

Plan for Pitt 2025

Goal 6: Foundational Strength

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

- Find a way to bridge the gap between upper and lower campus. Also please consider building a new band room with the funds raised by the Pitt Band Alumni Council.
- Be more ethical so I don't feel bad supporting the university. Smarter allocation of funds, and stronger relationships between staff and students. Less bureaucracy. Actually looking where money is going. Support unionization.
- If any administrators have read the Pitt subreddit (r/pitt) you would understand the student body's frustration with the unnecessary amount of money spent on salaries of administrators that are not necessary.
- Increase unification of University as has been started recently (unified branding, connecting the campus, encouraging interdisciplinary collaboration between schools)
- Streamline HR, have more support in HR to have efficient recruitment timelines, better compensation
- You need a stadium on campus to Foster the community spirit for athletics.
- Stop outsourcing our technology infrastructure to third party companies who do a worse job for more money. Allow employees to unionize and stop hiring union-busting law firms. Give all employees tuition assistance. Work on basic, "boring" infrastructural needs before e.g. closing Bigelow for a year to... what, exactly? Make it narrower and add some trees?
- Pitt pride should not simply be limited to sports and the like, but encompass many of the lesser known intellectual programs as well.
- Marketing, Technology and Human Resources need increased resources and a much bigger staff to keep up with the current best practices in each of those fields. Increasing capacity for these key business support functions across the university will increase capacity for everyone.
- The culture is weak as viewed by students, lots of justified complaints going unaddressed so no pride in being a student which affects future giving and ability to attract students who hear the complaints.
- Provide more opportunities for students to interact with the foundation. Get the students excited to come to campus and interact (Like a football stadium on campus)
- Outstanding infrastructure, and effective operations
- Build green infrastructure. Development is absolutely going to happen but consider ways to make it better for the environment.
- Start thinking about and making a point that the university is aware and working to fight the clear challenges that are facing us at this time: climate change and our dependence on dirty energy, the prevalence of hate crimes against minorities, the astronomical price it costs to attend Pitt compared to other similar universities, etc. It is easy to acknowledge these things and quietly try to calm down students who are speaking out using fear disguised as practicality. It takes a leading university to stand up and speak out on these issues, and create change, instead of waiting for others to do it so that it is more convenient and cost effective
- Reduce administrative roles that slow progress. Streamline processes.

Plan for Pitt 2025

Goal 6: Foundational Strength

- Get more Alumni involved and willing to commit financially or with volunteer time. Identify well known Alumni and get them to do public service announcements. Educate Alumni how a large endowment can be leveraged to meet the needs of Pitt and Pittsburgh.
- Be more efficient by not giving the Chancellor raises every year. Use that absurd amount of money to fund student employment or fix the multiple health code violations found in Market Central or Forbes Street Market. You don't have the funds to provide scholarships to deserving students but you have the funds to give Gallagher another HUGE bonus every year?
- On campus stadium
- Build an on campus football stadium
- I think Pitt currently does a good job of this.
- An on campus stadium for football that is strong enough to hold 45k-50k people
- I'm not sure I've understood the question because it could be saying several different things. Are you talking about the endowment? Human Resources? Out-sourcing? I'll focus on "infrastructure" in the most literal sense. The university seems obsessed with this point. \$7M to put TV cameras in the Pete because the university decided to join the ACC does not seem like money well spent. Tearing up Bigelow for a land-grab from the city also seems like a waste. Pitt needs to pull back from these external projects and focus on teaching and office space for faculty and students.
- Pitt needs to do a better job cultivating a strong internal culture of alumni support and engagement. This begins while alumni are still students. Advancement does a poor job of keeping in contact with recent graduates and this allows the internal culture to erode.
- Our HR does a great job of providing professional and personal development opportunities, but we also need to listen the needs of those who may not be taking advantage of our internal resources and why.
- Everyone knows what the problems are here, a lack of space, parking, and outdoor social space. A lack of indoor space significantly hinders educational and research activities. If there is a overall reduction in parking, which increases commuting/transit times or cost, this is will lead to a significant decrease in staff/faculty moral and work efficiency. Tell people to ride bikes or take the poor public transportation system does not cut it. There should be more outdoor social space on campus. This does not have to be "green" space Chairs and patios constructed by the towers is a good start but there must be much more of this. In looking at the strategic building plan if see few if any novel ideas.
- Ensure that staff are not overlooked. Rightly so, much focus is on the students and faculty, but the business units that are, for lack of better term, less academic, are also vital to the University's success. This includes engaging and energizing them.
- 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,

Plan for Pitt 2025

Goal 6: Foundational Strength

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.

- Increased partnerships in all areas. Enhancements of the campus to help the University grow and become "the university" for prospective students.
- Continue to build a strong academic program and work closely with all businesses to strengthen ties and promote collaboration.
- Build up good will with athletics to bridge a connection to students after they graduate for the rest of their lives. Bring a stadium back to campus. Field some good teams. The most true link between alum and their old school is football. They need to feel that connection every Saturday in the fall, otherwise they don't want to give you any money
- Encourage and provide incentives for faculty and students to engage in partnerships with national and international associations and societies that promote excellence.
- Acknowledge the value that the staff brings to the university through more than a darn picnic. Increase the amount of time off, increase salaries, create a sliding scale for parking; motivate, encourage and promote staff who contribute beyond the scope of their daily work. 2. Look to industry to identify characteristics of a great place to work, beyond good health care coverage and tuition benefits.
- Analyze all depts. to determine if culture is suitable to a healthy/non-toxic work environment. Avoid overworking faculty and staff and raising expectations beyond what can be healthily accomplished.
- Merge travel card and P-card programs to streamline purchasing process. Offer more mentoring and development programs
- Continue to push forward with the 30-year plan for physical changes at the University. Keep in mind that as higher ed evolves, certain physical needs that we have now, may not be present in 30 years and plan for how space can be utilized here to provide for different needs.
- This is the goal that I personally feel needs the most attention and improvement. Although I have seen some progress over the last five years, there are many areas to improve. Infrastructure and information systems need improvement. Going digital and paperless needs improvement. Infrastructure needs to continue to improve.
- Everyone needs to be trained on what the expected culture/environment is at Pitt.
- have facilities actually recycle what staff/students/faculty put in the recycle bins
- You've already created a strong culture of students who hate their alma mater because their money is being wasted, you're doing great sweetie
- Financial oversight - how are we managing finances? Why are we having an ice sculpture while students aren't able to access food or housing and tuition is insanely high?
- Building an on-campus football stadium in Oakland. Build a true greek row with beautiful houses (unlike the current university owned buildings) like surrounding schools
- You cannot be all things to all people lest you risk being nothing to everyone. Tolerance of perspectives means that ALL people need to work with one another. They need not like each other, but they must work together. Pitt will, on occasion, need to explain that its path is not perfect. There will be people who disagree or are offended (justified or not) by what Pitt does. But if Pitt acts with compassion, it will constantly assess its conduct.

Plan for Pitt 2025

Goal 6: Foundational Strength

- On campus stadium
- I think you've set too many goals. Goals 5 and 6 don't feel very clearly articulated or purposeful.
- Pitt should continue to focus on reducing sexual assault/harrassment on campus with the seed grant that they're currently exploring.
- Make it easier to get around campus. Make "belonging" a priority for freshmen, transfers and new hires. Simplify online materials, too many websites with dead links!
- We need to embrace change. We need to encourage employees to be passionate about what they are doing. We need to provide clear paths for advancement, encourage and reward professional growth. We also need to have work life balance. We have to establish an environment that sees failure as a way to grow. Our fear of failure stops people from trying new ideas and thinking outside of the box. So we remain stagnant, with old outdated technology because its safe.
- Staff should practice latest technological innovation and services as the outside world does. Adopt the MIT culture: be a trend setter not a follower.
- The measurable (rubric-based) foundation of a strong internal culture, capacity to partner, outstanding infrastructure, and effective operations.
- Renovate more spaces on campus and build new services for students, faculty and staff. Make all lecture spaces newly renovated within the past five years. Renovate lab spaces on campus. Build a new Biological Sciences/Neuroscience building or significantly renovate Langley/Crawford/Clapp Hall.
- Better support of faculty and staff salaries.
- I believe we can do this on an in-house and national level through athletics. We already see what a color change has done when announcers see them showcased on ESPN or any other major outlet. They're all in awe.
- The infrastructure is still lagging in IT, buildings and central office support ...HR is not centralized so there is no accountability for developing a Pitt culture, career track or management system.
- Show more value to long-term employees. Listen to them; hear what they have to say; learn from them; show them they are appreciated; give them an incentive to stay or a monetary recognition of their years of service.
- The Chancellor doesn't really know what the worker bees really have to go through. Many people are over worked and under paid while others make the same pay and play games or are on Facebook all day. The Pitt foundation needs to remain strong and unhappy employees weakens the foundation.
- Infrastructure is a weakness. Pitt needs to add infrastructure, especially contiguous to the campus, even if it has to over pay. Like Walt Disney did in Orlando when purchasing land for Disney World, the school should be using third parties to help purchase property.
- We need a lots of work when it comes to dedicating enough resources to large initiatives to reach, maintain, and sustain them. We need people and updated systems. We need to look at these systems as a whole and stop operating in silos.
- Again, fund the Music department. If the Music department didn't exist, less students would attend.
- Examine the current internal culture and update it to meet our current and future needs.
- More parking options, student walkways over busy roads

Plan for Pitt 2025

Goal 6: Foundational Strength

- Upgrade buildings' plumbing to avoid restroom outages which inconvenience employees, leaking pipes/floods which can damage records, data, equipment, etc., and water outages which are unsanitary and, in the event of a fire, unsafe.
- Continue to collaborate with the City and be a good partner with the area high schools
- Hands down I think one of the biggest reasons some of the most intelligent, strategic people don't work at the university is the compensation. This is especially true if they already have their masters degree and don't think of the tuition discount as being a huge draw to work here. So many staff who needed masters degrees to get their jobs at the university can't even afford to pay down their student loans and so compensation becomes a bigger factor than I think most people like to admit who's main driving force might be to help students. I've known so many people who have left the university not because they didn't like their jobs, but because they realized they couldn't afford them and could not see any stepping stone ahead of them where they would eventually make more money. The other thing to be aware of is that there are a lot of people who stay at the university for the tuition benefit for their kids when they have stopped being productive and have actually become roadblocks to newer staff with big ideas. These newer staff end up leaving for places who appreciate big ideas. Until these underlying issues are worked on it's hard to build a foundation and continue building momentum. I know this isn't the case in every office at the university but that more work like the campus climate surveys should be done and acknowledged with action items far faster than ever before.
- Reduce barriers and delays in developing collaborative agreements with outside institutions. Reduce legal red tape for simple intellectual property transfer agreements. Collaborations are lost and innovation is stifled by engaging in extended contract negotiations for relatively low-risk agreements. I have been on the losing end of Pitt burning bridges and stalemating simple contracts via aggressive legal negotiation.
- Try and get more people involved with more clubs and organizations
- Anything to help make it easier to bike safely around campus
- We should also ensure that individuals with disabilities find the campus as safe and accessible as the rest of us do
- LOL. Put your money where your mouth is dude.
- Free espresso....
- Pitt needs to be aware of its financial responsibilities and take that into account when making decisions.
- Efficiency in operations, remove redundancy and train centrally.
- Lower tuition to promote student unity, as opposed to competition because we are stressed about getting the same high-paying positions after graduation
- Break down institutional silos and redundancies that prevent effective collaboration
- While faculty and staff would not have roles if it were not for the students, staff play a major role in the day to day running of the University. Continued staff development and incentives for staff to remain at Pitt and continue to build that culture is critical.
- Reduce cost by streamlining processes, eliminating duplicate functions and processes, build infrastructure that is flexible in its ability to change with rapidly changing technology and opportunities.
- Expansion

Plan for Pitt 2025

Goal 6: Foundational Strength

- Continued open communications with staff, students and faculty.
- Pitt should try to take care of their employees. Allowing those who have jobs that can be done from home the opportunity to occasionally do so, to provide more maternity/paternity leave, provide better health insurance to students and post doc candidates.
- The Cathedral of Learning is always the wrong temperature; if there's any way to address that (especially the roasting heat in winter), that'd be nice.
- Pitt should try to keep renovating its facilities and provide sufficient funding to students.
- We will always be building culture, but I hope by now we have foundational strength, possibly allowing this goal to become the foundation -- and a new one to grow that focused on applying innovative solutions and models for our partnerships, infrastructure, and operations -- so that we might build an even stronger internal culture of lifelong learning and exploration?
- Balance tenure consideration between scholarship, community engagement and teaching. Provide faculty with salary and benefits commiserate with other institutions similar to Pitt as well as comparable to other Pennsylvania universities.
- Address the need for expanded support in areas of key focus consistent with peer institutions. Address compensation and reduction in variability of positions and levels across all units. Dedicate funding to compensation so that we can get the best candidates for our programs and leadership (and be competitive with other institutions in the Pittsburgh area). Create a community where staff is valued and appreciated (and stays)
- Streamlining operations, become more agile similar to a private company, have a better way to analyze opportunities and move in a timely fashion
- I think we need to continue in the direction we are already going. We are beginning to see more open communication throughout all levels of the university and the ideas being exchanged are leading to change, slowly but surely. We all should be striving to provide the best educational experience for all of our students and let this take the lead in our decisions.
- Develop programs that enhance student and alumni loyalty to Pitt
- Foster and encourage better work life balance across the University for staff in particular
- Add private tech company labs to current academic buildings like CMU/uber partnership
- Improve the utilities and physical infrastructure to support Pitt's aspirations.
- Respect and include the students, faculty, staff, and the local community. If people are treated with basic human graciousness the internal culture and effective operations will be strong naturally.
- Remote work for all levels of workforce. Align salaries with demands of new economy (can't just rely on good benefits -- young people won't work for the same firm for decades like prior generations)
- Call upon the experts and people working in these fields to collaborate and create new ideas. When people are collaborating with one another who normally wouldn't work on an everyday basis together it enhances new areas of our brain and expands our awareness beyond our everyday thinking. I believe supporting a culture of interdisciplinary collaboration is key to enhancing overall operations.
- Community building. There does not seem to be a strong community among current students or alumni. I don't exactly know why that is but I think Pitt is lacking in this area compared to peer universities.

Plan for Pitt 2025

Goal 6: Foundational Strength

- PAY YOUR EMPLOYEES WHAT THEY DESERVE SO THEY CAN LIVE! I LIVE PAYCHECK TO PAYCHECK RIGHT NOW AND I HAVE A MASTER'S DEGREE FROM PITT!!!!!! THIS IS TOTAL B*****!!! IF YOU WANT BETTER INFRASTRUCTURE AND EFFECTIVE OPERATIONS, THEN HELP PEOPLE LIVE!!! And I am so sick and tired of that bullshit about the retirement plan, matching, vesting, and health insurance. YOU SHOULD BE DOING THAT TOO!!! You should help us with our student loans, pay us what we deserve, and then promote that you are doing that. BECAUSE OTHER UNIVERSITIES ARE NOT. BE BETTER THAN THOSE OTHER PLACES AND THE INFRASTRUCTURE AND EFFECTIVENESS WILL IMPROVE BECAUSE PEOPLE WILL BE HAPPY AND WILL NOT HAVE ANXIETY OVER PAYING BILLS. Honestly, why the hell does this need to be said. Also, I have to say that I am absolutely disgusted by how some people are treated around here. I have a coworker who has been here a decade, and within the last year, she was given a windowless office. Right down the hall, there is a conference room with windows. Why the hell didn't Elena and me get the conference room, then Elaine should have gotten our corner office with the window, and the Elaine's office, which doesn't have windows, should have been the conference room. Pitt Med magazine would fall apart without Elaine. She is the hardest working person I have ever worked with in any job. She is the most dedicated person I know. And she has been here a decade!! And after all this time, she earns less than 54,000 and has a windowless office. And she has a master's degree FROM Pitt and has student loans with three kids. And this is how Pitt treats her? That's how Pitt rewards her hard work and loyalty? Pitt's internal culture is a joke. You want us to Hail 2 Pitt. **** that! Hail to us. You can't keep treating employees like this. I mean, you idiots fight every union attempt like it's the end of the world, and then turn around and underpay someone like Elaine and give her a windowless office. What a joke! You people up above us need to wake up and get your act together.
- Invest in technology, communication tools and resources that foster connection and collaboration. Demonstrate how every staff, faculty, student is a valued member of the community and essential to achieving our goals. Provide standardized training to managers and directors across the university to equip them with the tools they need to shape a shared culture.
- Create community gathering spaces where connections can be forged and strengthened and where wide-ranging informal and social interests and needs can be met.
- I think Pitt has a good foundational plan for facility upgrades. The only thing that I don't like about that is trying to move all of the cars/parking off campus. A lot of people already commute from a great distance and do not want to add another 30-45 minutes to their day having to shuttle to and from a parking lot located outside of Oakland.
- I think that Pitt should try to create streamlined processes for the Pitt community to find and access resources. Expanding support for mental and physical health would provide a great foundation for students and the community to build off
- Work on retaining quality talent and hire / promote based on qualifications and achievements vs. being focused on checking off boxes.
- Have all stakeholders to the University, and specifically those that have experience and knowledge at this great University, to work cohesively to continue to improve our main focus: the education of students and other stakeholders of the University of Pittsburgh.
- Going back to my very first point, Pitt has a lot of large infrastructure that makes individual issues difficult to deal with. For example, Pitts grown to a place of jumping through hoops to do things like reviews and hires when in fact it might not be good for a single department who

Plan for Pitt 2025

Goal 6: Foundational Strength

doesn't fit that mold. I guess it's a problem that any large institute would have but people, real people, like the home grown feel that's missing with our large operation.

- I believe that much like the city of Pittsburgh, this is an area of strength for the University. I believe that improved parking places and living spaces that are inclusive and affordable will also help achieve this goal. It is a concrete and foundational way to help individuals feel accepted and valued from day 1.
- Further unify IT services, offering solutions for UPMC and VA affiliates to live wholly within the Pitt network.
- I'm not sure that strong internal culture has been clearly defined. What is meant by this? Have levels of excellence in areas of staff/faculty development, teamwork, initiative/leadership, respect/support been identified? If not, what aspects of internal culture have been and how are we promoting that culture? Is it in words only, or are people held accountable, processes in place such that it isn't an option but a formal process? If you want to build and maintain a strong internal culture...such things need to be explicit and followed through.
- Continued attempts to decrease student costs to attend, additional fundraising efforts, additional efforts for environmental sustainability.
- Pitt is prime to take risks in building infrastructure and operations. We all know there are too many vehicles on campus, but we haven't seen an actual solution offered. We all know there are work culture irregularities, but we haven't seen innovative options for correction. We all know technology is crucial to growth, but not all of us can operate classroom tech. I think we need to push ourselves outside of our comfort zones and try new ideas.
- Use shared resources which will decrease duplicative work, thus saving money. Like I stated, the only two buildings people would physically tie themselves to if they were going to be torn down are Cathy and Heinz Chapel. Build more buildings like that!
- Rather than build, I believe that University of Pittsburgh should GROW foundational strength and BROADEN it. Pitt is an incredibly unique university in a unique small, big city.
- Continue to improve facilities and seize opportunities to partner with other businesses in Pittsburgh.
- Create teams that are primarily focused on training teams to continue the work. Without a train the trainer type environment, I see the potential for a great leap forward and then flat. We must do a better job with sustainability of the programs being established.
- Avoid moving backwards
- It should invest in high quality software platforms and achieve better integration between them. It should improve support for research computing and meet the demands for adequate research space and facilities.
- One important element of all cultures is music. The Music Building is insufficient; as a vocalist there isn't a place to practice and the practice rooms need to be soundproof. A space that invites musicians to perfect their craft would add to that cultural element Pitt seeks to enhance.
- Specifically define what Pitt wants to be as an institution.
- More standardization of recognition...there are sharp current differences across schools
- None of the other goals can be achieved without this one. It is my opinion that this is where we need to start - with effective operations. The University wastes so much money on inefficient people, systems and departments. I have a tendency to oversimplify things, but if we could

Plan for Pitt 2025

Goal 6: Foundational Strength

operate more effectively, we could save money, lower tuition costs, increase enrollment (=more \$), and have more money available for all of the community engagement activities that are outlined in the first 5 goals. Start at the top and work your way down.

- It is currently difficult to understand the org structures and who to reach out to regarding certain topics. Perhaps having this information more built out in Outlook would make communication easier internally.
- Focus on improvements to current buildings instead of expansion via land acquisition throughout Pittsburgh.
- Strengthen existing relationships, explore new partnerships
- Parking for employees needs to be addressed in terms of infrastructure. The plans that I have seen involve taking away parking on campus to other buildings and moving parking off-site. This does not support the needs of faculty and staff and will be a major impediment to recruiting in the future. Parking off-site adds at least an hour to daily commute time (30 minutes on each end to park, wait for a shuttle, travel to a central drop off spot, then walk to the place of employment). Encouraging flex time and work from home helps, but not every job is conducive to those arrangements so that is not a solution to the parking issue. I want to see a University with a flexible welcoming culture. Adding an hour or more to commute times is very disruptive to work-life balance and works against the strong inclusive culture that I'd like to see. I know that space is limited, but parking needs to be added to every building that is planned on campus, and expanded in existing locations as much as possible.
- Allocate more resources for internal development of academic and research activities. Simplification of getting those resources for research internally.
- Expand Pitt's recruiting and placement infrastructure to employ a greater number of recent graduates into the university system, especially first time professions immediately post-graduation.
- We can continue to value faculty and staff that work behind the scene to help achieve the mission of the University. Continue to allow administrative staff to take on other administrative duties within the University so that strong talent can be retained. Competitive salaries and benefits obviously would factor in this, but many have foregone higher salary dollars that would have been available in for profit companies because of the other benefits available.
- Breakdown the feeling of administration vs labor. Individuals are not replaceable cogs, they are important integral members of the community. Managers, chairs, and other leaders must be empowered to hear, respond, and act upon the suggestions of the faculty and staff. This builds a strong internal community which in turn can partner with institutions with confidence.
- Success here will come from fundraising, I think. Effective fundraising will embrace not only the big dollar contributors but also the average donor with passion for Pitt.
- Increase Endowment. Improve campus.
- This requires commitment to building community. This must come from both the top and the bottom. It must be entirely clear that the most senior levels of the administration of the University are committed to evolution and progress. most junior levels of the University community must feel involved and empowered.
- Create more transparency around the hierarchy of university officials and their salaries; create standard procedures for raises and bonuses at regular intervals for faculty and staff; have more

Plan for Pitt 2025

Goal 6: Foundational Strength

scrutiny when dealing with tenured faculty members who have had Title IX cases opened against them

- Focus on centralizing some operational aspects of the university (e.g., compliance, ethics, investigations)
- Continue to build and understand the University's current limits
- Improve the communication and transparency of internal affairs of the campus community.
- Support the Titusville educational hub - providing funding and marketing the good that it will bring to the community. Don't say it is a five year plan - be in it for good!
- Maintain the current facilities and upgrade those that are in the need of repair. Ensure that the best available technologies are easily accessible to all faculty, staff and all students (main campus and branch campuses). Take a deep dive and review all policies and procedures as some are very dated.
- Don't waste your money building a football stadium.
- While I am all for the beautification of our campus, we should also be continuing to update our buildings and replacing the parking that is being removed. I understand that that is not in the cards, but parking being at a premium on campus is not ideal for commuters, staff members that require a car, or individuals that just want to come down and visit the campus.
- Millennials--the biggest demographic in Pitt's staff--are new parents now. Anything you can do to promote a better work-life balance is a plus. Flexible hours, working from home, and better family leave policies, please. Why do we have to use ALL of our FMLA, ALL our vacation time, and and ALL sick time right after a baby is born? Daycare kids get sick a LOT.
- Open opportunities through the Peterson events center
- Wrt internal culture, again, there is a lack of respect of collaboration, unless you are the one person at the front. Promotion and credit are withheld, like a scarce resource. This affects the "robust" capacity to partner. There is a terrible lack of space on campus. This affects teaching, research and effective operations. Teaching--there is severe shortage of classrooms. Research--there is a severe shortage of research space (a zero sum game--space is taken from researcher and given to another. The researcher who lost the space is then immediately handicapped. So instead of providing support to maximize a person's output, it is the opposite.). The plan is to reduce on campus parking. Adding extra commuting time does not lead to effective operations. Pittsburgh has terrible public transportation and the plan is to make the campus car free???
- Oakland has limited space - so that just means slicing the limited pie finer and finer. Need some vision here. Could have bought land along the river and move some school there (needs transportation planning) and built an absolutely beautiful "river campus" - green space, building space, retail, food ...)
- This is the key to sustaining Pitt for future generations.
- Constant discussions for a great internal culture, operations, and infrastructure are a must.
- Less construction, more parking.
- Update the athletic department infrastructure through Victory Heights.
- Bureaucratic hurdles to necessary operations, such as signing international agreements and processing payments (particularly involving foreign citizens), can impede staff and faculty efforts to implement creative programming to reach goals 1-5. Pitt should seek to streamline these

Plan for Pitt 2025

Goal 6: Foundational Strength

processes to ensure that innovative programs can be run in an efficient and timely manner by stakeholders throughout the University.

- Office dynamics are responsibility of all, but the presentation that starts at the very top should filter down through Managers. Middle Managers should be better equipped to handle interpersonal relationships and strive for the goals listed.
- Return stadium to campus. Alabama makes lots of money from football. Use them as an example, for example.
- The problem with any public effort is that there are almost never cuts - everything just expands over time. Every year, every area should ask, "What can we cut?" What are we doing that we don't need to be doing? Where are we wasting money? What's effective vs. nice-to-have? Are we engaging in the sunk-cost fallacy and throwing good money after bad in some area? It takes courage to say "this is wasteful". Burn efficiency into the culture of Pitt operations. Require cut reports every quarter - what was cut? How was your area made more efficient?
- Listen to students and workers. quit hiring people for leadership positions based on the quality of not wanting to listen
- The adaptation of Lean Manufacturing and the criteria of the National Malcolm Baldrige award. For Pitt to complete those processes would be a feat.
- I need to be used more efficiently. There are several items that simply fall through cracks that could run so much better, I really never quite know who to talk to about particular issues. I have solved much of the issues in regards to safety but I still feel there are simple things we can do make things even better. Further, I know I have excellent teaching ability, excellent student evaluations, and experience in using highly researched and up-to-date teaching practices in and out of the classroom. I can be used more in some of the classes and laboratories and am willing to do so.
- Crack down on slumlords
- Create a culture that is welcoming to people with disabilities
- Let your graduate students and faculty unionize. Stop fighting this effort and use the money you're wasting on legal fees elsewhere.
- Allow staff and faculty the opportunity for better work-life balance, including allowing for more flexibility of schedules and remote work time; Ensure leadership and personnel are diverse and inclusive with representation of women, minorities and LGBTQ+ individuals
- With an eye to the challenges facing higher education, we'd want to be realistic in the timing and scope of what we hope to accomplish. If we haven't already, identify our priorities and set realistic time tables. Maximize our partnerships and gain their support first.
- Commitment to retaining talent and encourage integrity at all levels.
- Plan and build research infrastructure. We are far behind other Universities, not just CMU, but around the US and the world.
- Advance LMS technologies that can be turned on ourselves for training and collaboration. Mixers with faculty at all campuses that bring what is out of town to Oakland and vice versa. Encourage cross campus pollination by bringing faculty to Oakland and Oakland faculty to the regionals through funding time or travel support. Make campus's fully wireless so you can be anywhere in the system inside and out and still connect. This expands our learning platform. Create better systems for professional development through better LMS and travel support to

Plan for Pitt 2025

Goal 6: Foundational Strength

conferences and learning opportunities. (For example redesign Concur's reimbursement system so faculty know when their reimbursement is stuck due to an issue and they can get their expenses reimbursed in less than 1 month ...guaranteed). Create a unit for contract training or curriculum design so we can leverage the power of faculty to the private sector that wants to tap Pitt's expertise. The unit could be in Oakland and support all regional efforts.

- Utilizing technology tools and expanding on work/life balance initiatives, build an internal culture that keeps and attracts exceptional talent while making employee satisfaction greater.
- This is also just a repetition, but from an engineering perspective, there are two prime locations to actually build collaborative spaces right around here that would help us catch up with CMU. Those spaces are the O'Hara garage and the garage behind the public health building. Both should house collaborative research labs and faculty offices as well as classrooms for collaborations between engineering, health sciences, medical school, physics, chemistry, geology,... . If we cannot do that, we lose a big opportunity and fall further behind with regards to creating outstanding infrastructure, effective collaborations and partnerships.
- The benefits that the University provides to staff and faculty are fantastic, however the average pay for most staff positions, especially entry level position is not a livable salary in 2020. I believe increasing the minimum threshold of pay for University staff would improve the morale of employees, which could create a more positive work culture.
- Divest from fossil fuels
- So much of our research infrastructure is too insular and isolated to individual schools, departments, etc. Make it easier for researchers to discover the capabilities and expertise available around Pitt and to take advantage of them. (Example: there are a bunch of microscopy/characterization facilities across campus, and -- though it's beginning to change a little -- they basically operate independently and users/staff of one seldom know what is available (or how to access) the others.)
- Pitt first needs to recruit great staff. Next, it needs to be able to maintain that staff, such as providing childcare for their children during work hours and allowing for flexible work hours i.e. off-hours, work from home, working on weekends, etc. This is essential if it wants to keep staff.
- Improve our ability to partner with industry in a timely fashion.
- Raise money -- wean ourselves off the state funding. Building our financial resources would make a lot of things possible. We could hire more, distinguished or productive faculty. Right now, in Tech (my school is SCI), it's really difficult to compete with industry and many of our peer schools in terms of salary and support for research.

- Infrastructure -- this is difficult in terms of a built environment. We have serious constraints in that we are in a city, that we adopt existing buildings. But, at least we could bolster the technology infrastructure?
- I find the tension between careful/measured planning and the ability to be agile to be quite intense here. I have no suggestions on how to resolve the tension, because I want Pitt to be careful, but not inhibited; measured but not restrictive. On the other hand, it's almost impossible to keep up the fast changing expectations of students and technologies.

Plan for Pitt 2025

Goal 6: Foundational Strength

- Continue the growth of global programs and initiatives--especially those that can provide us insight into better ways to conduct our operations.
- Architecturally speaking maintaining the foundation of a structure to sound levels takes analyzing the weaknesses and repairing. Once the weaknesses are repaired adding on enhanced additions can be brought about. To succeed in this capacity might take on the outlook to, not necessarily start over, but to build on the reputable strength such as renovations, i.e. meaning roots.
- I am not sure what this means in practice. Help faculty in the hiring process for their staff. Create better grant management administration on departmental level - the one that exists in the school and university level is difficult to access directly (The Office of Sponsored programs for example). This is particularly hard on junior faculty who do not have dedicated administrators.
- Consider the campus and parking (many of which is going away), the environment (Pitt does a pretty good job here but we need to reuse and reduce more), and work scheduled and flexibility.
- Encourage collaborative teaching by allowing for several co-taught courses a year, which count as a full course for both faculty involved. Such collaboration would be very beneficial to both students as well as faculty, and it would improve our teaching and scholarship. Develop more interdisciplinary academic programs, such as a Gender, Sexuality, and Women's Studies major. Increase support for faculty development
- Aim to make staff salaries more competitive, and provide ways for excellent staff to be rewarded without leaving their contexts in more cases.
- Work to build the team brand of Pitt
- Per my earlier comments, improve Pitt's foundational strength across multiple areas: finances, HR, operations/facilities, IT, administration, etc. Pitt is quickly falling behind here.
- Continue making technological improvements at Pitt and allow for the opportunity to work remotely for staff.
- Strengthen support to new parents during pregnancy and after birth/adoption. For instance, a lactation room in every Pitt building would be a huge, terrific achievement!
- 2018 Fiscal Report... Pitt football coach payed (not earned) \$3.14 million 2018 - this is ridiculous. Staff salaries much higher in Athletic Department. Female Full Professors make \$0.89 per every \$1.00 Male Full Professors make in Oakland (regional campuses more equitable). Chancellor makes \$555,000 - more than average and median presidential salaries. University Library System Staff - lowest mean salary (\$35,498) and median (\$22,685). Administrative Support Staff - paid very little (many with children in school stay for ed benefits - that are available to all Pitt employees), I have seen long-time loyal "secretaries" unappreciated and mistreated no mean/median salaries almost all below \$40,000 - most are middle-aged women **Employ Plato Income Ratio (adopted by Ben and Jerry's) 5:1 for equity, strong internal culture, and effective operations.
- More sustainable infrastructure, better green space
- The internal culture needs to shift towards respectfulness of everyone on campus. That is the basis which will lead to strong partnerships and effective operations. Infrastructure must be

Plan for Pitt 2025

Goal 6: Foundational Strength

redeveloped with safety and disability in mind. The campus is atrocious for pedestrians and anyone who is challenged with limited mobility.

- I think the best way to have foundational strength is to have more events with the entire Pitt Community whether that is support for sports game, greek life, philanthropy events, free concerts, etc. Events that spark pride within Pitt students and that they are excited to be a part of.
- I have only been at Pitt for 3 years, but talk to the right professors who have watched the patterns in their students in the time they have been here. I would recommend Ryan Teeter, Ali McIntosh, Eugenia Wu, Yue Wu, Eric Paljug, Bryan Nelson, Trevor Young-Hyman, Ray Jones, and/or Carolyn Kerr since they were some professors who had a good grasp their students opinions/feelings. Ask these professors: what about our students inspires them? Take this as our students core strengths and build a culture that builds upon the skills our students already show.
- Break the ingrained culture of silos that some University departments cling so tightly to. We need to convey that we are all, in fact, one team, working towards the same overall goals. Departments need to be reminded that they are just as important to the overall organizational structure as others are.
- I think the Shaping the Workplace initiative is a good start to this. But it might also help to encourage more stability across departments as well.
- Pitt's graduate (EdD and PhD specifically) programs need to work on this - the internal culture lacks in its foundational strength - lack of communication, transparency and accountability
- Spend off the endowment. The toilets in the Cathedral don't work. Many classrooms are drafty. Climate control is spotty. Facilities staff deserve better pay.
- Competitive compensation and more transparency about compensation across all ranks and demographics as a good faith effort to demonstrate progress in this area of foundational strength.
- Work closer with the staff on their needs in order to make sure the students and staff are being serviced to their needs