

# Plan for Pitt 2025

## Workshop Notes

Date: 1/29/20

Participants: Open session

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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?
  - Excellence is different for everyone – how to define?
  - “Catch all” category
  - Faculty and staff (even non-tenure stream) are integral to building and supporting academic excellence
  - Research vs student training/education
  - Classroom space, lab space, class size -more
  - Co-curricular and extracurricular opportunities are important
  
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Improve national/international rankings
  - Increase and maintain student retention/graduation rates
    - Better promoting mental/emotional health will help retention
  - Recruiting excellent faculty and staff means that benefits, compensation, and work schedule flexibility must be competitive
  - Actually define what Pitt means when it says “personalized education”
  
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - More online class/degree options
  - Retain faculty and staff (especially non-tenure stream faculty) by proper compensation
  - Staying relevant with new demands in workforce
    - New/updated programs
    - Evaluate degree requirements
  - Continue to support outside of classroom educational opportunities (i.e. internships)
  - Not everything is a degree. May be a certificate program or way of indication (micro credentialing)
  - Creating and enhancing and supporting professional development at all levels

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- Encourage more professional mentoring for students, faculty, and staff
- Follow and track holistic student outcomes
- Have more science classes taught by professors who really want to teach – cause most students are premed and will go to these classes

#### **Goal 2: Research of Impact**

- Define the goal – What does it mean to you?
  - Research that advances scholarships (scholarly work like journal articles) in the field
  - Affecting medical practice, the clinic – advancing treatment and care
  - Treatment for patients
  - Activities like service, mentoring, a broad definition that includes reality of instructors' responsibility
  - Creative works like operas, books, not just STEM science
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - More grants or support for experimental/offbeat ideas and research
  - Support early career researchers – including undergrads
  - Seek donors to support potentially valuable research that traditional funders might be nervous about
  - Increase Pitt's visibility and ability to attract faculty
  - Partner with AAU for better/more standard metrics of research impact
  - Evaluate whether tenure standards are too focused on funding
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Make tenure process more transparent
  - Recognize that some research is long-term, theoretical, "pure", that impact not be immediately obvious
  - Lab space etc for research
  - Set up research for future scholars and times, document work that might be "too soon"
  - Weigh global journals, book chapters, service, and other scholarly activities more heavily in considering tenure, impact
  - Count popular publications too (magazines, media placements)

#### **Goal 3: Strengthen Communities**

- Define the goal – What does it mean to you?
  - Community opportunities – education, skills development, career development, creative

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- Connectedness with university – social engagement personal interactions provide places for people to interact. Interest based programs
  - There are lots of social engagement opportunities but right now it is overwhelming, change way it is presented
- Growing non-degree granting opportunities that relate to the jobs that can sustain families
- Partnerships with non-profits, private sector, and gov't
- Commit additional university resource to supporting the city of Pittsburgh
  
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - # of people served, # of certificates or degrees awarded to members of the community
  - Satisfaction and willingness to engage in alumni activities post-graduation; provide places for people to interact. Focus on the human impact.
  - More private sector, gov't, and non-profit leaders co-teaching and co-learning
  - More positive reputation for Pitt in local community
  - More non-traditional and adult students able to afford Pitt
  - More micro-credential and skills based learning partnerships
  - Central point of contact for community engaged learning, community serving programs, and nonprofits looking for Pitt partnership
  - More publicly accessible facilities (how can community use campus)
  
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Identify opportunity or community needs for skills development and employment needs in region
  - Develop skills programs that people can use to advance their career, not necessarily a degree
  - # metrics to evaluate use of services, engagement, wayfinding (?) and # check-ins
  - Create opportunities for those at university with similar roles to collaborate (i.e. student recruitment leaders of each dept.)
  - Promote increased value for mental emotional support services

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

- Define the goal – What does it mean to you?
  - Aware there is an issue
  - Recognize people, units, depts, disciplines, are at different stages in this goal
  - Student, staff, faculty should mirror US demographics

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- LatinX initiative
  - University culture to promote (not just affinity groups)
  - Listening to PoC concerns and offering concrete steps for change
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Increase diverse student, staff, and faculty – how?
  - Funding to implement D & I initiatives
  - Continued conversation/training and transparency with D & I
  - Identify units with opportunities to increase diversity in personnel or approach
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - More training for staff and managers – specific groups
  - Change class curriculum to integrate D & I better
  - Make better use of faculty expertise
  - Test optional/holistic admission process
  - Connected D&I staff
  - Integrated into business units needs/concerns
  - Specific programs (online? University funded?) for first-year students during summer to address D&I that cause summer melt (incoming freshmen who commit but don't make it to campus)

### **Goal 5: Embrace the World**

- Define the goal – What does it mean to you?
  - Commitment to “facing out” towards the world rather than turning in and serving itself
  - Changing demographics means we need to embrace everyone to stay competitive
  - Ties to D&I: varying identities, beliefs, and contributions
  - If students are demonstrating global impact, the market will recognize that
  - Systematic commitment to global engagement, not just one or two departments
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - # of internationally known researchers affiliated to Pitt
  - Generating knowledge of use to the “real world”
  - Opportunities for students to pursue global study, regardless of discipline or financial situation (subsidize if necessary)
  - Global student recruitment metrics, undergrad and grad, expanding from current strong pools (expand into emerging populations/faculty representation from countries outside of US)

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- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - University center for international studies – very strong staffing and resourcing, collaborate across campus
  - Partner more heavily with corporate partners for global opportunities including career, internship, and study (sponsorship for students to study/work abroad)
  - Strengthen connections with globally based alumni and alumni working in multinational organizations
  - Connect local and global issues more intentionally through student research
  - More interdisciplinary global experiences (pull out of schools and forge new connections)
  - Enhance language offerings and market this

#### **Goal 6: Foundational Strength**

- Define the goal – What does it mean to you?
  - Fostering staff, faculty, student wellness and excellence
  - Providing and promoting opportunities for internal and external partnerships
  - Make Pitt appealing (as a place of employment)
  - Supporting staff and faculty with tools for greater efficiency
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Make career ladders clear
  - Match compensation packages to individual needs (e.g. some may not utilize dependents getting free tuition)
  - Better staff/faculty retention
  - Improved staff buy-in to university mission and values
  - Longer contracts for adjuncts, more predictability in employment
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Good things:
    - Faculty and staff picnic
    - Good op resources and benefits
    - Good university benefit match
    - Opportunities for continuing education
    - Tuition benefits
  - New things:
    - Communicate free resources and opportunities more clearly
    - Raise more money
    - Physical space growth

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- Expand daycare offerings
- More HR in logistics of recruiting for staff positions
- Customizable benefits
- Reduce VC and above
- Higher salaries, especially staff
- Lengthen parental leave policy
- Health care for PTI (part time instructors)