

Plan for Pitt 2025

Consolidated Goal Input

General Survey Questions

What distinguishes Pitt from other universities you consider to be peers?

- Compact campus, financial resources, quality of life
- Pitt seems like it listens to students and their opinions
- The cathedral of learning is one of the crown jewels that makes Pitt special and sets it apart from other universities.
- The rigorous and complete education in stem fields and excellent philosophy program.
- Academic record and commitment to research in new technologies.
- Rich history, continued growth and success, location in a large, dynamic, and collaborative city
- Academic records and inventions/contributions to society
- It's the one I work at.
- Exceptional extracurricular activities which take full advantage of the surrounding city amenities.
- Pitt is distinguished by our location in the city of Pittsburgh and all of the opportunities that come along with engaging with that community
- Strong academics for a large public university; dynamic, relatively safe urban environment; proximity to world class cultural assets
- The ability to connect the classroom, to the city, to the world. We have world-class faculty with a lot of great organizations to work with.
- Pitt is an urban campus that feels small. The campus is distinguished from the city as well. Pitt also has many accolades from it's present in the academic world that distinguishes. it.
- Elite school on a beautiful city campus.
- High caliber education and research. Also high tuition costs for a public school.
- Pitt's history as an older University gives it more character and aesthetic charm than most. It feels like a real part of the city, not some college town in the middle of nowhere or a closed off community. They did a really good job designing Nordenburg so it matches the look of the rest of campus. Finally, I enjoy the natural aspects of campus like the massive trees around Cathy, planters full of black-eyed Suzans by and the bushes with bright red berries lining the SRCC.
- It's involved student body, urban campus and progressive faculty. People are active here whether it be political, social or academic - people care.
- Academics
- Its unique, urban location; its emphasis on research and innovation, particularly in healthcare;
- Pitt seems to be known for being located in a loved city and having some good programs but the campus looks and feels very outdated and out of touch.
- Integration of clinical resources and basic research.

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- Excellent academics and research coupled with large Veteran population in the Pittsburgh region and strong VAPHS collaborations with UPMC.
- Heritage and tradition. Leaders in medicine and research.
- The surrounding city, access to UPMC for health-related degree students, and determination to help underprivileged/surrounding Pittsburgh communities
- Our unique urban campus
- Location with proximity to a major city.
- Unique urban campus
- No on campus stadium for football
- On the one hand, it is a research university with scholars at the forefront of their fields. On the other hand, I find my students are a mix of the general US population, diverse (not merely in the racial sense of the term) but coming from a mix of educational backgrounds and both rural and urban environments. They are a good sample of Pennsylvanians. Not having taught at many other universities, I don't know if this is necessarily unique.
- Level of Education and campus.
- It's academic excellence among public institutions and its unique location in a vibrant and emerging urban center.
- Unique city-based school. Honorable academics with a Power 5 alliance to the ACC.
- Pitt's academics especially in Nursing, Medicine, Engineering, and Business have an amazing reputation around the region and across the country.
- While we continue to grow and remain current or ahead of trends, we do not forget how we have been able to maintain an accessibility to a diverse group of individuals. Large institutions tend to "forget" those who helped them become successful through the perception of unattainable status. As an alumna, I am proud to say that we have not done that.
- I am not sure what information this question aims to generate. My question who does Pitt consider as peer institutions? These questions can have many different answers depending on who one considers as peer institutions. I could find no information on the strategic plan web site on who peer institutions are.
- Urban environment, "big enough to matter, small enough to care," academics ahead of athletics
- Research
- Excellent reputation for academics, great community partner for the Oakland community and the city, lots of cutting-edge research. The caliber of students raises every year and Pitt is able to compete in the academic pool as a desirable place to learn.
- Its simple our reputation and the top rankings in several of our specialized schools.
- "There are several distinguishing facts:
- History - Pitt has a wonderful and dynamic history. Being one of the first universities in the US and certainly one west of the Alleghenies. Over it's history, education has always been delivered

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with high expectations. The building of the Cathedral using funds from local patrons who purchased bricks ties the school to the community it serves.

- Community - Pitt has been the focal point for the cities college educational system. Pitt is part of Pittsburgh and has served it's community well. A drawing card is the relationship Pitt has with local businesses. Allowing local students the opportunity to attend a school with high standards and then pursue good paying jobs with promising careers in a high level business environment.
- Driving Force - Many schools educate only. But Pitt plays a significant role in the lives of all that live in and around Pittsburgh. Not only as an educational haven for it's students, nor just a avenue to provide well educated employees for the local business, and not even the community outreach she provides, but for the drive in so many areas to expand opportunity for all in our area. Think tanks, entrepreneurs starting businesses, research, medical services to the citizens to name a few. Pitt, unlike many other schools, has a mighty impact throughout the world.”
- The close bond of alumni in the community. It is not a blind cult bred purely on athletics like other programs, but a true bonded experience from the unique college experience we each received. People who have the love for Pitt generated it in a capacity that has nothing to do with athletics because we have not had athletics worth generating a love for Pitt in a long time.
- great campus and SHRS is unmatched
- Excellent diversity in: programs offered; levels of education (associated, undergrad... through PhD / MD...); educational experience (internships, research experience, purely classroom bound, etc.) to meet students' needs; and student make-up.
- Scholarly global research and teaching
- Dynamic, innovative yet steeped in tradition and a regional community partner
- Culture, cathedral of learning, reputation
- The neither fish nor fowl nature of the private/public status of Pitt. I'm not sure this is necessarily a positive aspect of the university. From a health affairs perspective, the close ties to UPMC are highly enviable.
- Our urban environment and proximity to the city, hospitals, cultural opportunities, etc.
- Urban campus close to medical facilities, schools, etc.
- Diverse and inclusive community that embraces change and inclusion
- -Relationship with UPMC and the research and innovation that comes with it
- -Campus facilities (especially the Cathedral of Learning)
- -Employee benefits and job security
- -Foreign language and study abroad programs
- Pitt has a huge network of resources and a lot of extremely prestigious professors. Research is impressive. I can tell that my professors truly care about my success, though this has been the case in my graduate program, not as much in undergraduate studies.
- While Pitt has had some groundbreaking accomplishments over it's history as an institution, the University does not spend an excessive amount of time focusing on these accomplishments and rather seems to focus on what is next and how to shape the future and prepare for it.

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- The close proximity and relationships with UPMC, Children's Hospital and Magee. The opportunities these relationships provide to students, staff, graduate students. The reputation for research excellence.
- Proximity to the city of Pittsburgh
- Pitt does not fully support
- Pitt used to be a very traditional University, but I have seen so much change and innovation over the past few years. I also believe the requirements to get into Pitt has significantly changed over the years.
- smaller in size but similar academic programs, rank, athletics, school pride
- Worse tuition prices, less centralized campus, and fewer useful student resources
- Research and city location
- Great sense of community
- Unique location
- Not much, except that we apparently have the best philosophy major in town.
- SHRS, Emergency Medicine Undergrad program, Cathedral of Learning
- Two things. How it thrives in spite of fierce opposition from politicians in its own city, and how it has been able focus on what it does best and follow that path.
- On campus stadium
- Collegial Faculty - A lot of faculty interest in interdisciplinary collaboration. Location in a mid-sized city that is ripe for university-community partnerships and investment. The City of Pittsburgh could be a learning lab for students/researchers.
- There's a lot of energy, innovation, and opportunity for entrepreneurship in Pittsburgh and, best of all, the city is still somewhat economical to live in. The lower cost of living than Boston, NYC, anywhere in California, etc., should be played up. Plus, it should be explained how this *supports* the energy and innovation of the city and ties into the wealth of opportunities it promises.
- What distinguishes Pitt from other universities that I consider to be peers is that we're more progressive and passionate about social justice issues. We place more of a priority on inclusivity.
- I think Pitt is distinguished by the accessibility it provides to other areas of the city, the Cathedral and green space around it, and a variety of opportunities.
- Appropriate size, strong research, diverse scholarship
- As a Pitt Alum, I can attest that it is a great University. We have a strong commitment to our Students and the surrounding community.
- "Quality over Quantity. Many PCP offices prefer to take our NP students over other Universities."
- the open urban environment as well as the strong research/medical background

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- Innovation does not happen accidentally, it is embedded in an institution's strategic plan that emanates from the thinking, feeling, and behaving of every student, faculty, staff, and administration such as Pitt's. Pitt is unique in this area.
- An unrivaled partner in healthcare and medicine in that of UPMC. An excellent campus. A great partnership in education with Carnegie Mellon University.
- A truly collegial atmosphere
- Pitt provides an urban campus unlike any other and gives students an opportunity to learn from tremendous professors.
- Academic excellence; Medical research funding, the School of Medicine
- Its size and the amount of research and research opportunities.
- The feeling that you truly belong.
- Pitt fantastic Diversity and Research.
- The retirement benefits, time off in December.
- Relationship with UPMC. Research spending. Internship opportunities.
- I love Pitt's connection to the city. It feels like the underdog that everyone underestimates, but we are such a powerhouse. I think Pitt people are loyal to our University and this city, we take pride in our roots and the city's transformation, and believe strongly in our future. I think Pitt is friendly and welcoming, almost family-like, but surprisingly strong, inventive and creative.
- The vibrancy of its community, its location, and the wealth of opportunities it provides to students.
- The individual attention and mentoring given to undergraduates whilst in the context of a major research institution with extensive fields of study.
- Setting and programs. I like that Pitt integrates its students to Pittsburgh, it is a more city like setting than others and many of the students that graduate stay in Pittsburgh because it has become their home.
- our beautiful city
- Diversity, technology, and Medical Research
- Our focus on research and collaboration.
- urban campus, job/internship opportunities, medical facilities (UPMC), down to earth ambitious students
- Pitt presents excellence in a multitude of disciplines, available to a diverse group of learners, where other schools either have a more specific focus in their academic offerings or student body, or if they have the same range, the quality of the programs is not at the same level as Pitt's.
- First it's people - after that the amount of research and positive things provided to the community is first class

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- Excellence in education and the opportunity to learn in an urban setting surrounded by a multitude of university partners and collaborators. Mainly, in regards to the Schools of Health Sciences, UPMC.
- I think the amount of research and innovative ideas that come out of the university are amazing. There's also a great deal of collaboration among various entities internal and external to the university. There's a real spirit of camaraderie and healthy alumni network.
- "Positive distinction - I think that the volume and quality of research that Pitt does sets it apart from other institution.
- Negative distinction - The cost of attending Pitt is very high."
- Strong track record of research support in the health sciences. Strategic partnerships between the School of Medicine and UPMC. The Cathedral of Learning.
- The campus the students the teachers and the city brings a lot of different diversities and point of views which can help everyone in each and everyday aspects of life
- I see Pitt researchers as very independent and innovative, while at the same time very down to earth. There seems to be a refreshing resistance to groupthink, and people strike me as very collegial.
- High quality student body. Strong academic reputation. Success in attracting research support and competing for national student fellowships.
- Pitt puts a whole lot less money into the arts-we are lacking.
- Domestic and International collaborations and partnerships with other universities, governments, scholars and non-government organizations.
- Pitt is more often than others able to think ahead of the curve. I speak as a "faculty brat" who grew up at Penn State, a university of which I think highly. All the same, when the news broke about the predatory sexual practices on the football team there, I was reassured to learn that Pitt already had at least a rudimentary plan in place to avoid the kinds of legal liabilities to which Penn State had found itself exposed. One could give several other examples of foresight (the 2008 financial crash, for example), but in general Pitt's conservative orientation is (in this respect, at least) very welcome.
- National leadership in research and academic-service partnership with health science schools.
- Access to resources, reputation, influence.
- A history rich in high academic standards, pioneering research, athletic programs, and community involvement.
- "Education reputation , Reputation as being a great employment opportunity, Research pioneer, Affiliation with UPMC and other local preceptors"
- Our commitment to break down barrier and build efficiencies in operations. Our consistent message that we are ready to embrace the future.
- The research opportunities

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- Its often under-recognized legacy as an institution that has played a role in major medical, scientific, and academic advancement; its urban campus; its pretty expeditious change from a school mostly serving the local community to a global university.
- NIH funded research portfolio; Schools of the Health Sciences and their leading academic programs
- Research initiatives, quality of teaching and degree programs, ability to recruit and inspire exceptional students, collaboration with our community to benefit all. Dedication for faculty and staff to support the mission of Pitt.
- Top notch research and world class medicine.
- The amount of research done in the university
- There is a lot of great research opportunities for undergraduate students.
- Opportunities and community
- The Cathedral of Learning and the Nationality Rooms. Also, the relative affordability of the city and number of small book stores locally.
- "The CS student groups have a more relaxed, collaborative, supportive environment that enabled me to receive competitive internships offers on the national scale.
- We also have a strong and growing sports presence, and a strong med school helps bolster our reputation."
- Urban campus, high emphasis on volunteering among students and staff, extremely expensive compared to peers.
- It's commitment to the community. And being a University of the city.
- Pitt is one of the top-ranked schools, has good academic resources, and supports students well.
- Location. Undergoing long-overdue transformation over past 5+ years. Opportunity for more interdisciplinary academic work. Strong relationship with city and community.
- Strong connection to UPMC.
- The unique setting of the campus
- Consistent ranking as best overall universities in the country
- Its dynamic balance of academic excellence, community engagement and industry partnerships.
- Medicine, engineering, research
- "Strong research funding from the NIH; very strong in the Health Sciences
- Unique partnership with UPMC
- Urban campus"
- Geographically, it is in a unique city atmosphere among other top colleges in the area. It is a large sprawling school and students have research opportunities to help propel their academic experience post-grad.
- Our hardworking and dedicated faculty and staff.
- A real sense of belonging to our dynamic community
- The University's established reputation, and successful athletic program.

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- Hometown feel
- Long history. Large student and alumni population.
- Its unique combination of being in a city but also having a college campus and community feel.
- There's a level of caring and dedication among the faculty that is unmatched. The rankings for our schools and programs in the health sciences are impressive.
- Research capabilities, outward thinking Chancellor, growing international presence.
- Reputation for research and innovation while maintaining traditional academic excellence; strong connection to the Pittsburgh community while having global reach/impact
- "The University's co-existence with nearby medical facilities and partnerships with national medical experts pioneering new advances in clinical research and technology. Also, unique landscape that encourages revolutionary ideas with various types of cutting-edge technology and engineering. Ability to co-exist and partner with other educational institutions. The location, a diverse environment that encourages successes and a creative spirit."
- Location, resource
- It's location, athletics and its lengthy history.
- Urban environment, one building (the Cathedral) in every promotional shot of the campus
- "Inclusive, Diverse, Cutting edge"
- The strong research focus, the Anesthesia Department and Center for Patient with Special Needs, and the ACT-ARCO program.
- I don't have enough information to answer that.
- We are located within a city where there are multiple venues and activities to participate in
- Biomedical research, strength in multiple areas, athletics, facilities
- Size, resources, level of influence, reputation, development over the years.
- Number of Professional Schools and advanced degree opportunities. The research-to-business/product development partnerships.
- World-class yet approachable faculty; incredible undergraduate research opportunities; endless possibilities to explore, collaborate, and get involved in the great city of Pittsburgh.
- Outstanding, underrated education at a fair price, and a respectful culture.
- Pitt's history, reputation and world-class education system.
- I'm not sure.
- Innovation
- I think the great education located in the heart of one of the finest cities in America distinguishes Pitt from most of Pitt's counterparts.
- "Proximity of the Medical Center, the schools of Health Sciences, engineering, law, and business.
- It's strong success and leadership in research. "
- The location is in the center of the city and we should always strive to benefit the local citizens. Pitt shouldn't model itself similar to a corporation; after all it receives state and federal support.

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And because it receives public support it has a duty to the students, faculty, staff, and other taxpayers.

- The fact that we are in a city, but the University does not feel like it is in a city. We are isolated enough from the city that we have a campus feel, but we are close enough to the city that it is there to boost our careers and provide us with opportunities.
- Deep ties to regional sectors seeing growth. Not all schools have this advantage.
- Pitt, at least to me, seems to have a better relationship with its city than others. When I lived in New Haven, the town-gown relationship was fraught. Seems to be less so here. I think it's important for Pitt to continue to branch out into Pittsburgh and the region with our faculty's expertise and students' energy.
- The Wellness Initiative for students and staff members. That the campus is integrated not only physically within the city, but the University is a major contributor to the greater Pittsburgh area. We are also one of the leaders in NIH grants for research and provide a wonderful level of support for our greater research community.
- Pitt's campus and drastic growth over the last 20-30 years. Also, it's federal funded research and top-notch health sciences.
- Our med school and other science programs (bio chem physics)
- It has one of the best medical schools in the country. One of the best philosophy programs in the country. It's innovation, location within the city, and overall charm, specifically with the Cathedral of Learning.
- This University really feels like a community. It is amazing that the University is so integrated into the city so that it feels like we are part of Pittsburgh as a whole, which creates both University and regional pride.
- community engagement centers
- Big campus; small community... Similar to the city and its diverse neighborhoods.
- What distinguishes Pitt from other universities is our ability to partner with the City of Pittsburgh and other local institutions. These partnerships enable us to act as a leader to promote common goals.
- The commitment to the community: both locally and globally: social-responsibility
- Urban setting...close to many things. Affiliation with UPMC.
- Best campus and surrounding community.
- The research in health profession programs. Quality education at a lower cost.
- quality of education
- It's located in one of the greatest cities in world. Small town atmosphere with the big city feel. There's a work ethic amongst Pittsburgh natives that the students tend to inherit which carries them further in life than most other University graduates.
- Pitt has great resources and some really great people within its community. The overlap between the University and the community experience (for students) is very beneficial in

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understanding the ways in which institutions impact the surrounding culture and community and vice versa.

- "Large class size
- Renowned research and health care fields"
- I came here because Pitt has one of the top social work programs. Once I finished at CCAC it was important that I attend a school that would not only accept my transfer credits, but provide me with a thorough education to be a great and effective social worker.
- "The people!!
- We are a group of open minded, creative, hard working and inclusive people! "
- Diversity in student body and programs offered
- Our respectful commitment to working with (and not just in) communities is very important and we have the relationships and history to do that well. And, Pittsburgh is the right size city for making an impact. I am here because I see this as fertile ground for learning and change and growing with communities. We also have a commitment to equity and justice and our willingness to say that, and put action behind it is closely related to our likelihood of doing impactful change-making in the world.
- Health sciences
- Location - we are surrounded by other research universities and tech start-ups
- Our health sciences research is obviously amazing.
- Quality education
- Academic strength. The city.
- Rich history. Adaptive to change.
- "Offers excellent programs across a variety of fields (sports, arts, science, medicine, engineering, etc.); attractive to wide variety of students (e.g., those who want to be sports stars, musicians, engineers, lawyers, historians, and medical professionals)
- Strong presence of faculty and staff in the community. The faculty and staff are 'spread out' through the city of Pittsburgh. I have discovered faculty/staff/students working and volunteering as parents in my sons scout group in North Braddock, parents at private schools, members of volunteer groups, side jobs.
 - Staff from diverse backgrounds: immigrants, from our less economically strong areas of Pittsburgh, from more affluent, those who retired from jobs as lawyers/doctors and now working as admin assistants... "
- Academic rigor, uniqueness of campus and location to downtown, proximity to other universities
- Higher standing, better knowledge base, more restrictive entrance requirements.
- Benefits package for Employees that extends to spouses and children
- Their abundance of resources for staff.
- Land Mark Institution of learning and A FANTASTIC PLACE TO WORK.

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- "Pitt has strong connection and history with the community. As a University ""embedded"" in the city, we are a natural part of the community, not just an entity trying to enter the community.
- The Pitt/UPMC relationship helps to build opportunities that benefit the student, the faculty, and the community, while enhancing the overall experience of healthcare delivery and increasing nationwide expectations.
- Pitt is a friendly community filled with many opportunities to engage in various cultural experiences. Much like the city of Pittsburgh, Pitt creates a sense of belonging among all those affiliated with the University that endures throughout one's life."
- It's location and ties to the city and community around it, emphasis on global perspectives, diversity and inclusion, research initiatives centered around national and global issues
- Pitt's research intensive environment and close links with UPMC, which monopolizes healthcare in the Pennsylvania and Northeastern regions.
- We are in a city
- The comprehensive reach of a land-grant university combined with affiliations with an aggressive large medical institution and an internationally ranked private university.
- Pitt is innovative and encourages creativity in research and subsequent implementation of findings to improve clinical/community processes
- Our research capacity, success in external funding, success of the many schools at the University in their respective fields.
- I think that depends on who we consider to be our peers. While there are many city schools, the combination of our campus culture, academic programming and medical facilities creates a unique experience. I also see our campus furthering the idea of individual paths. We're not an Athletic school. We're not a purely Academic school. We're a bit of everything and I think that allows students to create their own path.
- HISTORY. Founded in 1787, Pitt is one of the oldest universities in the US. We need to lean into that history, as it separates us from our younger peers. Relationship with CMU. We need to do more with that.
- The enormous advantage of having engineering, medicine and law schools. Proximity to Carnegie Mellon University. The regional horsepower is matched only by a few geographical locations in the U.S.
- Our Nursing Program! Support given to teaching! Sports program.
- It a major research university with a great national ranking.
- Outstanding academics. The proximity to the City of Pittsburgh. Many schools are directly in downtown areas or rural areas. To have a campus outside of the downtown area but easily accessible by public transportation this is an asset that few schools offer.
- The strength of the programs across multiple disciplines. Most do not have the rankings across all areas.
- medical school and philosophy departments

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- collaborative research spirit of its faculty, emerging commitment to diversity and inclusion, lack of arrogance among faculty and students
- Surrounding community and city. Possibilities for collaboration and innovation in the medical, engineering, and technology fields.
- Nice health benefits
- Civic Engagement. I have seen how Pitt takes its involvement with the community serious. For instance, the Homewood Engagement Center is an excellent example of this. This sets Pitt apart from other higher education institutions that it has an imprint within the community that is genuine and Pitt's presence can be felt by the community.
- Everything: culture, people, students, institutional fortitude and desire.
- I am not qualified to answer this question.
- Grant/research funding; UPMC partnership
- Pitt's location in proximity to some of the best hospitals, technology companies, etc. is what really sets Pitt apart from other peer institutions.
- We are a great university who really care about each other.
- One of the things I believe distinguishes the University of Pittsburgh is our research and our close relationship with UPMC.
- City campus, relationship with UPMC, public/private status, history, and research
- "Incredible breadth of medical programs both at undergraduate and graduate level.
- Distinguished linguistics/languages programs.
- Unique small-city campus.
- Wonderful bus services for students in nearby regions traveling home for holidays and breaks."
- Comparison to local peers - Advances in Health Sciences - Partnership with UPMC
- I have never worked at another university.
- The opportunities available for motivated students.
- Leader in bringing stakeholder communities together with research to collaboratively drive research innovation and translation of evidence into practice. The ability to make education accessible and available to a diverse student body while simultaneously ensuring their successful graduation. Attracts and retains a diverse faculty and staff workforce"
- Pitt is a very strong University, with a recognized presence in the Research and Clinical (School of Medicine) fronts. Pitt, as many of its peers, has successfully developed an entrepreneurial approach to conduct research. However, Pitt may be better suited to be financially successful given its alliance with a strong Medical Care corporation (UPMC).
- Wide spread coverage area, both healthcare facilities and insurance), with very very diverse patient profiles urban, suburban, rural, and very rural.
- The research and the impact Pitt has had on surrounding communities separates it from other Universities in the area.

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- The campus is in reasonable distance of many different neighborhoods and suburbs of Pittsburgh, making it feel as if it's part of something larger than the university itself.
- Interconnected with the city of Pittsburgh. Give you the benefits of both a traditional campus and a city.
- Integration with Pittsburgh Community, Swanson Engineering School and world-class research.
- Research reputation/connection with the hospitals for innovative medical advancements; reputation of a number of graduate programs; big University reputation in a smaller city; good athletic reputation
- True multidisciplinary collaboration
- I think we need to let people know who are peers are? Graduate, undergraduate, athletics, research. Are they the same? Probably not. That's how we get on the same page and strive for excellence. The people at Pitt will distinguish us from our peers. Are they leaders within their area? Are they given the support and tools needed to be successful. How do we define that success? Are people being held accountable? Facilities are great but people make a university go.
- Breadth and support for neuroscience research
- Historical significance; caliber of medical/scientific research; beautiful urban campus;
- Strong research institution. Excellent local schools (private and public) from which to recruit from.
- tradition and academic success
- Commitment to Academics, Teaching and Research (relationship between PITT and UPMC).
- Urban location, unique combination of strengths in the health sciences built around excellent liberal arts core, as well as some well ranked professional schools (Social Work, GSPIA; commitment to regional campuses
- Urban. Medical centers in area. Research.
- Amazing faculty and staff, minus board of trustees.
- Pitt seems to be more aggressive in its goals toward becoming sustainable.
- The people. Pitt people are hardworking people who are always willing to lend a hand.
- The amount of research we do.
- A lack of a campus. I think Pitt has not reached its potential in this area. It seems like the University wants to build on every square foot of property it owns. Where it doesn't plan to construct a building, it paves with concrete. STOP THIS! The one exception to this is obviously the Cathedral Lawn, which the University has obviously respected. Rather than building (squeezing) buildings between existing buildings, buy more land, and then build.

I recently read about the Victory Heights Project. \$250 million is a LOT of money... rather than building new athletic facilities on the lawn between the Pete and the newish dorms, how about buying the land between Champions Drive, Wadsworth St, and Robinson St Ext and build a home for the Volleyball and Wrestling Teams there. Buy the old residential buildings that are

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across the street from Trees pool (as well as the newer ones where the occupants seem to park there cars on the sidewalk).

The land in between the Law Building, Hillman Library, and Forbes Quad... DON'T build anything else... no ugly additions or any other buildings... rather, chip up the concrete paving and plant grass and trees... yup, make it into a true quad...you can do it. I know the University has already replaced some concrete with grass, but not as much as the should or could have. Then add entrances to David Lawrence Hall and Hillman Library from the 'quad'.... why do the only entrances to these buildings have to be from streets? Fill-in the depressed area in-between the Law building, S Bouquet St and Forbes Hall (after breaking up the concrete) and plant grass and trees. Imagine that, grass and trees!

Restore Allen and Thaw Halls to there original grandeur (after knocking down the ugly addition that was built onto the original entrance to Thaw Hall). The buildings on O'Hare St have created a wall dividing the Upper Campus from the Lower Campus.

- It is well connected to medical research.
- Strength in health sciences and engineering. Serious-minded and academically engaged student body. Strong symbiotic relationship with surrounding community.
- The variety, quality, and size of the health professions.
- Pitt offers so much and has a great name/reputation. As far as a student, there is a lot of history here that I think draws students here besides other University's. The size is also great and I think the atmosphere and location are appealing. As a staff member, I think working for a University is known to have many perks, and again Pitt is distinguished and recognizable. I think the size also allows many jobs and areas, especially with research and sciences. If you are looking for any type of research or health-related job, Pitt has a wide range with a great reputation.
- Outstanding research programs, access to hospitals
- The number of students that we have. The direct connection with a major health center, UPMC. The amount of subjects/majors that are offered to students.
- One of the most important attributes that differentiates pitt is the strong sense of collaboration and cooperation which exists amongst the faculty. I believe this is one of the most significant factors which accelerates progress.
- Emphasis on community engagement, funding for all types of research, support for diverse and interdisciplinary education
- Some of the most amazing things Pitt does are a bit under the radar for instance, Investing Now, created by the College of Engineering to bring diverse students into STEM professions from HS. Also, Pitt is right next door to, and collaborating with, Carnegie Mellon University. The resources of these two institutions together can really create incredible educational opportunities and community impact, potentially.

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- Pitt has prominent name and reputation among public schools. The senior leadership, in my experience, has displayed strong commitments to communities beyond the university and students' needs.
- Top notch academics and research, particularly in certain area
- Impact of innovative research
- The large amounts of scholarly work produced at Pitt.
- Pitt is a gorgeous campus with a familial atmosphere for students, staff and faculty
- It is one the best universities in the nation for a reason. No matter which campus you attend, you still get the education that is worth the time and money. It also helps that even the branch campuses set the same academic standards as the main campus. It drives you to achieve you goals while presenting a challenge.
- Friendly campus; vivid campus community; small classroom settings; plenty of student (and faculty) support services
- The Pitt Community seems to be more family like, rather than just students, faculty, and staff.
- N/A
- Research, especially in medical science.
- Research opportunities, variety of campuses (size, locations, course offerings, etc.)
- Untapped potential
- The University of Pittsburgh distinguishes itself from its peers through world class medical research and training centers. PITT has had a commitment to diversity, entrepreneurship, and innovation.
- It's relationship with its city. Health and medical research. Reasonable tuition (vs. other large city universities). Regional campuses.
- We are a leader in Research and have a strong connection with UPMC
- Reputation for excellence
- Research within the medical community. For me, undergrad educational benefits for my sons.
- State-related, located in a growing and ever more modern city, with regional campuses in rural and semi-rural regions of Pennsylvania, all of which are dedicated to access, student success, persistence, retention, graduation, happy alumni, and learners for life.
- Breadth of opportunity on campus
- UPMC's pilot/seed funding frees up our scientists to take chances and think outside the box.
- The experiences received on branch campuses, such as Pitt Bradford. Students on this campus are afforded many opportunities such as publications, and even working on statewide research projects.
- Pitt is firmly interconnected with the communities around it (the oakland area, CMU, and Pittsburgh as a whole) without losing its sense of independent personality and school spirit. Many schools lean toward only one of these positions— George Washington university is

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arguably indistinguishable in culture from the area around it, while PSU has plenty of culture and spirit but isn't connected to a greater whole.

- This is an ambiguous question, since all respondents may have different universities that are considered as peers. Without defining who the peers are it is impossible to answer. I have not seen any info from administration (maybe this is secret) on who are peers?
- The urban environment and diversity we have.
- The research capabilities are bar none, and the unique setting which gives way to collaboration in an array of industries makes Pitt special.
- Is community friendly
- Academics, history, growing prestige
- Pittsburgh is my hometown so the campus here feels very much like a neighborhood. Very friendly place to work, study and live. I recently did a cross-country tour of several D-1 schools as part of a "basketball vacation" with my young son. We visited several campuses over the summer. Other campuses had the luxury of more space and an open concept for their campus. But we enjoy the urban feel of Oakland and the benefits of the joined presence of Pitt and UPMC. Oakland offers world class medical care, innovative research, and has really become colorful corner of the City over the years.
- It's ability to work together for a greater goal. It's willingness to work with the community.
- A more Diverse Campus than our Peers. Also to continue to increase retention.
- World Class Medical School; Pittsburgh; Collaborations with CMU and other local universities.
- The money value of receiving an excellent education.
- Cathedral of Learning and city campus with a homely feel.
- Exceptional facilities, faculty and research resources thanks to relationship with UPMC.
- Academic standards. Pitt athletics
- Emphasis on experiential learning (undergraduate research opportunities, internships, study abroad, etc.) Institution-wide focus on global engagement through the new Global Hub and Global Distinction, international studies certificate programs open to students of all majors, and wide variety of student and public events focusing on international and regional area studies.
- Reputation. World class research. Global excellence [philosophy]. Engaged with the local community [regional and Oakland campus]; partnerships for progress.
- Pitt has a friendly helpful atmosphere. The faculty care about what the students are learning and how they are learning. The students are not afraid to approach professors in the classroom, in their offices, or outside of the university.
- Pitt has an excellent reputation in the healthcare fields due to its association with UPMC. This is where I believe its greatest recognition is found in the local and national community.
- Unique campus setting - urban but has a community feel. Great reputation for a variety of degree programs, not just one specific field.
- The urban campus is improving

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- Best combination of research and clinical experiences for predoctoral students
- Research dollars.
- "How it successfully thrives in an urban neighborhood setting.
- How it consistently disseminates ground-breaking research.
- How it puts its concerns for students' mental health front and center."
- Pitt recognized the value of my daughter as a student. One would think that a double-grade skipped Salutatorian with a 1550 SAT would have offers left-and-right. Not so. Pitt was the best combination of value, scholarship, and engineering reputation in the region. Penn State did not make a competitive offer.
- Urban setting, not actually a state university (which it should be), Pitt used to have strong programs in arts and humanities
- Collaborative relationships is central to Pitt. Building and strengthening those relationships for the betterment of humanity. Top tier institution regarding technology, medicine, education innovation that through these collaborative relationships becomes functionally impactful.
- Research success and biomedical advances.
- The students are for me what makes Pitt Bradford unique. They come from all over. Places you would never think someone would hear about Pitt. Kansas, Miami, Puerto Rico, China...I could keep going. They are so interested in everything. I cannot spend enough time learning the latest and newest for them, so we learn together. If they ask me something I don't know, we discover it together. They love listening and are intrigued by everything around them. And they are so polite and helpful. and I know this as my son is a freshman and is disabled and everyone helps him and they don't know him.
- Urban campus distinguishes from most state schools 2) UPMC connection and health sciences are distinguishing. 3) The long history of the school is distinguishing
- Research focus
- Medical research is among the best in the world.
- Pitt provides opportunity for students to learn at a world class university at an attainable cost. That is a life changing value.
- Pitt has a very prestigious reputation.
- Inclusivity and diversity, leader in multiple fields of study, unique campus and integration with daily city life
- The quality of our research, our educational programs and especially the quality of our people. We have a reputation of integrity and hard work. Working in the Cathedral of Learning it often sets the tone for my day to see the hardworking Facilities ground crews there and along my walk past Clapp Langley Crawford and Alumni Hall. No matter the hour or weather, they are always busy keeping the grounds safe and beautiful. Pitt pride runs strong from the grounds to the highest offices in the tower. We do have a great legacy of athletic excellence as well, which is on the upswing after some down years. I don't want to forget that.

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- Connectivity. Strong sense of community of to the university worldwide.
- Many opportunities to provide input to the future of Pitt. Great pride and enthusiasm in being part of the Pitt family
- Top-tier Research; Association with UPMC; Highly ranked undergrad/graduate degree programs; and Opportunity for well-rounded experience at Pitt/city of Pittsburgh (Division 1 sports/NFL/MLB/NHL events; theater; symphony; etc)
- Pitt has a long history in the city and the region and is integral to its successes and its progress. Pitt's commitment to the community and the region is strong, and that's not something that I feel as strongly about when I think of peer institutions.
- The region - people and core values. Strong medical research
- Failure to build infrastructure to maintain top 20 Research University status.
- The University of Pittsburgh offers outstanding academic and real world experiences in a variety of habitats that can cater to student levels of learning, career goals, desired experiences from highly rural settings to the urban environment and energy of Oakland and Pittsburgh as well as abroad. It's brand value is at an all time high as it has relaunched the brand with a fresh look and promise to students and the world. Within certain divisions, Pitts brand stands on the cusp of becoming a global brand and a beacon for truth in knowledge and research.
- A culture of community within the University as well as with the physical community in our urban environment. An expectation of producing high quality educated students as well as the performance of faculty and staff.
- As urban university, we have the advantage of being surrounded by a lot of talent, companies and other institutions that really provide a great collaborative research environment.
- One of the major distinguishing factors is our location. Being located in the city of Pittsburgh, with 6 teaching hospitals on campus and countless opportunities for our students to participate in research, internships, and other co-curricular events is unparalleled.
- Emphasis on attempting diversity, exploring new opportunities, and excelling in research.
- Collegiality, great working environment, on my campus.
- I believe we work more with our students, try to reach out to them and involve them in the campus and surrounding activities.
- Pitt is well known for its level of excellence in all aspects of the University.
- It was close to human with a competitive education.
- Honestly, nothing jumps to mind other than having a very large medical program.
- The people we have here at the University. We all want to see the University flourish and as a whole. I believe we all work toward making positive strides in our areas, such as Parking and Transportation bringing on the electric box trucks we see around campus to the faculty researching the next cancer advancement.

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- The excellence in the Health Sciences; the Philosophy department; its faculty governance model; its unique international education programming through UCIS, Study Abroad, the Nationality Rooms
- It is smaller and cheaper.
- The ease of living in a livable city e.g. not too expensive and easy to navigate.
- Partnerships with a leading medical center. Great resources and faculty/researchers with significant government funding. Supportive and accessible leadership.
- Urban, relationship with medical community
- Our urban setting with access to good public transportation and our strong research focus.
- environment Pittsburgh is not a college town, nor a major city. So, students, faculty and staff can have a better standard of living/more accessible opportunities than colleagues in NYC, Philadelphia, Chicago, LA, etc.
- Nothing. There are some many Universities in the U.S. Perhaps UPMC?
- A growing number of global programs and initiatives
- In my view - the integration with the medical school. I am a bioengineer and the opportunity to be in a close proximity with teams in medical research and practice is invaluable.
- Rich history. Opportunities for huge growth and strides
- Pitt does a lot of important research, has a diverse population, has student benefits other schools don't (free PAT busing)
- Our success in
 - recruiting a diverse, high caliber student body, including many first generation students
 - providing a high quality, individualized liberal arts education that sets students up to be successful on the job market as well as in life
 - graduating our students in a reasonable time frame, with a lower amount of student debt than they would have, if they studied elsewhere. I think we need to market ourselves this way. Students want to attend an institution that is perceived as a first choice for many students, which they feel is likely to pay off financially.
- Location in a medium-sized city with a developing economy and positive outlook
- Location in Oakland and the nexus with CMU. Research opportunities for undergraduates.
- This is difficult to answer, given that it depends upon whether I discuss our regional uniqueness vs. Pitt-Oakland's qualities. In general, I believe that the personal contact and small-campus experience is unique to Pitt-Bradford. However, the higher academic standards and access to greater resources, not only in an urban environment, but what funding is available for student services on the P-O campus is noteworthy.
- Research. Location/affiliation with hospitals.
- The sense and connection and comradery among students and alumni.

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- Strength across the board on undergraduate programs, graduate programs, and research. Campus integrated within a vibrant city with many communities. Lacking compared to peers when it comes to IT and staff retention/satisfaction.
- Urban location, national very high research institution, AAU, low cost of living, campus grid is integrated with urban core.
- The university is well respected throughout the Pittsburgh community and one of the top research universities in the nation.
- Pitt-Bradford has a beautiful campus within a rural area. Offers 4-year degrees for those students who want to go to college but not far from home and for those non-traditional students, it allows them to continue to work and attend college.
- Pitt's vibrant, urban location and environs. Co-located with one of the world's largest, most progressive integrated health care delivery and financing systems that is consistently ranked highly for health outcomes, research productivity, and patient satisfaction. Comprehensive array of health sciences Schools and programs.
- Nothing.
- Urban campus
- Pitt offers a wide array of experiences relative to its population - I feel like there are a lot of opportunities at Pitt but yet we're not just part of a big monster university system and being smaller gives us a good sense of community.
- The openness of the campus. It feels like a campus but has permeable borders. You experience people living life, not just student/campus/academia.
- The campus. Wide variety of strong disciplines
- The high quality of the research and scholarship here. It seems that every week I hear about some new project or innovation that our university is involved in. It continues to blow me away.
- Pitt has a deep rooted history in Western PA and a family of proud students, staff, alum, faculty, and many many others. Only Pitt can offer the richness and diversity of the City of Pittsburgh in a way that no other local universities can. Coupled with UPMC, the possibilities for education and collaboration are endless. That is incredibly unique.
- Pitt is well integrated into the city and does not teach in a bubble. There are tons of real work examples and lessons learned from living in a place not just populated by students. Pitt is unique in that it is in a major medical hub and near CMU/Google that offer benefits for the IT sector.
- Pitt's known for being academic and researched focused. Additionally, business students generally have good qualitative or soft skills at pitt, but generally lack relevant quantitative skills. Let's take that idea and consider how we can continue to position ourselves with expanding knowledge and promoting research in a TECH based economy.
- I like the small campus of Pitt Bradford with all the perks of being tied to an Internationally recognized institution.
- The success being an urban campus when the peers to Pitt are not.
- I think the health sciences and research are 2 areas that distinguish Pitt from other Universities. I also like the urban campus with the diversity in student and employee population.

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- I think we are very community-focused, and our faculty (at least in departments I studied in) were open and encouraging to dissenting opinions, which I have heard from many people was not the same at their universities.
- Academic Standards are high, cost of education is affordable, great faculty and leadership
- SOE's focus on diversity, inclusion, equity and justice.
- The good: Location in a desirable urban center. Reasonably competitive benefits package. Strong availability of intellectual community through University events and events on other campuses. The bad: an absurd service load. A rate of turnover for faculty, especially young faculty of color, that is embarrassing and causes me to have to find new friends at work every two years. Its rates of harassment. A refusal to back diversity and inclusion initiatives with serious financial mettle.
- Collaborative, supportive partnerships within and across academic departments when focusing on undergraduate education. In my department (English), I rarely see complacency and unnecessary politics; faculty and staff seem aligned in enriching student experience and strengthening their competencies in and out of the classroom, as well as constantly evolving in their teaching and mentorship. In my experience, Pitt faculty and staff remain aspirational and regularly take actionable steps to make these aspirations realities in the short and long term.
- Amazing campus and resources for students
- I think Pitt has a great reputation for life saving research and producing top notch graduates which gives those in the Pitt community tremendous pride.

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What overall goal do you think Pitt should seek to achieve in the next five years?

- What overall goal do you think Pitt should seek to achieve in the next five years?
- On-campus recruiting of students for post-graduation opportunities
- Work on listening to the students, improving conditions for Graduate Students, increasing affordable housing availability and divesting from the fossil fuel industry.
- I think that Pitt should seek to increase mental health opportunities for students and attempt to create more recreational or studying areas for students around campus. I also think finding a way to bridge the gap between upper and lower campus is important.
- Better advisors, more personalized education, unionization.
- Lowering tuition costs.
- Comprehensive excellence (student experience, academics, research, athletics)
- More parking
- Advancements in healthcare and plans to lower overall costs of the industry
- Make things cost less for the students, pay the faculty and staff better, and be more transparent about where money is being spent.
- Establish itself as an active member of the overall Allegheny County community
- Increasing capacity in key support areas - Human Resources, Marketing, Technology, Institutional Advancement. A more solid foundation in these areas will drive increased success across the institution.
- In the next five years, Pitt should aim to excel relative to other comparable universities in the areas that most threaten the continued existence of the university landscape:
 - 1) Ensuring secure, permanent salary lines (i.e., tenure) for its teaching staff instead of offloading courses to adjunct labor.
 - 2) Moving toward a carbon-neutral footprint as quickly as possible.
- Further enhance academics, becoming a Top 25 National University; drive innovation district in Greater Pittsburgh, leveraging life sciences expertise
- To become the #1 public university in the US.
- The goal for Pitt should have over the next 5 years is to continue to update and improve campus buildings for the future. Along with that, maybe helping renovate. South Oakland would also be nice (or other apartment housing options). Also, an ON CAMPUS FOOTBALL STADIUM (yes capitalized for emphasis) I think would be very beneficial to improve student life and improve athletics on campus
- On campus football stadium. Solid top 40 USNWR ranking for PR purposes to attract top students.
- Reducing tuition costs. The value of a Pitt degree goes down as tuition continues to climb.
- Rather than focusing on flashy new recreation buildings or fancy dorms, Pitt should put more of its resources into things which it does not already excel at. Firstly, there is PeopleSoft. This

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program is a disaster that everyone complains about. It's ugly, confusing, and crashes when you try and use the back arrow. It causes unnecessary stress during course sign ups and I hate using it. mypitt.edu isn't all that streamlined either. The home page is covered with text and images which are made even harder to see by the small white box they are confined to. At least make it full screen. Finally, while the counseling center is improved greatly, there are not enough psychiatrists available to help newly diagnosed patients get the medication they need to be successful.

- I think there should be less of a focus on creating new infrastructure and more on “beefing up” what is already existing. So many student resources could use more funding and attention - for example, the student health center. Why are mental health resources still so hard to get in contact with? That should be a goal. If Pitt is going to recruit international student then there need to be appropriate resources for them here. Why do international students sit in residence halls without access to market central over Thanksgiving. Pitt needs to make it a goal to support there students better. If you are sad and struggling here, you are not really going to care about what Bigelow Boulevard looks like. By 2025, Pitt should invest in its current students JUST as much as it does in its new infrastructure and recruiting the next class.
- That we focus on a combination football stadium and dorm like Ohio State did 80 years ago
- Direct, tangible projects and developments meant to better to student experience, specifically for students who belong to communities that have been historically disenfranchised and marginalized. More physical space and committed staff people for LGBTQ+, African American, and students with disabilities.
- Updating its campus classrooms and buildings. There is not enough room in their class rooms for all of their students. I have been in rooms where students have to sit on the floor throughout lecture due to lack of space. You need to talk to students to find out what is important to us. Another issue if lack of living space, it would be beneficial to build another residence hall like Bouquet with kitchens this would cause more people to stay on campus bringing in more money for the university.
- Increased diversity within the School of Medicine. Better acknowledgement of female (and other underrepresented) faculty through endowed positions, awards, leadership positions, etc.
- Build an on-campus stadium
- I direct the Center for Military Medicine Research at Pitt and served 30 years in the US Army. From 2012 to 2018, Pitt received \$315M in DoD funding. I believe there is a real opportunity to develop a military medical innovation economy in Pittsburgh with Pitt leading this effort regionally with DoD support. Happy to discuss further if interested. Goal is to have DoD establish strong linkages in Pittsburgh via Pitt collaborations that then draws in new industry growth that matched the strong research in life sciences at Pitt.
- Helping save the planet from negative human impacts as the theme. Ie Global warming. (It's a hot topic. Get it "hot"), polution, alternate clean power source research, reduce reuse recycle initiatives, (ie market to go could use a bring your own container system for some

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items...cheaper for the university too), Pitt should focus on helping solve the problems first in the university level, then in our city level, and then why not promote what we learn on as big a platform as we can.

- "Increase undergraduate enrollment yield (have more students that are accepted actually come to Pitt- our yield seems quite low compared to other schools) while also keeping admission standards high.
- Increase amount of research throughout the University
- Persuade more alumni to give donations back to Pitt to support merit scholarships for exceptional students. Many Ivy-league caliber students will be swayed to come to Pitt if a generous offer is given to them
- Increase support of athletic teams. A half empty Heinz Field isn't the best for recruiting."
- Pursuing every avenue of building an on campus football stadium
- Modernize campus and better engage alumni.
- Increase interaction and connections with the Pittsburgh community and alumni.
- An on-campus stadium for football
- Equal pay for equal work. There is so much talk about equality, but it all rings hollow when one half of the undergrad courses at Pitt are taught by faculty who are paid about one third of what is paid to tenured faculty. This huge pay disparity makes no sense when these underpaid faculty have, in most cases, the same credentials as their tenured colleagues. This two-class system has evolved at Pitt (and other universities) for no other reason than it is convenient for the university to do so. The goal in the next five years should be to economize in the budget in other places in order to show the world that Pitt's priority is an educational one. Are not the faculty the sine qua non of a university?
- 1. Do ethical research.
- 2. Do a better job of investing in sports and asking for donations. See RMU just recently, PSU, Clemson...make it easy for us to do so and make it "fun". IPTAY (Clemson) is on just about every bumper sticker in Greenville, SC because so many can donate at various levels. Make the "small guy" feel important.
- 3. Figure out a way to get the subway through Oakland. (Charlotte just announced a \$4B extension for their system to undeveloped areas...got Fed \$ - we can too!)
- Raising its national ranking to top 10 among public universities.
- I believe that Pitt needs more Pitt people. While the academic ranking is extremely strong, at times the University excludes "Pitt People" and only looks at their desired academic profile. While it is understood that Pitt is searching for the strongest possible candidates, I believe we are excluding some of our own that may be just outside the guidelines of admissions. Due to this, we see less and less pride and participation of Alumni. Students are often now just 4 year Pitt People.....instead of lifetime Pitt People. This directly affects donations, engagement etc.
- Need to make a huge push to buy as much property in and around Oakland as possible. We need more on campus housing, work with the city to close Bigelow between, the student union

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and the Cathedral of Learning to create a more continuous campus feel. We need a track facility and I know it won't happen in 5 years but we must have our own smaller football facility within 15 years. Closer to the campus.

- Greater affordability and accessibility to untapped markets. Some of the best ideas rest within those who may not have means and/or who feel that Pitt is too far out of their reach. Removing those financial and mental restrictions will help us to become part of their success and ultimately our continued success.
- Improve departmental, school and institutional ranking.
- High school graduating population is set to flatline/decline, meaning fewer students will be attending college, in theory. Positioning Pitt as an attractive place to further education for traditional and less-traditional students should be a priority. What sets us apart? Let's capitalize on it, while bolstering areas we may fall short.
- Utilize the University to make a impact in the following areas:
 - Local business/entrepreneurial community of Pittsburgh
 - Being a Lamplighter for other Universities, on a global field. Use this positioning to oversee and facilitate roundtables with high-level decision makers
 - Improve Alumni communication and engagement"
- 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, 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.
- Finalization of the Plan for Pitt, phase 1 implementation of the plan (assuming the plan will be phased)
- Have we checked on our libraries and computer technology lately. Very important and easily forgotten in today's world.
- Continue to raise it's academic standards, yet also to reach out to the local school districts to help them to improve our community schools. Never lose site that Pitt was a product of the residents of Pittsburgh and Allegheny County. Without these people, we would never have been able to grow as we have and achieve the lofty goals we propose. By empowering teh local students, we continue to make positive impacts on all in the area.

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- Continue to strive for world class education qualifications where our excellence is acknowledged globally. Attain a level of athletics that ties itself to the university standard that our education holds. Athletics are the front porch of the university and the below average levels we compete at leave a blemish on our record that are truly there in the real world, whether you want to believe it or not. The academic piece should not be brought down by athletics, but enhanced by it.
- safer campus and better meal plans
- More diversity in faculty / staff backgrounds; better training for faculty / staff in terms of technology, classroom strategies, inclusivity / cultural sensitivity, and safety; more resources and inclusion in decision-making (i.e., in this Strategic Planning process) to outlying campuses; more supports for low income and low preparedness students aside from just having tutoring (e.g., better funding, lower cost books / resources, on-site daycare, family housing, etc.).
- Improve our overall ranking among other universities
- Not sure we have the national recognition and reputation we (Pitt) deserves. We are often still a "surprise" to people. Let's change that perspective!
- On campus football stadium
- To become less regional and emphasize the national and international reach of teaching, scholarship, and research that occurs here.
To develop a tolerance for risk at all levels of the university with supports for innovative thinking and plans.
To embrace change to outdated policies and procedures that inhibit growth and exploration in all areas.
- We should focus on pay equity across both faculty and staff.
- Try to gear towards there being less students due to population decrease. Prepare for the shift in thinking of young people from learning for learning sake to learning to be able to financially care for themselves in the future.
- We should try to build ties to the alumni community beyond the normal fundraising and newsletters
- Enhancing sustainability, diversity, and inclusion on campus
- I would like to see Pitt allocate more of its funds for student health - specifically the counseling center. There is not a lot of reasonable access. Appointments need to be made weeks in advance which is not reasonable if faced with an illness - it takes away from our ability to be students. The counseling center regulations make it difficult for students to seek help. I've found that group therapy is pushed hard - even though that doesn't help everyone. one-on-one therapy is only available every other week. There is only one psychiatrist which makes it difficult for people to refill medications and the wait times are unreasonable.
- Pitt should shift its focus more aggressively towards being self-sustaining: financially, environmentally, physically, etc. Above that Pitt should push past being self-sustaining and find ways to contribute in these areas back to the community, locally and beyond.

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- Unification of schools with the University. Collapse the silos.
- On campus football stadium.
- Maintaining Public status.
- affordability, student diversity
- Spend money efficiently or prepare to see a massive dropoff in enrollment. People don't want to see their money wasted on project after project that doesn't positively impact student life. We don't need a diversity staff half the size of the # of full time professors we have, we need programs to provide free books to students, programs to make dorm life cheaper. You guys spend money with no discretion while taking from incoming students gullible enough to pay 11,000 for dorm amenities and the federal government alike. Cool it.
- Ethical community engagement and reflections on how to bring in a socially conscious curriculum and culture that centers students needs
- I park in Ohara garage and I am losing my space this year. I think the plans that you have for the next 5 years are great but they must include parking, hopefully a new garage. You are taking a lot of parking spaces away yet I never see in any of these plans to add any parking. You really do need to consider that in your plans.
- On campus stadium
- Increased accessibility to students of less financially fortunate backgrounds.
- A plan to build a stadium on campus in Oakland
- First goal is to reign in tuition and expenses. But overall I think it's goal should be to improve its physical and financial presence.
- On campus stadium
- to produce graduates who have demonstrated the ability to work in collaborative partnership on inter-professional teams
- Lower tuition -- the cost of Pitt makes in inaccessible to many or makes them feel as though they need to choose career paths that pay, which detracts from the creativity, diversity of thought, and energy of its intellectual atmosphere. By making tuition lower, the university can fulfill its purpose as a place of higher learning.
- The overall goal that I think Pitt should seek to achieve in the next five years is to emphasize it's creative liberal arts side as opposed to mainly focusing on STEM programs.
- I think that Pitt should become more pedestrian friendly, improve upper-campus living, encourage student operations like the Oakland Avenue garden, and have more regard for wildlife and neighbors to the University.
- Equity
- Consolidation of IT. Investment in new technologies. Mentoring and shadowing programs for students.
- Put out the best graduates possible who will be the leaders/researchers in their respective fields.

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- desired growth while improving transportation methods within the city
- Innovation, Justice, and Transparency that can be integrated into its strategic plan. Values such as...
 - A (Accommodation)
 - B (Building Bridges)
 - C (Collaboration)
 - D (Diversity)
 - E (Engagement)
 ...could occupy space at Pitt.
- I think Pitt should seek to make its academic excellence better recognized in the public sphere. Today, many unfamiliar with the institution view it as just another state school, and Pitt needs to work to distinguish itself as the medicine and technology powerhouse that it truly is.
- More focus on teaching and education, and rewards to the best educators
- We do so well via academics. It's time to move football back to campus. Outside of Temple, a non-Power Five school, no D-I program play football off-campus. With such a proud tradition, the students, staff, alumni and faculty deserve a place to watch on Saturdays. It could also serve as a multi-purpose facility. There are plenty of donors willing, ready and able to help as well. It also will bring Pitt back to a national level with a quality stadium.
- Get its internal house in order. Processes are antiquated and cumbersome; systems don't work properly...even the newest ones.
- Continuing research initiatives, working to develop start-up companies, redefining the City of Pittsburgh and its opportunities for students and the workforce.
- Inclusivity of nontraditional commuter and traditional students
- Re-evaluation of staff classifications so that people doing more and things not in their job description are being compensated for
- More flexible schedules for employees work from home options
- More Parking for Pitt Employees.
- 1. Being competitive with their salaries
 - 2. Able to promote staff without having to give ""extra duties"" but being able to reward excellence
 - 3. Recognizing that Research Administrators positions within Clinic Departments are different from Basic Science departments and salaries should not be compared when asking for equity
 - 4. Training for Research Administrators on a regular basis
- Pitt needs to grow by acquiring property for dorms and classrooms/labs. Pitt also needs to provide a safer environment for pedestrians and cyclists. There are too many drivers looking at their phones, and too many students looking at their phones. That makes for a dangerous situation. Suggest greater restrictions on cars on campus. More green space would also help attract potential students who think Pitt is too 'urban'.

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- Pitt needs to be more renowned. We are strong in research and have immense impact. We need to be recognized for this on a national and international level. We need to create more value for a Pitt degree. But we should also lower our tuition. We are not Harvard or Johns Hopkins. We should be the college that compares to these institutions but without the cost, because we are a "small big city." I feel like the city has become well known for reinventing itself, and becoming cleaner and greener over time. It would be great for Pitt to lead the way in lowering tuition, becoming an ultra green school, and as we once were the gateway to the West...we should be considered a gateway to success.
- To fully support all areas of academia equally and not underfund non-STEM programs.
- Please build more classrooms. Pitt is undermining its commitment to a superior undergraduate experience when it crams students into overheated, undersized classrooms and asks departments to offer the bulk of their classes at night or at 8 a.m. when students do not want to be here.
- Continue to make advances in the campus and our programming. Pitt is a highly regarded institution that works well with other universities to everyone's advantage. We need to continue to upgrade our facilities in order to be competitive to other places of learning. We have already done a good deal but we still have much to do.
- faster routes to Oakland
- Leader in Technology
- Expanded research and collaboration and more focus on international students.
- online courses and programs
- Lowering tuition costs via state-supported funding. The Commonwealth needs to make a significant financial commitment to enable a Pitt education to be an option for more students and reduce their financial burden so they can have options for further education, home ownership before 40, etc.
- Become more of a steward to the Oakland community and ensure that the students have quality off campus options for living
- *Pitt is known as one of the most expensive public universities in the country. That needs to change. Reining in tuition increases should be considered to ensure that obtaining a degree from Pitt is not out of reach from the local community.
 - *Gain control of excessive department expenditures
 - *Continue to design and build a more pedestrian-friendly and safe campus.
- To continue to be well known in research, innovative business ventures and spinoffs, as well as to continue to engage with and make an impact in students lives.
- I think that Pitt should work to maintain and expand upon its position as a leading research institution, while at the same time making a Pitt education more affordable to its students.
- 1. Fostering greater research and instructional collaboration across the various schools and departments (within and beyond health sciences).

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2. Reducing barriers and accelerating the process of developing cooperative agreements with outside institutions.

- Everything is Great but everything can get a little better if time and effort is put into it
- I am not sure if this is better suited for questions that may pop up on subsequent screens, but, here are my thoughts: (1) I would love to see Pitt work with other local stakeholders to make Pittsburgh a healthier place to live. In particular, we should work for improvements in air quality and prevention of lead exposure. To pursue this goal, I think it would be critical to aim for well specified, measurable outcomes. (2) I hope to see Pitt continue to be a leader in research on neurodegenerative diseases. As I said that, though, I realize it sounds like a very vague goal. As with my first suggestion, it would be ideal to set out very specific, measurable outcomes that we would like to see Pitt achieve in this area.
- To value our science, arts, and sports the same.
- Continue to build on the strong framework of civility while creating experiences and initiatives on a global scale.
- It keenly needs to sort out the (apparently) minor problem of people (faculty, PhD students, etc.) arriving on campus in mid-August (for orientation, etc.), but not getting their paycheck until nearly 1 October (6 weeks later). I could carry on about how this is heartless, exploitative, etc., but mostly it makes us look provincial. Surely we can figure out a better system. Other universities have done so.
- Continue to prove diversity and inclusiveness within all schools on all campuses
- Gender equality, racial equality.
- Pitt needs to control their costs while maintaining the high academic standards, incredible research and community involvement.
- 1. Keep and enhance education reputation
2. Revisit staff job classifications and pay levels. Education qualifications rather ""strict"" for many job opportunities. Don't rule out applicants without college education.
3. Too many positions being filed with over-qualified candidates, which are trained and then move on. We have become a stepping stone for employees. Need to get back to being a place where you can make a good living and retire from Pitt.
- Define who we are, not just by a broad brush but pen to paper what we want as an institution in the year 2025.
- Lower tuition
- To better serve its students through increased affordability measures, curriculum advancements, career assistance, and more adequate support for non-tenure stream faculty.
- Pitt should continue to strive to be a leader in research of impact.
- Continue to develop ways to enable external research collaboration with industry, government and the military to include innovation and the ability to bring programs and products to market.
- Continue to support research initiatives to eliminate duplication of systems and resources.

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- Build a strong development initiative (Capital Plan) to fund our plans and goals as well as build substantial reserves for an uncertain financial future.
- Eliminate duplicate processes, systems, functions to enable a strong financial, operational and efficient enterprise - also to enable tuition stability or reduction for our students."
- A more critical role in renewable energy ways to improve how to be a leader in reduces its carbon footprint.
- Create a sense of community and flexibility within the university as a whole. For lack of better words, allow departments/ research groups, etc. the flexibility to create the kind of workplace they want- similar to Google's perspective. It feels like the university does not necessarily care about the individuals that make up the university, and care more about HR policies to make our jobs harder and worsen our work quality of life, and about the number of grants an individual gets, rather than caring about how to support members of the university to thrive. While the end goal is obviously being productive, bringing in funding, and providing quality education, right now it feels as though there is not enough support for us to adequately do our job.
- Pitt should seek to be more inclusive and accessible for people with disabilities.
- Provide more equitable and higher salaries to its faculty, both adjunct and not, as well as to its minority employees.
- Better sport results, lower tuition
- The CS school should strive to improve its national ranking and attract more top companies.
- 1. Affordability: particularly reaching out to rural communities in PA, expanding Provost Academy, etc.(recognizing the less visible diversity of economic status)
2. Academics (increase emphasis on Honors College, strengthen traditional academic majors, continue personalized education programs)
3. Pittsburgh community (strengthening community partnerships, especially wrt underrepresented and underserved communities. Making Pittsburgh a great place to live for *everyone*).
- 4. Creativity--I would love to see the ""Year of Creativity"" expanded into a goal for the strategic plan.
- Increase initiative to recruit and retain faculty of color. I think we spend a lot of time hiring new faculty only to have them leave within a few years. I believe a focus on affordability and accessibility for diverse groups should be a priority of the institution.
- I hope that Pitt becomes more competitive - nationally and internationally. To become more competitive, Pitt needs to care about its college/graduate school rankings. I think Pitt is underestimated in terms of its ranking. In addition, I hope that Pitt renovates school facilities, including buildings, CourseWeb system, etc.
- Lead and innovate in sustainability across academic, operational, and outreach endeavors.
- Further enhance the synergy between UPMC medical and engineering school.
- Improve the basics of campus life for students. Food, internet, handicap accessibility, counseling services should all be improved dramatically

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- An on campus football stadium please!
- World class athletics programs to attract more and better local, regional and national students.
- To continue its dynamic balance of academic excellence, community engagement and industry partnerships with the goal of preparing students for leadership in the changing 21st century economy.
- Lower tuition
- --Implement new technology and best practices to become more efficient
- --Increase financial support from alumni, friends, corporations and foundations
- --Update hiring practices, compensation, and benefits
- --Attract students from more diverse backgrounds
- --Strengthen Athletics substantially or decide to lessen investment
-
- Improved diversity and inclusion, making the university and academic opportunities more accessible to underprivileged students.
- Offer online classes at the regional campuses (Pitt-Greensburg). We have a ton of commuter students
- For the health of the enterprise, the cost of college for kids in the middle--the ones who don't get large aid packages and have to borrow to finance their education, ending up with crushing student loan debt--must be addressed.
- To better establish itself as more than just athletics, and highlight other academics, partnerships, and research happening so that it's at the forefront.
- Commuting issues (traffic, parking, etc)
- Raise the profile of academic achievement. People think of Pitt as a "football school." That's fine if you're goal is to make it to the NFL. But for everyone else, Pitt being seen as a "football school" has no real benefit.
- Become a leader in personalized education.
- becoming an internationally known destination university.
- become a leader in global research, innovation and entrepreneurship
- Expand community involvement and online offerings
- Continue to building upon the above partnerships/relationships surrounding the campus.
- With tuition costs rising, continue looking at tuition relief for undergraduate students. Create additional scholarship opportunities for students based on their full financial family backgrounds, more encompassing - similar to private and ivy schools in order to remain competitive from affordability cost. Find additional endowments and create specialty programs such as Panthers Forward.
- Accessibility; additional, affordable parking for students, faculty and staff with the addition of more handicapped parking spaces near main buildings.
- Establish our identity and be comfortable/confident in that identity.

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- Consolidate IT services
- To continue to encourage diversity in EVERY area of the university (students and staff).
- To be as low cost as possible without compromising value
- Easier accessibility to public and commuting students
- Increase community outreach and less bureaucracy to provide dental care, because we lose a lot of patients due to the time it takes for us to start what patients consider to be dental treatment
- creating a payroll model that considers the diverse jobs and is flexible to make a more accurate and fairer for employees.
- I think, with the dropping population of graduating high school students, that we should gear our recruitment to the regular student who wants to succeed - that would be the average great student who works hard for their goals. Sometimes we seem to gear toward the best of the best, and those students are also being recruited by other institutions.
- national leader in research, education, and service
- Not destroying all relationships with the community.
- Increased Community value from the University.
 - support public schools in more concrete ways
 - develop adjacent neighborhoods without acquiring adjacent neighborhoods though public/university/private partnerships
 - Infrastructure investment in roads/transportation in/through/to the university.
- Create more affordable opportunities to a broader pool of student
- Modernize facilities and provide study rooms with more natural lighting and plants (like an atrium or the Jewel Changi Airport indoor garden), while adding more focus to STEM fields.
- I think Pitt should be focusing on creating more green spaces on campus and reducing our waste all around. The renovations in between Posvar and Hillman were a good start, but we could use more green spaces.
- Sustainability and lowering student debt.
- Increase the diversity of faculty, staff, and students. And find a specific way to make all faculty, staff, and students feel valued.
- I think Pitt's main goal should be to continue to improve as a highly sought-after academic institution while bolstering its athletics programs to above average.
- Strengthen and boost its research efforts as reflected in national rankings.
- Hugh Henry Brackenridge was a person who stood for and stood up for principles. The university has a responsibility to support the people that make up the organization. Consider giving the stakeholders more input like this survey and perhaps some voting rights. When the part time faculty requested collective bargaining, the university did not support that. The university appeared not concerned with the very people that help sustain the institution.
- Target sustainable enrollment
- Decrease costs for students

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- I appreciate what Pitt is doing to improve athletics. I hope they do more to improve student recreation centers as well. I also hope they dedicate a statue to current sophomore student Cole Edward Zimmerman for all that he has done for the University and the people of Pittsburgh
- Continue being a cultivator for the region's growth, but fill the gap that ensures the tide raises all boats.
- Reach even higher in terms of academic achievement without becoming inaccessible to the region's students, particularly underserved populations.
- UPitt should seek to enhance the educational experience of all students by expanding boundaries of knowledge, discovery and technology. It is so valuable for students to build a solid foundation of strength and an education that promotes diversity and inclusion. I think there should be a focus to do this not only at the main campus, but also on UPitt's regional campuses. The education and community support that UPitt offers to students and members of the community is vital to creating a thriving community of learning for students, staff and community members of any UPitt location.
- I think Pitt needs to continue to work on affordability over the next five years. I realize many factors affecting tuition are somewhat out of the University's control--particularly state and federal aid--but I think access and affordability will continue to be top of mind for prospective and current students moving forward.
- Better sports teams, more participation going to athletic events— athletics are a huge part of getting exposure
- Pay its employees what they deserve. Pitt is underpaying the vast majority of its employees. Why? Pitt is shooting itself in the foot by doing this. The people who run this university need to understand the generation that's entering college. Look at Greta Thunberg. Look at the Parkland Shooting survivors. The coming generation stands up to injustice. You think when they enter the work force and become staff and faculty at Pitt that they are going to stand for being underpaid? They're going to fight Pitt and win. The leaders of Pitt should jump out ahead of this. Pay staff, faculty, especially adjuncts, and grad students higher wages so they can live. Help employees with student loan debt, especially the ones who received degrees FROM Pitt.
- Become a front runner in the sustainability movement as well as seek to support students financially, as the cost of education and future loan pay-back continues to rise.
- Race equality and poverty remain two of the greatest obstacles to Pittsburgh being a livable, safe city for all. I think Pitt should boldly address these and be an innovator in how cities and America can be leaders in confronting these issues.
- Continue commitment to Diversity & Inclusion with an emphasis on developing Equity into that mission
- I'm interested in seeing Pitt make significant strides in its goal to build foundational strength.
- Pitt should seek to achieve greater sustainability over the next five years. The University is constantly evolving and expanding, but sometimes sustainability takes a backseat as we focus

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on growth. We should focus less on growth and more on investing in what we already have for a sustainable future.

- The integration of and accessibility of student learning with experiences beyond the classroom
- Updating outdated facilities.
- Build an on-campus stadium for football.
- Provide opportunities and resources that enhance/encourage work-life balance for staff and faculty.

Establish clear channels of communication for all University employees across campus.

- Updating lecture halls, dorms, etc.
- Lowering tuition, expanding on student impact in the city and developing an on campus Football stadium to properly compete with other power 5 programs to help in becoming a national powerhouse again.
- I believe Pitt should focus on benefiting the students through improving their educational experience, available funding for their studies and research interests, and pushing students to expand their experience in the international space.
- I think that Pitt should push the institution towards creating a community not just within Pittsburgh, but also within the University itself, which focuses on the benefit of the students by putting more focus on the quality of education AND care they receive from their peers, professors and administrators within Pitt.
- I think that Pitt should seek more opportunities to fund the bright students they already encourage to grow. More opportunities for research, pursuing abroad trips, getting involved in the community, etc.

As we continue towards a more intertwined and globalized world, I think it is essential that students have the opportunity to interact and experience other cultures and peoples. Pitt should focus on getting students into the world that they will need to know how to navigate in their careers, no matter what field that may be.

- Building stability and flow of traffic through Oakland.
- More support and financial help for non-traditional students. Because of my age, its really hard to find grants and scholarships to help pay for my education. I do not qualify so I have to use loans and fundraising to pay for school. That added stress takes away from the goal of focusing on getting a quality education.
- Provide more parking for students.
- Global reach
 - Creative pursuits
 - Retention of talent
 - Continue inclusiveness
 - Faculty diversity
- Tightening connections between our research, teaching, service, and the expressed needs of the community. We should be bringing together interdisciplinary teams of scholars to partner with

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community members to address their questions. Right now that is happening on a small scale, but with a mechanism for identifying community driving questions/needs, and pairing with functional, interdisciplinary Pitt teams, we could be a major asset.

- Translating the health science research to real products and programs that can impact lives
- Progressive sustainability initiatives. Mandatory diversity, inclusion, and sensitivity training by all faculty.
- More accessible education programs for working adults. Allow staff to speak up more about workplace culture and how it can be improved
- I would love to see Pitt set a moon shot style goal of REDUCING tuition. As students go deeper and deeper into debt to pay for college, and tuition seems to tick ever upwards, I think it would differentiate Pitt on a national stage to work toward actually announcing a tuition reduction. The whole campus would have to pull together to maintain the current level of academic and research excellence, but just imagine how cool it would be to announce that tuition was going down, even by a few dollars?
- Making the University of Pittsburgh the employer of choice by providing employees with quality of life work schedules, parking availability, and overall job satisfaction.
- Preparation for the future.
- Improve safety on the roads & walkways. Reduce crime both on & off-campus.
- collaborations and pairings of individuals with like-minded goals to come together such that the both the individual's goals as well as those of greater community are met.
- Becoming a leader in green and renewable energy
- High performance research and expansion of the University's knowledge base.
- Aligning employee salaries with competitors in similar fields so that talent 1) more readily desire to seek employment at Pitt and 2) existing talent desire to stay at Pitt (especially new hires who have not yet seen the benefit of the benefits package as compared to outside markets). It is difficult to obtain and retain good talent when talent can go elsewhere for 20-40% higher salaries.
- Making things more accessible on a indivisible level. Pitt has become such a large institution that individual solutions and resolves are lost in red tape.
- Decreasing the overall cost of the college experience for students.
- Become an example of drastic efforts at the corporate level to fight climate change.
- I believe improved harmony across schools, divisions, campuses, and technologies would be a key goal for Pitt to seek. In my opinion there are many inefficiencies in terms of space allocation (for instance, our school is located in Bakery Square, Oakland, BSP 1, etc.), redundant technologies (e.g., HSconnect and Single Sign on), and access to core facilities (there doesn't appear to be a histology/pathology core at Pitt at all, and other facilities are scattered across the campuses and lack clear information to identify IF it exists, and if so WHERE) that if improved would greatly increase the efficiency and harmony of working at Pitt.
- Better housing for students (on and off campus) (but keep it affordable)

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- A faculty that represents an international institution more than the current one
- To firmly establish itself as an institution dedicated to the educational process of its students and faculty. Educational excellence had been given mention in the prior strategic plan but had no teeth, no measurable outcomes, no real plan for how excellence was going to be established. Some talk existed about the development of individual student learning plans and learning opportunities, but there was little if any emphasis on ensuring that the faculty are teaching at a level that meets, if not exceeds, best teaching standards and practices. No plan for professional development, no plan for programmatic offerings, no plan for ensuring that the teaching faculty are equipped with the skills required to effectively lead the next generation of Pitt students in a new era of education. We want excellence - but there is very little mentioned about the steps required to see it happen. Research is great...but without students who value the educational opportunities provided through its degree programs, we have no university in which to perform our research. We should strive to be leaders in faculty development and general pedagogy...we should be setting the bar for student educational experiences...we should be a university that can say every effort has been taken to ensure that all faculty are teaching to standards that have been shown to be vital for long term learning and engagement. As a professor myself, that is what I strive to represent on Pitt's behalf in my department. As a father of a Pitt student, that is not the experience my child is receiving - and I can't help but feel slightly ashamed.
- Financial independence and sustainability on all fronts.
- Pitt should continue to focus on the academic experience. The fundamental purpose of a university is to provide an education. Leveling-up our academic experience requires good ingredients, such as hiring innovators, building stronger diversity & inclusion, acquiring funding, fostering difference makers, etc.
- - Top 10 public university
 - The Law School should be much higher-ranked (what's going on?)
 - New business school building (have you seen the Tepper Quad!)
 - Stop building ugly concrete buildings. Everyone loves the neo-gothic Cathedral of Learning and Heinz Chapel, that should be the architectural template of all new Pitt buildings, period.
 - Litchfield Towers are hideous, outdated, and do not fit in with the feel of Pitt. They should be replaced with mini Cathedral of Learning towers that match the look/feel of the Cathedral of Learning. These new towers will be modern but look like they were built in 1787. They will fit in with the campus and students will actually want to stay there.
 - Increase in marketing communications. Work with top agencies to put Pitt on the map!
- Top 5 engineering, medicine and law programs through new 21st century research and education programs that leverage our assets. Becoming more agile like CMU (multi-disciplinarity, etc.) thereby leading research and education initiatives as opposed to responding.
- 1. National Championships
 - 2. Increase diversity of faculty
 - 3. Increase number of students who receive prestigious post-bac scholarships

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- 4. Improve, update older buildings (Victoria)
- 5. At all times maintain our reputation and integrity with the growing competition for education dollars!
- Maintain high academic standards.
Facilitate access to downtown Pittsburgh to utilize the amenities there.
Continue campus improvements.
Support capital improvements in Oakland and Shadyside to further improve the student experience.
- Making the regional campuses and distance education programs one within the university platform. The regional campuses act and are governed separately. A student can not be guaranteed that all credits will transfer when moving between regional campuses. I have experienced this and all should be the same. Penn State does a much better job of making sure that curriculum is the same across all.
- Emphasize unconventional research: quantum computing, gene editing, & neuroscience
- maintain drive towards research excellence while expanding diversity and curricular creativity
- Increased online degree programs, improved innovation, better community impact
- better compensation system, better benefits for younger employees, I love the idea of having student loans reimbursed.
- In order to spread the concept of inclusivity among the staff and faculty at Pitt, it would be great if departments would encourage opportunities for employees to be a part of workshops and/or symposiums that provide education on inclusivity and the celebration of diversity. For example, not many staff know or can even attend the Social Justice Symposium which happens annually.
- Pitt needs to set goals that allows it be unique in the crowded field of higher ed. What does Pitt want for itself rather than who does it want to be like?
- Initiate a gradual shutdown of the University football program and stop participating in the institutionalization of a "sport" that physically and mentally damages its participants so badly.
- Improved research funding; innovation for development of Pitt "companies"
- Streamlining administration in all units. Pitt is so disjointed right now on all levels. Nobody is talking to anyone anymore and new systems, projects, etc. are being instituted without considering other units. We are really missing good leadership in a lot of units and by that I mean people who can actually do the job and be good leaders. We have too many people in leadership roles, just not enough competent ones. This really effects the entire institution.
- Work with our students that are struggling. Recognize warning signs of problems so we can step in and help and not be afraid to step in. BE HONEST with a student who isn't making the grade and not just pass them through. Maybe they are moving in the wrong direction for various reasons and need to realize that college may not be their strength. It a big world out there and a lot of options. Help them find their strength - even if it doesn't mean continuing here at Pitt.

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- I believe the University should try to be more involved in its administration. An understanding that one size doesn't fit all. From the physical appearance of its buildings and classrooms, the security in the buildings and classroom to the details of how we manage our funding.
- I think that Pitt has a great academic history. What I have noticed is the age of our workforce. While having a more experienced workforce has many advantages, having more diversity in the workplace is always a good goal.
- Unions for faculty, staff, and any students who are working. Better campus climate for marginalized populations, such as people of color (especially Black and Latinx), those with disabilities, and LGBTQIA+ individuals (especially transgender individuals). Simply having diversity is not the same as providing a safe and welcoming environment that celebrates that diversity. Better vetting for campus police so people like Michael Rosfeld are never hired (or re-hired).
- Commitment to promote public welfare. Strengthen community on and off campus
- I will come back to this question after I have thought about it longer.
- To continue to provide exceptional educational opportunities for students while providing an environment where faculty and staff are able to maximize their strengths towards the educational goal.
- Positively impact our community, region, nation, and world through academic and research excellence that capitalizes on our diversity to foster inclusion
- Pitt should strive to grow its academic arm in parallel to its corporative arm (UPMC). Support for academic activities at the national and international levels needs to be strongly advanced. Simplification of processes to acquire resources for academic research, or to bring visiting scholars, would benefit Pitt's standing.
- Sensible uniformity of patient care and guidelines in very diverse populations and locations, but with sensitivity to different needs and resources. Dramatic expansion of telemedicine opportunities, with multiple satellite locations ie. Huntingdon offices and Bedford offices/hospital.
- Pitt needs to work harder at attracting and retaining diverse talent (staff & faculty).
- Improve walkability, green space around campus. Clean up South Oakland and improve housing options. Fitness/athletic options in lower campus.
- Invest in community footprint expansion to secure/enhance improved living conditions for all students off campus as well as enough housing for all undergraduate students.
- To continue to provide a world class education and offer an appealing campus environment by considering the following: Increase (undergraduate) enrollment; continue to work on guaranteeing housing for undergraduates for all 4 years; help South Oakland become safer/provide better housing opportunities for students (buy and renovate/re-develop some of this property?); better parking for commuters/faculty/staff (not all commuters/faculty/staff can take public transportation/bikes/etc); have a stronger presence in on-line education.

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- Being seen as a model institution for multidisciplinary collaborations for solving current worldwide problems.
- Convince the legislature to invest in Pitt so that we can use those resources to attract other resources to create an economy in western PA that will bring industry & innovation to the region. Undergraduate & graduate education with research/innovation that builds on our strengths and looks to the future.
- Strengthen neuroscience-related community resources to establish the premiere institute for brain, machine, and biological processing
- Compensation that is upgraded significantly to reflect market rates--commensurate with other non-profit top-tier universities. If we can't retain or hire the best staff, then forget everything else. There will be no need for a strategic plan because the University will have failed to obtain the best staff.
- Be a leader in research, developing spin-off companies. Increasing ranking of undergraduate university by attracting better students, esp. from local area -- as these students are more likely to matriculate.
- Continue to strive to be the best academic and research University. Be supportive of faculty, staff, students and surrounding communities.
- While continuing to improve academic quality and accessibility is key, I think doing a better job of telling our story and celebrating impact and accomplishments is important in becoming more competitive and doing a better job of advocating for resources and support with key constituencies, including legislature, alumni, and business community.
- I think Pitt needs to focus on the infrastructure of the university. The 30 year master plan addresses some areas of need such as campus housing, however, the transportation system around Oakland is not very good and the BRT seems like a cheap fix that ultimately won't make a difference. Additionally, a lot of our facilities are outdated and actually have caused some prospective students to go elsewhere (especially the dental school). There also needs to be a focus on parking on/near campus for commuters and grad students
- Increase faculty pay and tenure track positions, along with more efforts to integrate Pitt into the broader Pittsburgh community.
- I think Pitt should seek to become divested from fossil fuels
- Treat grad students and non-tenure-stream faculty like the valuable workers they are.
- Pitt has gotten away from its roots. It seems that we've forgotten that the centerpiece of our university—the Cathedral of Learning—was built with dimes. Pitt has always thrived when the entity valued the contributions of the many over the few. When we recognize again that no individual or subgroup's contributions are more meaningful than any other's then we will be able to truly embrace the concept of inclusion and move forward in a positive direction.
- To save as much money as possible. To me, this includes being as technologically advanced in our individual areas as possible. Staying up with the times electronically to reduce man hours.
- See previous question's response.

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- Support all faculty better, to support better teaching for students. Stop investing in anti union activities.
- 1) Enhance public reputation to continue to attract high-quality students at a national and even international level.
2) Focus on affordability and access for lower-income students and underrepresented groups.
3) Continue to enhance physical cohesiveness of campus.
4) Keep pace with new models of education, through online courses and alternative certification programs.
- I believe that Pitt should align their efforts to support the Sustainable Development Goals 2030 agenda.
- For students, I think it is great Pitt is expanding and updating buildings that are older. For staff, I think Pitt can also grow and provide competitive workplace wages and benefits. I see Pitt expanding and growing in many different fields in academics, research, and more.
- I think that learning in both the undergraduate and graduate level should offer more on-line courses. Pitt needs to grab more of the students who are directed to the on-line degrees. Other universities are taking advantage now.
- I believe that the overall goal should be subdivided between those goals focused on research and those goals which will augment teaching. The research goals may be further subdivided amongst schoolwide focuses. The teaching goals might be further subdivided amongst graduate and undergraduate education. An ancillary goal might be to envision greater collaboration and cooperation amongst the areas institutions of higher education.
- Not putting money towards or accepting money from organizations/individuals/campaigns that devalue certain peoples based on ethnicity, race, or class or are detrimental to the environment and overall social good, as well as making Pitt's academic space more equitable to all (graduate students, adjunct professors, TAs, undergraduate students, staff, faculty, etc.)
- University of Pittsburgh should aim to blossom into fullness--creating humane, equitable, powerful learning opportunities that strengthen the city, the region, the state, and beyond.
- I believe that Pitt could do a great deal more to attract and support a more racially diverse student and faculty body. While many faculty express an interest in this, conversations often get sidelined in discussions about racial diversity, rather than the core and ongoing causes of population level differences in wellness and suffering.
- Be known as a sustainability leader.
- Broaden access and completion rate of financially needy students and those from underrepresented groups
- Become more globally engaged (e.g., study abroad opportunities, research partnerships, marketing)
- Creating a better community between student, staff and faculty. Developing some universal norms that are healthy and productive.
- Transparency is essential and communication

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- It should seek to achieve the same standards it sets now: quality education and the freedom to learn.
- Support current strengths. Develop new attractive majors (programs) to attract students interested in tomorrow's issues - sustainability (in all aspects of it)
- Commitment to affordable education
- Add network computers on the Bradford Campus so students can save their work. The current computer labs save everything locally, instead of saving it on a user's network drive so they can access the files on any campus computer.
- Excellence in research and teaching.
- Promoting its regional campuses and the opportunities for all residents of western Pennsylvania close to home
- Utilizing synergies with UPMC without handing over control and all major decisions
- PITT should seek to achieve to be recognized as educating the work force of tomorrow, looking forward and understanding that education is as diverse as those the University educates.
- Diversify the student body at Oakland. Help students at Oakland develop relationships with each other and professors and staff. Continuing to reach out to the regionals to include them in the greater whole.
- There needs to be more equitability with the pay scale. I think that this plan needs to focus on staff of the university. To date I have held two different jobs at Pitt. I know that if I got hired at a different University in the area I would be making more than what I am currently making. I chose Pitt because it is my alma mater and I feel a connection. The pay scale needs to be re-evaluated and needs to be competitive within the market.
- Implement a service element to graduation requirements.
- I personally would love to see sufficient pay increase as well as moving from a once month pay date to every two weeks.
- Continued enhancement of access to education, impacting Pennsylvania, taking the lead in high-impact/high-viability areas, leading the way in research, and enhancing its connections to UPMC to provide students with more experiential opportunities.
- Translating opportunity through immediate steps possible for students/faculty/staff
- Tech and other industries are dying for more diversity and inclusion, but for underrepresented minorities, the pipelines are very leaky. Pitt is uniquely situated to help build better and stronger pipelines. As a (proud!) Pittsburgh Public Schools parent I think our kids would benefit from more and better partnerships with Pitt.
- How about programs like CMU's Science Squad? They pair undergrad mentors with Pittsburgh Public Schools students to explore concepts of physics, collaborate on projects, etc.
- Can Pitt make it a priority to partner with schools that do NOT have parent-teacher organizations with tens of thousands of dollars in their budgets?
- Can Pitt make a commitment to addressing the opportunity gap in our city? "

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- Inclusiveness with all branch campuses
- I personally think it's great as is (minus the construction sites).
- Simple, improve ranking
- Increased communication, transparency, updated software and modern facilities
- Build an infrastructure that supports faculty and staff, in addition to students.
- Improve higher quality liberal arts education
- Advancing technology for students, making the campus more cohesive
- Higher level of diversity in staff and student populations, Improved/more competitive benefits for staff
- Of all the goals, Foundational Strength seems to be the most critical.
- Strive to have our students place well and be prepared for the work community. Unlike school, there are no accolades for participating and, if you want something, you must work for it.
- Continue Expansion of physical plan for Campus. Continue to increase retention goals and develop plans to do that through diversity, equity, and inclusion.
- Toward Carbon Neutrality.
Diversity and Inclusion as a top priority
- Expanding on the value of education and reinforcing its support for staff.
academic excellence
good neighbor
employer of choice
accessible
- Easier ingress and egress, build a massive parking garage with multiple entries and exit points.
- Pitt should seek to further integrate itself with Pittsburgh's growing tech sector and, seek opportunities for community outreach.
- ACC and NCAA Championships
Top 20 athletics programs in NCAA division 1
Top 10 academic programs in the country
- Strengthening the engagement of Pitt students, faculty, and staff with both the local community and organizations embedded in communities across the globe, in order to benefit these communities while simultaneously bolstering the intellectual and professional development of all members of the University community.
- Continued work to make a world class education accessible for all students. Inclusive. Equity.
- I think Pitt needs more classrooms/buildings and more parking. I think resident students should have a designated parking area and faculty and staff should have their own parking area. The resident students on our campus mostly park over by the sport and fitness center taking up valuable parking spaces that visitors to the sports programs cannot access. I think this deters people from attending the activities at the sport and fitness center. Other parking areas on campus fill up pretty quickly and I feel there needs to be improved parking for faculty and staff -

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especially staff that are older or infirm that do not have or do not qualify for parking passes for the handicapped areas.

- Pitt should work to be a leader in innovative workplace practices and a hub for online education.
- Continue to be a national contender for recruiting new students. To graduate and have engaged alum all over the country/world.
- Reduce tuition, or help lower to mid income students with finances so graduates aren't in an overwhelming amount of student loan debt.
- Return football stadium to campus.
- To continue to expand its campus without infringing upon the 2,000 people who call Oakland home.
- Pitt needs to keep enrollment limited. Don't try to be Penn State. Be yourself. Keep academic standards high, and in five years, you'll be the recognized "upper school" of PA public institutions. Differentiate your honors college - emphasize the soft skills that are often a struggle: presentation, peer review (giving and receiving), adaptability, and teamwork (helping each other to achieve goals).
- Reinvigorate program of undergraduate education; commit to hire all faculty members on a full-time contract; pay a living wage and benefits for all employees (including student workers); stop fighting unionization efforts; stop wasting money on consultants; stop outsourcing critical services to for-profit organizations (e.g. dining); divest from fossil fuels, weapons industry, and prisons; reduce size of administration by at least ½.
- In light of the expansions over the last 10 years and I'm sure more to come, they should remember their community roots which continue to make it a unique environment. Pittsburgh, and particularly Oakland, is and always has been a "melting pot" of ethnicity that has coexisted peacefully (for the most part) since the days of the Steel Mills and the Industrial Revolution. Let's not ever lose the respect shown to one another. Achieving collaborative mutual respect is a work in-process ALWAYS, and once forgotten or lost, rarely retrieved.
- Deepen integration into communities.
- Just for me it is communication between disciplines and work together to make sure the students are ready for graduate school or professional careers. For example, chemistry and biology are in different departments but I am trying to connect them for the students so they see how they actually work together. But we could easily have a class where students can learn art, science, nature, mental health, and use the campus trail. Even history. People working together and having purpose students and staff and faculty can help make differences not so important after all.
- Rather than an overall goal, I want to recommend a that the University should take a greater lead and advantage of the local connections with the energy industry (natural gas, coal, nuclear, others).
- Divest from fossil fuels and lower tuition, lower salary of chancellor

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- Produce employable graduates who are not suffocating in debt. These students need to be able to get good jobs in important fields. Why do we roll out so many undergrads with Psych degrees? Where are these students getting jobs? How many actually go on to grad school and become psychologists?
- Safety. My heart breaks every time I hear of Pitt students killed by Pat buses or terrorized by violent crime in South Oakland. Pitt/UPMC use your powerful influence in Pittsburgh to provide world class safe housing and campus for the vulnerable students. Do not lose another soul. It's an incredible institution. Protect the students.
- Increase the inclusion of people with disabilities as students, faculty, staff, etc.
- Pitt should redouble its commitment to providing a liberal arts education to undergraduates and excellent education and research opportunities for graduate students. Such a commitment would require continued support of all academic departments, including and especially the humanities. To support the humanities, Pitt must keep or increase tenure-track lines and reduce its reliance on exploitative adjunct labor. Pitt must support graduate students' and faculty's effort to unionize and to listen to the concerns of those unions, instead of engaging in union-busting activities and spending large amounts of money to keep these groups from unionizing. Pitt must continue to support research by its humanities faculty and seek to recruit highly skilled graduate students and faculty to continue its tradition as a humanities-friendly institution. Pitt must create a culture that values the humanities, which means making sure that humanists are on boards and steering committees and are in rooms where decisions are made. Bringing humanists' perspective to important issues and decisions faced by Pitt and all universities is vital to keeping Pitt a respected and relevant institution of higher learning.
- Be more competitive with other schools based on the salary offerings for staff!
- Increase accessibility of education while maintaining its role as a global leader in research and academia
- You can't find a better goal than the Chancellors: Make the world a better place through knowledge. We'll meet that goal by focusing on what we do best, making ourselves stronger through diversity, crossing through our silos to partner inside and outside Pitt, and communicating our brand consistently so that we are known as a place people want to work. We'll need to attract and retain the best so this will mean moving our policies forward to current best practices.
- Solve the cost of education crisis. Innovation in thinking ways to deliver university courses in a cost effective way for students. Use IA , the internet of things, digital labs and other mobile solutions for a 21 century college degree.
- * More inclusion of staff with faculty and research happenings (like the symposium invites that I get to attend things that are interesting
 - * Keep parking. I need to get in and get home quickly because I have 3 kids.
 - * Promote internal education and education choices. I love how the School of Law promotes the Master of Understanding Law. I'm sure there are many other certificates or degrees I might

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be interested in. I'd really like to learn more about doing a Ph.D. and the research I've done so far makes it unclear if I can while I'm working full-time. Everyone that works at Pitt should take advantage of as much education as they can. It looks good for the University and makes for more satisfied employees.

* Continue with work life balance. Keep Life Solutions and the other things in place and grow things like the Center for Creativity. What a wonderful place!

- Cost affordable tuition (addressing student debt); achievement of job or post-graduate upon graduation from Pitt; Community service
- Capitalizing on Pitt's strengths in the health sciences to highlight advances and strengths in other schools/areas. Pitt's involvement in health, health policy, health care and medicine goes beyond the schools of the health sciences. Most every school at Pitt, if not all, and many of its centers, do research and projects and courses that relate in some way to health and medicine. Leveraging excellent in health across all of the University would be helpful in increasing Pitt's visibility in even more disciplines.
- Financially sound and long-term direction
- Build infrastructure to enhance top 20 Research University status.
- With learning technologies enabling real time engagement anytime and anywhere, Pitt should build its capacity to create and deliver great learning experiences and degrees across the planet using the innovation and ingenuity of faculty, staff and partners. The regional campuses could be test beds for mobile and remote learning experiences as well as special academic boutiques of real world engagement linked to Oakland. Also, Pitt could also spearhead the ground work for a regional hyperloop network so students could commute from Johnstown or Bradford to tap into the power and resources in a physical way. Driving the University's ability to better serve the communities it touches through connection (digitally and physically) with sustainable technologies will make Pitt's new bright blue and gold brand a symbol for reinvention of our enterprise and culture in alignment with the planet's systems. The race is on!
- Continue to strive to achieve a reputation of being a premier institution among higher education universities in the region, state, and nation. Not just quality of education but facilities and faculty/staff talent.
- Organic, sustainable growth in innovation and research.
- One of the strongest drives I have seen recently is in promoting diversity, equity, and inclusion on campus. I would love to see this continue to be a priority for the University, and to further diversify our campus.
- Pitt should begin to prioritize investing in their local community (into South Oakland, Uptown, and the Hill District) and in their faculty, staff, and students. Less funding should be put into university expansion (i.e. building new residence halls, updating the academic buildings, etc.), and instead be put into raising the faculty and staff salaries, ensuring student's financial needs are met, and to reinvest in some of the communities that the college fundamentally destroys. The Hill District and South Oakland are deliberately ignored by the university despite being so

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close in proximity to them. Invest funds into public health and safety amenities for those who are life-long members of those communities. Pay reparations for the damage and pollution done by ensuring the success of a community garden and other resources. By assisting in redeveloping safety, health, and economic independence in those areas, Pitt can improve its overall community rating by those outside the academic sphere. Moreover, Pitt can no longer justify investing in "victory lights" while students are struggling to financially attend Pitt and are exploited by the notion of "opportunity". More funding should be allotted for those who complete unpaid internships or work full-time to afford college. Generally, Pitt needs to stop investing in their infrastructure and start investing in their community.

- Enrollment concerns and academic standards.
- Diversity, Innovation, Interdisciplinarity
- More housing on the smaller campuses as they are growing. Update office space, as the campuses grow office space is limited for all involved.
- I think Pitt should "modernize" in the sense of what a workplace should strive to be in this day and age.
- Greater interaction between the medical and non-medical parts of Pitt.
- Greater partnership with local community, local nonprofits, local grantmakers, local K12 institutions. Becoming a conduit for which the local can be connected to the global, so that the strongest local traits can be broadcasted across the world.
- Growth in how they handle problems and focusing more on education than on social factors.
- Increasing its emphasis on diversity and inclusion among staff, faculty and students should be a priority.
- Invest in its strengths.
- Increase on-campus housing and parking. Maintain the current high quality of admitted students.
- enhance international and national reputation in both education and research
- Zero emissions of CO2. Period. Be environmentally responsible.
- Reduce the temperature of the buildings in winter and increase the temperature of the buildings in summer. It is absurd that I need to walk in T-shirt when I go to the Cathedral in winter and vice-versa I need to bundle in summer.
- Continuing the growth of global program and initiatives--perhaps realizing an option for incoming freshman to study abroad for their first year
- Increase salary for faculty and staff
- Global Input: In addition, branching an understanding of global perspective and resources. If there was an outcome for more travel opportunities beyond the scope.
- 1. Better communication to the faculty and students about student scholarship programs as well as local institutional outreach in the local communities - in other words how to receive and give.
2. Invest resources to recruit for graduate programs from historically black colleges

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3. Faculty requirement committees should go through bias trainings and make sure the faculty brought for interviews comes from diverse backgrounds
 4. Improvement of child care services for faculty and staff, inclusion of paid paternity leave
 5. Changes in the faculty evaluation criteria to include clear categories in time spent student mentoring, teaching, curriculum development (not just major programs but day-to-day teaching), guest lecturing, local institution commitments and outreach
 6. Encourage development of cross-departmental collaborations in research. Joint happy hours and start up seeds for collaborative projects
 7. Mentoring help for junior faculty - do's and don'ts, expectations and long-term planning
 8. Higher salary transparency, reports on ratios between tenured and non-tenured track faculty in terms of duties, salary, gender and race.
- Brand stability. Increased reach west of Ohio.
 - To be a leader in academics, athletics, and research among peer institutions.
 - Helps drive success of both students (in the future job market) and faculty and staff (hire and keep the best).
 - Integrating greater diversity, inclusion, and global competency in the general education curriculum as well as the curriculum of all programs.
 - Improving core infrastructure so that recruitment can be improved and research and local/regional impact can be taken to the next level
 - Focus more on affordability
 - To bring the regional campuses up to par in terms of more resources to enable student success.
 - I think Pitt should seek to be a more inclusive community that develops its comradery so that everyone feels included regardless of status, social class, race, gender, etc.
 - Current goals are primarily outward-facing. I would like to see more than one goal that's inward-facing, in order to make Pitt stronger financially, technically, physically, and from an HR standpoint. Pitt will fall behind if it is administratively weak.
 - A return to investing longterm into human capital, into teaching and research in all fields represented at this institution, and not prestige projects that make a good photo op.
 - I think we should marshal the infrastructure and resources to enable the application of our teaching and research with the issues of disparity facing our region. We have an amazing opportunity to be a world-class university that catalyzes an equitable and thriving region. If we can figure out how to apply our teaching and research locally, we will develop globally relevant solutions. This will require infrastructure that facilitates community-engaged research, seed grants, and bridge grants.
 - Pitt should try to increase attraction across the board. Whether it be staff, faculty, students, or student-athletes, people should want to be a part of the University.

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Do you have any additional thoughts or feedback to share at the moment?

- Pitt continually raises tuition and in the past 3 years as a student I don't feel I've gained any benefits from these tuition raises and they ultimately seem to be a part of the problem with the American university system as a whole. Bloated administration boards that take up time and money which is passed onto the students.
- Hail to Pitt!
- More parking, make parking more available on campus
- You're a university, not a corporation. Act like it.
- Shoring up academics needs to be your first priority not planters, gyms, pop up unhealthy food events etc. first and foremost you are a school and the customers are not served well in that area. Take a teacher that is revered like George bandik and have him train new teachers so they act professionally and actually teach. If I could clone him for every classroom I would.
- Reducing Pitt's greenhouse gas emissions needs to be a specific aspect of the plan. It needs to be taken seriously, and possible actions need to be creative and workable for faculty and staff. The Office of Sustainability should be expanded and given as much support as possible, and, just as importantly, needs to be held to a high standard for results.
- Find a way to build a forty thousand seat football stadium adjacent to the campus, equal to a Northwestern or similar top urban university
- Athletics needs an overhaul...they are singlehandedly the biggest marketing tool to attract students!!!! Spend more in athletics....do a better job fundraising
- Please look into making the new Recreation and Wellness Facility bird friendly. The design appears to be all glass and I am worried about the amount of dead bird carcasses it will create. Audubon guide to bird-safe glass and building design
- I think it's really great you're getting student feedback and I hope you continue to do so.
- Please listen to students, especially those who have been or are continuing to be shut out by a higher education system that is too costly. We simply want to learn and grow as individuals, which ought to be a right if you are willing to do the work, but the anxiety and pressures caused by the biggest threats of our time as physically and mentally taken their toll. Please be a leader on providing a REAL environment to learn, not just nibbling around the edges and making public relations look good.
- Again try listening to your students instead of making this survey that no one will see because it was never in an email instead deep in your website. Most of the plans don't seem to be thought out well with the students or faculty in mind with how much I have heard workers and professors complain about the money wasted about it all. The construction is also a mess. One project should be done at a time instead of ripping up three streets at once and still missing a floor of the library resulting in less study space for everyone. If I saw all of this touring over the

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winter there was no way I would go to this school. Also, I hope I never have to be on crutches while at this school because it is so difficult for them to get around. I am not sure how it is up to code or legal the state of the buildings with only one unsafe ramp or stairs to get to classrooms or having no reliable way to get to class in the university car.

- Make Pitt a top 15 public university in the next 5 years. It can be done.
- On campus stadium
- Build an on campus football stadium
- Bring the football team back in the national picture.
- One last thing, an on campus stadium for football to get out of that oversized venue called Heinz Field
- I like teaching at Pitt. I'd also like to see it become an even better university. I'm happy to follow-up with anything I've said. You may reach me at rampelt@pitt.edu.
- Under no circumstances should Pitt go down the misguided path of trying to build an on campus football stadium. Pitt should focus on the purpose of higher education, which is educating future leaders and creating groundbreaking research. Athletics are a nice component, but the millions and millions of dollars required to build a stadium could fund hundreds of tenure track lines. Say NO to heavy investment in athletics.
- No, thank you and I appreciate the format by which this survey was delivered. One suggestion for any future surveys, please indicate the completion level in progress. I was able to complete it in one sitting, but it would have been helpful to know where I was. Also I did not notice any opportunity to go back and I am not one to experiment without instructions. I am really proud to be a Pitt alum.
- Uninspired, unoriginal and lacking any specific goals and ideas.
- 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, 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.
- As a longtime employee, I have seen the University grow and the reputation of the University become one of the most respected in the area. It is an exciting time to be a part of the University family. The Plan for Pitt is exciting and I can't wait to see what the future holds

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- I am proud to be a Pitt Alumni and am thrilled at the academic achievements. Pitt has always been an integral part of the Pittsburgh community and I would hope that future endeavors would always be seen, over time, as a positive for the area.
- Too many goals. set few and focus on them to fully achieve them
- Having Oakland-only meetings disempowers the outlying campuses. These campuses are vital to the Pitt system, and the students who attend these campuses, and faculty who have chosen these more teaching-focused locations, are distinctly different from the populations of the main, city-based campus. This exclusion serves no beneficial purpose, and in fact makes the Pitt system weaker for it's lack of breadth of understanding of a sizeable portion of the Pitt community.
- I appreciate the resources that Pitt does have, but I feel like funding/focus of improvement isn't conducive to the success of ALL students. A lot of funding is put into surface level projects (improvements that don't seem necessary), new victory lights. So much effort and money are put into sports programs as well which only addresses a small population of students
- Please bring back Pitt Stadium!
- Spend less money pls we r broke
- Please include new parking garages in your plans
- Leadership is not easy. If it were there would not be the need for leadership today. Stay strong and do not forget that the perfect plan, like the perfect person, is elusive. Finally, find land upon which to build a multipurpose facility that included dorm rooms, retail, offices and a stadium for football, lacrosse, etc... You need to focus on who you are where you are.
- On campus stadium Please
- Financial stress on students is at the heart of so much of this. The University must figure out how to lighten this burden to achieve many of the goals its outlined here.
- Campus-wide pay raise would of course be nice!!
- Any new buildings should not have as much glass as the Pete because too many birds are dying
- Attract brilliance, foster change to "FORGE AHEAD" . There is too much 'old is safe' mentality. Give staff the opportunity to innovate and create and collaborate with the faculty community. There is a stark difference in opportunities between faculty and staff at this time. Staff is not only the supportive force of the university, it also should have the opportunity to innovate. Build a bridge between faculty and staff.
- Yes. Please, please, please stop using the gaudy, fluorescent colors for the academic image of the university. The blinding yellow and neon blue look childish and do not project the nearly 250 year heritage of this institution. The pairing of the new wordmark and Robotu font are embarrassing when compared to other universities. Use a better sans serif font and go back to using the official university seal with traditional blue and gold colors.
- Rebuilding a stadium on campus isn't just for football. It can play a positive role in many areas even though it starts with football it doesn't have to end there.

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- Find a way to train administrative research opportunities, promote that type of work and increase these types of positions within the University.
- Take care of everyone, not just students, it takes every single one of us to allow this institution to remain strong into 2025
- I cannot stress enough the need for training and recognition in the Research Administrators Community. We need training and a forum which brings these individuals together who help shape and build our research which ultimately impact our communities.
- Living in Cincinnati, I see proportionately more Univ. of Cincinnati clothing/car decals around town than the Pitt clothing/car decals I see around Pittsburgh. Pitt needs to figure out how to increase the community pride in the school. UC also seems to have an easier time raising money for both academics and athletics. Maybe Pitt needs to learn what they're doing well. UC has a larger enrollment, but there's much more to it than that.
- Thank you for providing a survey to gather feedback on the Plan for Pitt, I appreciate the opportunity to share my concerns about the University and am excited to see the final plan.
- I apologize for the empty survey. I clicked through all the sections to get an idea of what the questions were, but now I'm unable to go back and complete them. The back button is missing:-)
- I think the plan sounds great and would love to hear what students envision for the next five years.
- Feel free to reach out to discuss anything that I've mentioned. I'm looking forward to another strong 5 years ahead!
- I have not yet attended this school but I'm retaking my SAT in July to see if I am able to attend my dream school and play basketball also but it will be a dream come true I really love the campus and everything about pitt I will do anything I can for the school to have a positive name and positive reputation around the world
- Good luck with this process. I like my university. I want it to be strong and a force for good in the world. :-)
- Why is the music department being downsized? Research has shown over and over that being involved in the arts produces better learning environments. You can't say you care about research and then ignore its results.
- No, but it is great that you are doing this.
- Tuition is very expensive and is prohibitive for students who do not meet criteria for grants and scholarships. Innovative funding efforts such as seeking scholarships from community partners and loan forgiveness programs could provide opportunities for diverse students who otherwise would not apply to Pitt.
- There is a cost and a return to doing all of this. Pitt needs to perform their due diligence on each item.
- Financial stability, building our reserves, and funding our worthwhile initiatives while working to reduce the financial burden on our students is going to be critical over the next 5 years. A solid

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plan for development/funding, as well as a close look on redefining processes and eliminating duplicate efforts is going to be important.

- Happy to see the willingness of the Administration to have open discussion and survey.
- Pitt is a fantastic university and I am proud to be a faculty member here!
- Make use of what is on campus - best practices
- I think we're on the right track. I like the direction we're heading. On a somewhat different note, I think we should try to avoid what Carnegie Mellon did, spending \$350 million on an ugly new building that looks like every other ugly new building that's been built in the last 15-20 years. I took a tour of the entire building. Inside and out, there is NOTHING that says Carnegie Mellon. You want to talk about Pitt's branding? The Cathedral of Learning. Everyone knows, loves, and respects that building. Same with Heinz Chapel. There is plenty of beautiful, old, inspired architecture around Pitt. I saw the architectural visions for the University's new plan. Mostly, they're cold, institutional, uninspired designs that quietly say "We're just like everyone else." This is from the same university that boasts the Cathedral of Learning? Our new architecture should celebrate Pitt, inspire all those who enter, and not hide this university behind walls of mediocre, copy-cat architecture. I believe these things matter.
- Goals 4 & 5 should be dropped. "Diversity and Inclusion" feeds on identity politics and stereotypes. Different individuals should be promoted (not different races/cultures). "Globalization" should be dropped for "local"-ism. The University of Pittsburgh should focus primarily on the needs of Pittsburgh (hence the name). It seems like the wording of these goals is just to sound good and aren't practical in any way. Reword them so that they aren't as "academic". Ex. Diversity and Inclusion: We want as many different ethnic groups and cultures present and welcome on campus.
- The University needs to make sure that this process is transparent with the larger community, as well as with the student community. It cannot be done in secret behind closed doors. That would go completely against all of the goals that were just listed.
- More outdoor study space or indoor/outdoor study space
- I believe that a lot boils down to the interdepartmental components of the everyday ins and outs. To achieve goals that are this big the UPitt community need to be awakened to the possibilities that everyday brings over the next 5 years.
- I grew up in Pittsburgh's suburbs. I grew up loving Pitt. I went to Pitt-Johnstown because I loved it campus and small class size, and I got a wonderful education there. When I decided to go to grad school, Pitt was my top choice, and I loved every second of earning my master's degree here. I loved the grad school program so much that my professors often enlisted me to talk to potential incoming students to sell them on Pitt and Pittsburgh. After I graduated, I jumped at the chance to take this job, which is in my field, and work for Pitt. But now that I have seen how Pitt treats its employees - how we are underpaid, living paycheck to paycheck, drowning in student loan debt - I have lost so much love and respect for this university. If this university wants to hit its goals for 2025, then the leaders of this university need to take a long look in the

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mirror, really search within, and fix how the employees who make this place run are being treated. Pay us more, do something about the student debt crisis. If Pitt fails to do this, then Pitt is going to lose the future. The next generation will fight back and in 2025, instead of celebrating, Pitt will be in turmoil. Please don't waste time on this. Jump out ahead of this now, play people more, take action against the student loan crisis, then spin the narrative, and win the future. I beg you.

- Consistent review of tenured professors
- Please require diversity, inclusion, and sensitivity training of faculty. In person. Not the lame online training modules that people can click next and completely ignore
- The University needs to focus on overall quality of the product they are putting out = quality education and stop focusing on checking boxes "just to fulfill diversity" requirements. Candidates should be admitted based on actual qualifications and achievements. Applicant names / addresses can be replaced with a random # and can be reviewed based on actual qualifications. It is discerning to see that the main focus is being "checking off boxes".
- Great idea to take input from individuals. Hope you take some of it to heart.
- I am so thrilled that I work here at the University of Pittsburgh. 30 years and counting.
- In order to recruit and retain staff, students, and faculty that increase the diversity of our community, I think that it would be helpful to provide platforms in which individuals can work and learn remotely.
- Current plans for Pitt focus on the Oakland Campus, whilst those at satellite campuses in Pittsburgh are largely forgotten. The lack of infrastructure at the Technology Center makes it an isolating place to work (there's not even a coffee shop!), and many of us feel that the absence of central facilities makes our work days inefficient. I regularly have work in locations at Bridgeside Point, McGowan, the Eye Institute, and Forbes Tower, and find the amount of lost time on waiting for shuttles, money on paying for parking meters if I drive, and general discontinuity extremely frustrating.
- I really like the idea behind a strategic plan - it provides a foundation from which all subsequent departments can build their plans...in an effort to ensure that everyone is on the same page and working towards the same goals. But, without specifics, without a plan, without more than just "words"...the strategic plan is just a superficial document put forth to "superficially" share that Pitt is working for the good. Just words that leave everyone wondering how the plan is going to work, and ultimately how it really means much of anything. I want a plan that shows steps, processes, and measurable outcomes that we can gauge our process through the 2025 time frame. We should have outcomes that we can share with the nation related to how we achieved said plans...and the university is better for it. I would think if you could show that Pitt's professor teach to best standards for learning...and you have the data to back it up...that would be a good draw for new students. If you could show that you take poorly skilled instructors and develop them...or dismiss them (as some clearly should be)...and that has shown to impact the level of teaching/learning from those courses...that would be a positive.

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- Thank you for asking our opinions!
- Don't follow other universities. Be bold. Be independent. Be what our founders envisioned and strike a new path.
- There needs to be a concerted effort at the highest administrative levels to identify the many excellent researchers and unique research and education capabilities that I believe exist as islands in the larger university context. There also needs to be an incentive to bring some of these reluctant experts out of the laboratory and into more active leadership roles. Identify hidden gems because they exist.
- Pitt needs more places for students to park, free of cost or very low cost.
- It will take teamwork and ideas from the young to the old. One thing that will be constant is the need to adapt to change. So our approach to solving problems will need to be as adaptable. Ideas from young and old alike, children, students, teachers, professors, professionals, retired and yes even the elderly would all be able to offer ideas for change. Certainly a needs assessment from across all ages. thank you for the opportunity to share. Engineer by heart - Pitt IT by trade.
- I think the Plan for Pitt hit the high points of impact and it has been impressive to see that it has led to an alignment of effort.
- I've been out for more than 5 years, but when I was a student, the air conditioning was chronically on too high in the warmer months, and the poorly-insulated historic buildings positively hemorrhaged heat in the cooler ones (sometimes on purpose... people would open the windows when it got too hot on upper floors). I assume there is a ton of room for reduction in the University's energy use, which should be a part of any sustainability goals currently in place.
- I realize my input seems a little negative, and maybe that could be changed if there were more clear communication of how the University is working (and recognizing when things are not working). From a department level perspective, it seems as though no central departments are talking and not conveying appropriate information to the non-central units. Things are changing rapidly without there being any downstream thought about how that change effects things once it moves on to the next step in the process (i.e. talent center, PERIS, etc). And it seems like once a month we are hearing about a new vice chancellor or this or vice chancellor of that. Do we really need so many high level positions? What are they actually doing for us? And how much are all of these chief of staffs and vice chancellors costing us? In summary, I think a plan to operationalize the strategic plan (which, let's be honest, does it really change for a University that often?) would be a better use of time than spending so much time trying to come up with a new strategic plan every 5 years.
- I think that to encourage a more age-diverse workforce a review would need to be done that looks at compensation, time-off, and potential merit increases. The benefits here are absolutely wonderful but are skewed to be more attractive the older you are; mainly retirement and education.

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- Recent emphasis on working from home is great. However, it's not always implemented at the department level. I'd like to see administration hold departments more accountable for their policies when those policies are not consistent with administration's recommendations.
- Pitt is a great University. It should, however, increase its presence and visibility at the local, national and international fronts. It should not be perceived as second to its ally, UPMC. Supporting its Faculty to gain easier access to resources for research; simplifying the process to bring visiting scholars, etc., are steps that will lead to improvements in our wonderful institution.
- I am a staff member, an alum (graduate school) and a parent of current and future Pitt students (although they have decided to attend one of our awesome regional campuses). Please continue to recognize the important of the regional campuses and their faculty and staff. One of the things that my kids had reservations about was the urban setting without a true "campus" feel (versus CMU that is still in the city but feels like a campus). (Yet I realize a lot of students like the Pitt-Oakland setting.) Perhaps making Oakland have a bit more of a campus feel could attract more students. While my kids did have other options for attending college, I strongly encouraged them to stay in PA and stay with Pitt because I believe the quality of our education is excellent. Diversity is good and needed, but we also want to retain strong students in Pennsylvania, especially since the Pittsburgh area/SW PA has an aging population and needs to retain younger people. My son is a computer/software engineering student at UPJ. He chose UPJ over Oakland because of the urban setting I mentioned above even though his grades/SAT scores/activities in school were excellent. He will probably be a very excellent employee for a tech firm because he has an awesome "math brain". But in a discussion on KDKA radio the other morning, Google didn't list Pitt (let alone UPJ) as one of the schools from which they generally hire employees. Why is that? We need to also make sure we get our talented PA resident graduates connected with local companies, especially in the up and coming fields like hi tech.
- A university is in the business of providing educational experiences. The foundations for this experience include teaching excellence, novel research, and dissemination to the local, regional, and global community. Keeping these in mind when developing a strategic plan will go a long way in helping direct a successful blueprint for the future.
- Pittsburgh is a flagship and flagship institutions need to be the center of attention, but there are opportunities for the leaders to be seen at the regional campuses and they are never present. And the Chancellor needs to be present at more events - not just athletic and recognition events.
- Please please please partner more with Pittsburgh Public Schools, especially schools that are financially under-resourced and have lots of high-needs students. These teachers and principals

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are too busy putting out fires to come up with specific ideas and asks. We've gotta bring great partnership ideas to THEM. Tutoring, mentoring, shadowing, workshops, enrichment, arts programming, field trips, EVERYTHING, PLEASE.

- These goals are the same for every school in the country. I am not seen any vision with these that will differentiate Pitt from other schools.
- No, but thank you for the opportunity to participate in this Survey. It's exciting to be part of the University community.
- Pitt manages to create its own community while contributing to local communities. We manage to collaborate through research despite the current government, but we need to do more. We also need to teach our students that life is not "fair," you do not get rewards for participating, and that not everyone can have everything. A good portion of our youth are not understanding (shame on the parents -- which are mostly my age) how the real world works. We need to encourage them to succeed, but also to teach them reality.
- Empowering team members to lead these goals invests everyone in the process and makes for a great engaging environment not only for students, but everyone employed with UPB.
- Invest in athletic department
- Safety of pedestrians and bike riders is very important. There needs to be a better plan for traffic flow and parking options for regular commuters to Pitt.
- Return stadium to campus.
- I think it's a good idea to solicit comment from the Pitt community. I have worked at Pitt since 1995 and from 2001 through 2009 I was also a student here. I will always value that special opportunity I had of experiencing Pitt from both worlds.
- Honestly, fix the food. This is an eyesore on the university. For it to be so widely recognized as bad just makes everyone (especially parents like me) assume that nepotism, incompetence, or corruption is involved - usually that lattermost. That's the image that an ongoing, unfixed problem promotes - corruption - someone must be getting a kickback. There is no other reason for such a lousy system to persist. Clean up the food issue - it really taints the image of your university.
- Thank you for the opportunity to share my thoughts.
- It would be great to not receive requests for donations when I still owe over \$50,000 of student loan payments to the school.
- Go beyond basic ADA and EEOC levels. Strive to be the model.
- I do not right now. However, as a graduate student concerned about the future of the humanities, I am happy to provide additional thoughts or support for the strategic plan. I would like to attend planning and educational sessions but am unsure which one(s) would be the most beneficial for me. Please do not hesitate to follow up regarding the best way for me to have my voice and opinion heard.
- From the staff perspective, it is always good to hear what the University's goals are. If doesn't matter how many times it is repeated, I never tire of it. We should find more ways to remind all

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of us that our day-to-day mission is to make the world better through knowledge. It doesn't always feel that way in the trenches.

- I am afraid that Pitt has lost the desire to be anything other than a regional center for education and research. This is misguided and short-sighted.
- Each campus should develop a unique experiential reality or stance that is aligned with the larger brand. For example, Pitt Johnstown can tap an outdoor engagement theme as it once had a ski slope and t-bar, and has a heritage of engaging with the natural environment that makes it unique. Other assets include capacity for a mountain bike trail, connection to great white water and a very green and beautiful campus that could have the feel of a ski resort found in New England. The possibilities are endless. As the customer experience is now part of the memories and value we create at our campuses, we need to be purposeful in designing a unique and relevant educational opportunities that will build our Pitt community and create a rich and rewarding world for all who participate. Good design... architectural, educational and recreational... will pay dividends for years to come as we have built a fun and remarkable story for each student to share.
- Pitt needs to better manage their funds to show they care about their local community, staff, faculty, and students. Right now, it isn't obvious that anyone cares.
- I wasn't able to attend the session for staff today. However, I do want to thank the university for offering many ways to get input from everyone. It's important for two reasons: getting a diverse set of opinions or ideas and for making everyone feel like they have a say in the future of the organization.
- Thank you for creating this opportunity. Would you deliver some report on this survey so we can see what type of suggestions was brought to your consideration?
- No (partially due to time constraints at this particular moment), but I think that all the faculty would welcome opportunities to provide input in various formats, over time. Many of us are in the process of reflecting about the upcoming strategic plan and have been discussing ideas with one another, so it would be valuable to stagger opportunities for feedback.
- The compensation structure for staff at Pitt should be revised to reflect market averages. This would attract more talented and motivated individuals. The opportunity to work remotely for even one day a week would boost morale and save people from either having to pay for parking or use public transportation. Having a clear career path for entry level employees would help guide them along in their career. A person should not have to change departments to move to the next pay-grade.
- Pitt should be widely known as THE university to attend to learn health care, health science, and health policy. Pitt should be widely known as THE university where faculty researchers advance the science and practice of health. Pitt should be widely known as THE university in THE city for health care. Pitt should be widely known as the university that cultivates the technically savvy, broad-minded graduate -- and the broad-minded, technically skilled graduate.

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- Increase research productivity. Lower the cost of college education. Be social responsive by REALLY reducing its carbon footprint.
- This is already in progress, but I think policy reform is important. Finding the disconnect between policies and procedures, updating old/outdated information, and putting forth documents that are actually a reliable point of reference.
- Diversity - more attention to recruiting local (Pittsburgh Public) students. More outreach to the schools to support these students - encourage and inform!
- More emphasis on the arts--theatre, photography, studio, dance. A healthier campus--more resources for mental health, better rec facilities on lower campus, affordable food.
- Frankly, it would be great if Pitt could become more affordable. The school of education needs to attract a large number of students who will be going into generally low-paying jobs--teachers! It is a disincentive for incoming students to go into a great deal of debt to then go into a job that, while personally rewarding, is not highly paid--especially when there are less expensive options. I think the quality of our SOE is fantastic but I can see the point of view of prospective students that the tuition is out of reach.
- Overall, I think it would be great for the University to keep pursuing effective collaborations for the education of our students in all walks of life.
- As a graduate of the engineering program, I personally would love to see Pitt increase its rankings for the Swanson School of Engineering. Overall, I think students would like to see increased companies at career fairs and high placement rates.
- Students are not being properly prepared for the changing times. Students at higher education institutions should be learning what is going on with big data and new tech applications because it is where businesses have already been making strategic investments in [not only at the graduate level]. We are on the cusp of another industrial revolution (through information tech) and this is the time to make our graduates the most marketable to companies upon graduation— through the applicable tech skills they gained during college curriculum. If students land good tech jobs and are ahead of the change after college, this strengthens the alumni system and Pitt's visible student outcomes.
- Increased student enrollment in regional campuses, fairer assessment procedures for professors (regional campuses should not be evaluated the same way as the research institution campus when taking into consideration promotion and renewal.
- finding a balance between the three segments Pitt categories - students, faculty, and staff. While students are obviously incredibly important, staff should be recognized for their vital contributions to the overall function of the University.
- I think Pitt should look into affordable tuition rates and consider local students as a priority when considering applicants.
- Making education affordable, and more obtainable for adult or other nontraditional learners, as well as populations that statistically are less likely to pursue higher education due to their status or financial situations.
- keep the cost in check, students success rate, satisfied staff and talented faculty

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- Better communication, transparency, and accountability within the graduate programs including the EdD program
- Pitt sits on a precipice. it could still be a world class institution in five years, or it could be a burned out husk being dominated by the Nittany Lion. I think the goal should be to be a world class institution, competitive in the natural sciences and engineering, and a hegemon in the humanities. Because of the rather weak state of a number of comparable state universities, a reasonable investment in the humanities could launch Pitt to easy dominance over peers like Penn State, Illinois, and Rutgers, and make them competitive with other state institutions like Michigan and UVA. So I think the goal should be: to be world class, and to have people *feel* that way about the place they work.
- Pitt should continue to strengthen collaboration across departments and academic programs in an effort to combat the "silo" experience. So many departments are doing so many great things, but because we are such a large university, it is difficult for students, faculty, and staff to follow and find out about program/initiatives/events, etc. of particular interest. Colleagues constantly express their interest and support for more collaboration, so I think this is a shared priority. I also firmly support reviewing and improving mental health resources and accessibility for Pitt students. Expanding services in the Counseling Center to decrease wait times and improve student experience, clarifying different support channels (such as a better distinction between counseling services, wellness programs, and CARS), and building a better rapport with staff and faculty who are seeking advice to help students without feeling as if they are "reporting" them. Look to successful programs and ideas from other universities as well to ensure we are staying current and adaptive in our approaches.
- More staff support. Continuing education, improvements to the work environment etc
- Pitt needs to make their brand strong by sticking to the new brand and colors so people can identify with Pitt. Pitt needs to continue to make itself a very competitive institution where students and parents can be proud to be a part of Pitt. Pitt needs to focus on their students' placement upon graduation. That was something we identified as a weakness when our oldest son graduated from the chemical engineering program last year.