

Plan for Pitt 2025

Workshop Notes

Date: February 19, 2020

Participants: The Katz School of Business Executive Committee

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: Advanced Educational Excellence

- Define the goal – What does it mean to you?
 - Are we achieving excellence in preparing our students for meeting their career goals?
 - go to Graduate School
 - Getting a job (Career Starter, Enhancer, Switchers)
 - Are we meeting recruiter's needs?
 - Are curriculum and courses keeping up with changing/evolving needs? (++)
 - Don't want to be just another corporate trainer (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Increase number of top recruiters; increase placements (++++)
 - Identify/Track/Increase international scholarships received by graduates
 - Track placements into TOP (need definition) masters and doctoral programs
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Develop metrics to track competencies to lead (define what this means for your profession/discipline) in their profession/discipline.
 - EBL
 - Global/Diversity
 - Peer Evaluation/Mentoring

Goal 2: Research of Impact

- Define the goal – What does it mean to you?
 - Need explicit measures of impact-e.g., citations, lives improved, managerial practice uptake, stakeholder engagement with the research via funding, dialogue
 - Perhaps a menu of impact measures so that different schools can customize
 - Forms of research-applied vs traditional, translational
 - Develop and include U/G's in research projects

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- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Define menu of Outcomes to allow for customization
 - Metrics that track quality as well as growth not just quantity
 - Focused research investment
 - Infrastructure for collaborative research and Pitt pool of funding for infrastructure
 - Impact also has audience that cares deeply about the implications (How to measure?)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Fund research infrastructure for collaboration
 - Create portals/forums for featuring initiating research of impact
 - Don't forget deep (non-collaborative) research-disciplinary contribution (++)

Goal 3: Strengthen Communities

- Define the goal – What does it mean to you?
 - Pitt - Alumni (1)
 - Faculty (2)
 - Students (3)
 - Staff (4)
 - Region- (Companies)
 - Pittsburgh (5)
 - Pennsylvania (6)
 - Ohio (6)
 - West Virginia (6)
 - US (7)
 - World (8)
 - Community is not geographic based only—it can be subject based or interest based.
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Increased engagement with the campus (1,3), e.g Mentoring, speaking, internships, research, data (2,3) and cross-unit collaboration (3,2,4,1) Undergrad/grad combos. (++)
 - Clear progression path, pay, work environment, turnover, parking (4,2)
 - Increase HS students from Pittsburgh
 - Increase participation in concurrent enrollment (college credit in HS)
 - Increase applied projects with PPS, VA community groups, (5,6,7,8) (+)

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- Rigorous research, international partners
- Increase study abroad, fellowships (8)(++)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Develop (complementary?) continuing education (1,2)
 - Develop career paths for appointment stream (4,2)
 - School to college transition (5)
 - Engage the region in developing rigorous research questions (5,6) (+)
 - Define IMPACT
 - Incentives to align with this (+)
 - Work to strengthen community college education/transfer process
 - Get faculty, students, staff out into the world (8) (+++)
 - Exposure=stepping stone to change/strength
 - Invest in distance learning/communication. Technology will soon render geography less constraining

Goal 4: Diversity and Inclusion

- Define the goal – What does it mean to you?
 - SES (socio-economic status), Social, racial, gender, etc
 - Learning: (1a) About ; (1b) ; With ; (1c) Infusing
 - Scholarship : Study of (2a); Reflecting sensitivity to 2b
 - Community: Hiring/recruitment (3a); Practice (3b); Students 3c)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Awareness, sensitivity, climate (measurable!) participation in workshops
 - Reduce bias in curriculum (cases, language, examples) (+)
 - More diverse research subjects
 - Increase awareness in research text. Research text reflects insensitivity-shifts toward more inclusive language
 - Move things out of a university department and infuse across the university
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - 1a. Train, Mentoring
 - 1b. Revisit housing
 - 2a. Focus large grant initiatives; expand research to under-represented groups (for example, via doctoral student scholarships, undergrad research opportunities)
 - 2b. Textual analysis to provide indication of lack of sensitivity
 - 3a. All aspects of diversity not just required reporting.

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Goal 5: Embrace the World

- Define the goal – What does it mean to you?
 - Reduce the overlap with Goal 3
 - Clarify faculty/research role in global initiatives (e.g., teach, _____ internationally)
 - Distinguish what we can do that other organizations (e.g., NGOs) cannot do (vigorous research)
 - Collaborate with other organizations, NGOs and Universities for global impact (+)
 - Expand student opportunities for global engagement (not only trips but also research) (++)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Define measures
 - Track and increase measures (for example count, \$ investments of global projects, more alumni contacts)
 - Increase participation (faculty, students) rate in global programs
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - We have lots of opportunities for students who are already interested in global engagement. But let's reach out more to students who may need convincing
 - Support for global engagement
 - \$ for student travel
 - Engage more productively (in a more enlightened way) with global alumni (++++)
 - Increase opportunities for non-traditional, lower income, high-barrier students

Goal 6: Build Foundational Strength

- Define the goal – What does it mean to you?
 - University invests in infrastructure to lever their scarce resource-intellectual capital (+++)
 - Stakeholder outreach (++)
 - Communication, Marketing, Engagement
 - Strong technical support for research (++)
 - Labs
 - Qualitative research experts (*Comment from a colleague: "This is too specific"*)
 - Data Analytics (*Comment from a colleague: "This is too specific"*)
 - ML/Text Analysis (*Comment from a colleague: "This is too specific"*)
 - Teaching University-level efficiencies, new skills, how people learn course learning (how to learn)

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- Sabbatical time (time to upskill) (++++)
- Facilities appropriate to teaching methods (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Increase stakeholder engagement with our research
 - Help researchers translate relevance of their work, communicate, market
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Stop creating unfunded mandates (from University to Units and within Units)
 - Help figure out how to lever our talent
 - Demolish barriers align incentives to unit collaboration and students registering +