driven decision making (+)
    - Informed but not-driven
  - Planning for philanthropy and related areas
  - Sustainability goals/outcomes (economic, environmental, social)
    - Leader and model!
  - Competitive salaries at all levels (++)
  - Improve student spaces – graduate students especially
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Collaboration, cross-campus coordination, efficiency in all areas (+)
    - Could also help regional campuses (++)
  - Efficiency in delivering educational content (plan for, incentive plan)
  - Develop new metrics; comprehensive strategy
  - Resources for facilities

## Plan for Pitt 2025

### Workshop Notes

Date: 01/10/20

Audience: Provost's Retreat – Vice Provost's, Deans, and Regional Campus Presidents

---

- Signature architecture
- Alumni engagement plan Pitt-wide
  - Philanthropy
- Long-term IT plan (++)
- Data governance (++)