

Plan for Pitt 2025

Workshop Notes

Date: 12/13/19

Participants: School and Responsibility Center Planning Liaisons

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?
 - Prepare for the future – adapt and anticipate (+)
 - New modes of education, and defined means to value those new modes (+++)
 - Meaningful engagement in topics related to my major (+)
 - Exposure to (new) ideas, culture, ways of thinking (+)
 - Create/modify academic credentials to meet market and student interests/needs; flexible and agile (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - How students remain connected to the university: alumni, mentor ship, volunteerism, monetary (++)
 - Are students able to realized their career paths and connecting to their career (++)
 - More robust online classes (++)
 - Heightened experiential learning, high-impact practices outside the classroom (++++)
 - Affordability (++)
 - Acceptance to graduate school
 - Skill acquisition – good feedback from employers about our graduates
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Engage alumni to share expertise and as mentors (++++)
 - Staying engaged in discussion of the plan during the next 5 years (++)
 - Agile, adaptive, constantly evaluating (++)
 - Intentional in faculty and staff we hire and students we recruit (+++)
 - Increase diversity of thought/experience (faculty, staff, students) (+)

Goal 2: Research of Impact

- Define the goal – What does it mean to you?
 - We feel it is important that the goal is broad, value-based, and outward facing.

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- Must be impactful globally to help us grow/advance our university
- Align research to the Plan for Pitt (+)
- Identify research priorities and existing strengths (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Recruiting and retaining high quality research faculty (how do we measure this?) (+++)
 - Increased funded research, better distribution of funding and types/sources of funding
 - Facilities to enable funded research
 - Interdisciplinary collaborations – tackling new types of problems (+++)
 - Pitt engaged in research at all scales – individual, teams, large-scale centers
 - Assessing impact (+):
 - Tech transfer: patents, licenses, start-ups
 - Community engagement: number and type of research partners
 - Policy impact: government, law, commerce (+)
 - Discoveries
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Providing gap funding for commercialization
 - Attracting and retaining faculty with impact
 - Develop ways to assess and manage risk
 - Promotion and tenure incentives not aligned with research at scale or, in many cases, interdisciplinary research (++)
 - Leadership needs to communicate the value of research at scale to faculty (++)

Goal 3: Strengthen Communities

- Define the goal – What does it mean to you?
 - Partner with community-based organizations/groups and have reciprocal relationships (++++++)
 - We have a moral obligation
 - We share our resources and they share theirs; express jointly and collaboratively
 - Develop cost-sharing ideas (what if they have none?)
 - Students, faculty, and staff involvement in collaborative community projects (++)
 - Align program offering with workforce needs (++)
 - Look for grant opportunities
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?

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- We need communication and clarity of the definitions, measures of what “strengthen communities” means (+++)
- All schools (100% participation) in the community engagement map (need resources) (+/-)
- Our graduates are getting jobs in their fields; align offerings with workforce needs
- Alumni engagement (++)
- Community knowledge of the institution, ways to access jus, what we offer (++++)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - We need to better identify courses with community engagement component; lifelong learning (+++++)
 - Build unit’s community engagement into their promotion/tenure(++ , -)
 - We need a central place where we track/share Pitt’s community engagement work, who is working in community so everyone knows (+); include faculty, staff, student involvement (++)
 - Need ideas that are outward-facing
 - Defining and developing various communities
 - Defining “outreach” v “engagement”

Goal 4: Diversity and Inclusion

- Define the goal – What does it mean to you?
 - Pitt is inclusive, accepting of all differences (++++)
 - Differences across all socioeconomic groups: race, gender orientation, political views, culture, economic class (+++++)
 - Positive value; intrinsic or instrumental
 - International outreach, inclusion, engagement (+++)
 - Professional development for staff and faculty (+)
 - Can we define diversity (+)
 - More consistent training, e.g. supervisors
 - Disability accommodation (+++)
 - Equity must be added
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - What are appropriate legal metrics?
 - Boosting participation in diversity and inclusion efforts, e.g. # of classes that incorporate diversity and inclusion; # of student organizations (+++++)

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- Evidence of positive developments in outputs (access, #s, faculty, awareness, technology accessibility) (+++++)
- Always top at mind, part of conversation – not checking the box (+++)
- All staff complete DICP program
- Increased international programs, partnerships, faculty/staff/students
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Development, recruitment, and retention process for faculty and staff (++)
 - Partnering with community groups local, regional, national, international
 - Provide institutional input – faculty, staff, student involvement in the process
 - How do you improve the culture and make it more consistent (more inclusive?) across all schools? (++)
 - How can we change the demographics across the university; report cards, trainin

Goal 5: Engage the World

- Define the goal – What does it mean to you?
 - Exchange of courses/ideas – virtual courses; Posvar hub (+++)
 - Collaboration between Pitt and international universities; develop strategies and criteria to determine ideal partners; benchmarking (+++)
 - Pitt campuses in other countries (- -)
 - Expansion of ideas, cultural perspectives (+)
 - Pitt/Pittsburgh as a bridge point/global hub to America (+)
 - Draw international students to Pitt (+++)
 - Seeing and hearing what other schools are doing (+)
 - World is increasingly global, our students need exposure (++++)
 - International impact of research, IP, etc (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - More students engaged in international programs (how?) (++++)
 - Increased enrollment (+)
 - Alumni: engagement/payback; long term relationships with university (++)
 - Count number of countries where our students are from and our students are studying; we are already doing this, global analytics dashboard
 - Pipeline for international students to do research at Pitt (++)
 - More international collaborations with faculty (++)
 - Pitt is a well-known brand around the world (++++)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Satellite campuses

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- Advertising in more countries (+)
- Expanded communication/social media (++)
- Expanding pay it forward program (Panthers Forward) (+)
- Expanding co-op to international (+)
- Expand global advisory council (+)
- Support more international research projects
- Resources to promote opportunities at unit/school level
- This goal is very different at the regional campuses – for us it is exposing students to global ideas and perspectives (+++)

Goal 6: Foundational Strength

- Define the goal – What does it mean to you?
 - Reputation – university, employer, faculty/staff (++++)
 - Rewarding faculty/staff; improved retention (++)
 - Relationship-building – internal and external (++)
 - Transparency – open and showcasing; building trust to improve
 - Challenging risk-averse culture; being ok with change, innovation, new tools/technology (+++++)
 - Following through on initiatives
 - Campus facilities to support the mission
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Enhanced incentives program
 - Faculty compensation, tenure and promotion, storytelling (accomplishments) (+++++)
 - Leveraging partnerships locally (++++)
 - Globally learning from partners re: best practices and working together for mutual benefit with aligned goals (++++)
 - Clear communication channels that are accessible and utilized within university for internal use and externally (+)
 - Successful, tangible implementation of strategies and initiatives (follow through)
 - Look of our campus – more attractive to students/faculty/staff
 - Fiscal health (+)
 - Retention rates – faculty and staff
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Clarity around implementation timelines and resources to accomplish (within schools/units) (++++)

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- Transparency about available resources to implement (+)
- Groups of experts around university tasked with advancing specific strategies (+)
- Continued investment in facilities (++)
- Institutional programs and research centers
- For regionals this means having adequate resources (\$ and staffing)