

# Plan for Pitt 2025

## Workshop Notes

Date: 12/16/19

Audience: School and Responsibility Center Planning Liaisons

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**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?
  - High quality student academic experience; deliver high—impact practice in education
  - Good academic rankings and reputation; increase value of degree
  - Excellent student outcomes (GPA, graduation, retention, student engagements, job placement/grad school (++)
  - Innovative teaching methods (++)
  - Faculty that are well-published, high quality research
  - Focus on student learning and academic growth
  - Using technology to enhance learning (++)
  - Bridging the technological gap between students and faculty (++++)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Every student graduating with community outreach, close mentoring relationships with faculty/alumni, international/study abroad (++++)
  - Increased retention, graduation rates, and job/grad school placement (++++)
  - Each student develops/achieves a core set of skills:
    - Communication – verbal and written
    - Analysis – quantitative and qualitative
    - Critical thinking and problem solving (++++)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Develop university-wide standards and strategies for learning, critical thinking, problem solving, etc. (++++)
  - Creating a student-focused environment that connects well with students
  - Expand online learning opportunities “meet students where they live”; central location and increase funds (++)
  - Establish common set of data/metrics on effective teaching/learning outside of just surveys/self-reporting (+)
  - Support ops for community engaged scholarship and undergrad research (+).

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### Goal 2: Research of Impact

- Define the goal – What does it mean to you?
  - Partnership/collaboration to accomplish new knowledge and impactful discovery (+++)
  - Provide world-class infrastructure and support needed to be successful and impactful and efficient (++++)
  - Impact at both basic and translational levels (+)
  - Research that focuses on the public good, develops knowledge that can benefit the world (+++)
  - Undergraduate and graduate
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Systematic collection and dissemination of university research outputs (with local community) (+)
  - Incentivized across units to connect problem identifiers with problem solvers
  - Purposeful research collaborations / projects between Pitt, city, industry, international (++++)
  - Measure student participation in research
  - Research impacts – lives saved/improved, new innovations/ findings to change the world!
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Established foundation for research; under graduate research
  - Good relationships with industry and government, and community (++)
  - More purposeful and collaborative side as on identifying research problems and potential solutions across university and community research; community engaged scholarship
  - Build an infrastructure to collect all readership initiatives (++)
  - Build an infrastructure to do the research; begin in undergrad (+)

### Goal 3: Strengthen Communities

- Define the goal – What does it mean to you?
  - Furthering relationships locally, regionally, nationally and globally (++++)
  - Leading partnerships and collaboration (+)
  - Involve/engage our alumni community in all areas to advance our mission (+++++)
  - Expanding our impact, not just local community
  - Incentivize faculty for community engagement in tenure and promotion process

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- Make community engagement and service mandatory and provide quality opportunities
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Increase grant funding
  - Increase economic impact by Pitt community
  - Advance number of high-impact partnerships based on defined criteria (++)
  - Benchmark – community based learning and research with prolonged engagement and reciprocal impact (+)
  - New endowments dedicated to Community Engagement Center programs/activities
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - New hire in alumni development (already doing)
  - New Community Engagement Centers; expansion/enhancement (- - -)
  - Defining the communities that Pitt will focus on and the goals and objectives (+)
  - Connect alumni with lifelong professional development opportunities at or through Pitt

#### **Goal 4: Diversity and Inclusion**

- Define the goal – What does it mean to you?
  - Within the current goal language, we would further clarify “embodies” to cover the spectrum of opportunities from basic legal policy requirements to more proactive and aspirational things like celebrating and ranking among leaders in higher education (+++)
  - Define “diversity” and “inclusion” to provide goal clarity (+)
  - Be clear what diversity means -must focus on race, SES and gender
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Diversity of student/faculty/staff populations at Pitt increase over 5 years – recruitment and retention (+++)
  - Measures of access are increasing (+)
    - E.g. students – affordability
    - Staff/faculty – compensation and career metrics; affinity group expansion
  - Improve campus climate survey (+)
  - COACHE – Pitt community engagement survey – feel heard, value diversity of thought, inclusiveness; need to feel connected (+++)
  - Decreases costs for under-represented student populations

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- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Expand and resource affinity groups
  - Measure costs for students related to course level choices of textbooks/software
  - Central university resource for D&I that has a broader mandate and resources (+)
  - Invest in the tech tools for making digital content accessible (++++)
    - Online learning
  - More student involvement in research (+++)

#### Goal 5: Embrace the World

- Define the goal – What does it mean to you?
  - Bringing together the best and brightest from across the world to spread knowledge and address future world problems (++)
  - Research and education both engaged internationally (+)
  - Provide affordable, impactful short and long term study abroad opportunities for students
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Bigger education “footprint” across the globe; brick and mortar, online (++)
  - Demonstrated international research collaborations; measure through publications? (++)
  - Robust and user-friendly technology to support education and research across the world (++++)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Build greater online offerings and infrastructure to support it; need resources to develop the capacity (+)
  - Increase academic/business partnerships
  - Redesign (UG and grad) degrees plans of study to reach students “where they live”, e.g. online, intermittent F2F, simulation IVR, blog/chat group sessions (+)
  - Make study abroad more accessible – opportunities, locations, scholarships (++)
  - Research of impact around globe, e.g. water in specific regions

#### Goal 6: Foundational Strength

- Define the goal – What does it mean to you?
  - Foundational strength is mutual overlapping goals with alignment in breadth and depth across the university; common foundation across the university and allow units to be good at their strengths
    - Operations

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- Infrastructure
  - Providing resources (financial, HR) to implement efficient and effective systems/data/processes (+++)
  - Enhance support for IA initiatives
  - Improve cost-sharing and collaboration between units (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Shared commitment that is visible/experienced across all areas of university (breadth)
  - Available and efficient systems accessible to all (depth) (+++)
  - IT infrastructure that is flexible and quickly adapts to changing needs (++)
  - Facilities – current, state of the art, meets today and future needs (++)
  - Build training into workload across the spectrum purposeful and deliberate
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Encouraging collaboration (++)
  - Improving communications and information sharing (++++)
    - Work groups across the university – horizontal and vertical (+)
    - Increase shared faculty appointments across units
  - Interdisciplinary initiatives and build cohesion and strength (+++)
    - Community engaged scholarship
  - Technology advancements to enable next generation of learning – virtual/mixed model, Intranet, etc.