

## Initiatives for Advancing the Institution-Wide Strategic Plan

### Initiative 1: Enrich the On-Campus Learning Environment by Becoming a Laboratory for the Development, Testing, and Implementation of Innovative, Discipline-Based Approaches to Teaching and Learning

#### What is in Place?

- Some of the country's leading researchers in the science of learning
- A core group of faculty and staff engaged in research on and implementation of best practices in teaching and learning
- A culture that values excellence in undergraduate, graduate, and post-doctoral education
- Several centers embedded in schools and disciplines, including [EERC](#), [dB-SERC](#), and [WISER](#)
- Participation in national initiatives including [CIRTL](#) and the [AAU STEM](#) Initiative

#### What is Needed Longer-Term?

- Strong and extensive network of individuals engaged in research that advances the science of learning at the university level
- Incorporation of best practices into the on-campus teaching and learning environment
- Expanded staff expertise, particularly in new technologies and strategies
- Information and physical infrastructures that support both the research on and implementation of best practices

#### What Will We Accomplish This Year?

- Identify a core leadership team
- Hire two post-docs to support this effort
- Expand CIDDE staff and diversify expertise in personalized learning, discipline-specific learning, assessment, and next-generation technologies
- Establish a Faculty Fellows program that supports a group of faculty in the development and implementation of best practices in their disciplines
- Increase faculty and graduate students participation in programs that will develop expertise in best practices in teaching

#### What Outcomes Do We Anticipate if We Are To Be Successful?

- Graduates of all of our programs will be more successful, more engaged, and will attribute their success to experience at Pitt. (This could be assessed in with alumni survey results, student placements, and awards and recognitions for alums.)
- Student Learning Outcomes, as indicated through assessment processes, will improve
- At graduation, more students will say they felt engaged in the learning process, and highly value the educational experience.
- Students will make stronger progress toward degree, retain at higher rates, be more engaged, have higher levels of satisfaction, and receive more awards and recognitions
- Members of the faculty will regularly publish articles and be invited speakers on pedagogical approaches relevant to their disciplines
- Pitt will become recognized as a leading institution for innovation in research in evidence-based teaching and learning

## **Initiative 2: Enrich the On-campus Learning Environment Through a More Personalized Approach to the Student Experience**

### **What is in Place?**

- Committed faculty and staff advisors/mentors and culture of mentorship, particularly in graduate and professional programs
- Extensive set of experiential opportunities, many mapped to outcomes, and culture that values them
- IT infrastructure to track student engagement
- Extensive data on all aspects of student experience, particularly for undergraduates on the Pittsburgh Campus, some analysis of student progress, and early warning system to identify students at risk

### **What is Needed Longer-Term?**

- Student-centric advising process focused on helping students identify and reach individual personal, professional, and academic goals
- Information infrastructure to support analysis of data and delivery of information to students, faculty, and staff
- Research and data analytics capacity to help guide students and help their advisors/mentors support students in pursuing their goals.
- Staff and faculty trained to support the effort

### **What Will We Accomplish This Year?**

- Each school and campus will review current advising practices at all levels and develop a detailed plan to refocus, if necessary, on individual student outcomes
- Expand professional development opportunities for staff and faculty advisors
- Begin expanding the data environment
- OCC and Learning Management System data will be incorporated into the Data Warehouse
- Identify and begin to implement new Customer Management System
- Develop plan and begin implementing new Business Intelligence initiative
- Continue to refine retention models with existing resources; use to identify specific actions and advice tailored to individual students; and use existing systems to deliver this advice to students and advisors

### **What Outcomes Do We Anticipate If We Are To Be Successful?**

- Ultimately, graduates of all of our programs will be more successful, more engaged, and will attribute their success to experience at Pitt. This could be assessed in with alumni survey results, student placements, and awards and recognitions for alums.
- At graduation, more students will say that they had a mentor who cared about them as a person; had a mentor who encouraged them to pursue their goals; and felt supported while at Pitt
- All undergraduates, and as relevant for graduate and professional students, will have participated in an appropriate experiential learning experience, worked on a project that

lasted at least a full term, and have been active in extracurricular activities

- Enrolled students will make stronger progress toward degree, retain at higher rates, be more engaged and have higher levels of satisfaction, and receive more national awards and recognitions

These improved student outcomes will lead to:

- Improved national, international, and best-value rankings
- Improved alumni engagement, participation, and giving
- All indicators should reflect success among a diverse range of students
- Even more successful recruitment of highly qualified and diverse classes of students

### **Initiative 3: Partnering for Impact**

#### **What is in Place?**

- A strong relationship base through community and government affairs; and new SVC for Engagement and VC for Economic Partnerships
- Innovation Institute, including the continued mission of the Institute for Entrepreneurial Excellence for outreach to small businesses in region; Office of Economic Development for startup creation
- Pittsburgh Healthcare Data Alliance
- A strong relationship with UPMC
- Strong partnerships in communities through professional schools, center and programs
- Strong academic partnerships with key institutions regionally and abroad

#### **What is Needed Longer-Term?**

- Partnerships that leverage assets in Oakland with university strengths
- A vibrant network for biomedical translation and scale
- Robust humanities activities that are connected and leveraged to the institution
- Partnerships that link under represented populations with new economic and educational opportunities
- An enhanced external funding environment; and an internal entrepreneurial environment that maximizes technology and knowledge transfer
- Partnerships that build on the knowledge of those in the community to enhance our collective knowledgebase to advance research, theory, practice, policy and praxis
- Coordinated and robust corporate relations capacity
- Global partnerships that accelerate discovery and encourage global citizenship
- An internal culture and policies that encourage and support external partnerships as a vehicle to advancing our mission

#### **What Will We Accomplish This Year?**

- Alignment of our policies and procedures regarding intellectual property, conflict of interest, and other areas with our goals for external partnerships
- Significant progress in changing the culture regarding external partnerships
- New template agreements that facilitate the commercialization of intellectual property
- Establish a corporate relations capacity with connections to career services, the Innovation Institute, Institutional Advancement, and the schools and regional campuses
- Identify and begin to implement new Customer Management System
- Academic and business administrative working groups will identify and address complex issues related to research, administrative, and international operations through improved procedures and information sharing
- Establish a global operations and support services unit that will support the development of international partnerships
- Connect Economic Development Specialists/Business Consultants with faculty, staff,

students and members of the local businesses one day a week at the regional campuses to streamline access to already existing Innovation/Entrepreneurship services available at the main campus.

- Establish models for working in underrepresented communities
- Develop a place-based strategy for economic development in Oakland
- Support the creation of a top-tier venture capital fund in Pittsburgh
- Create capacity for managing large projects

#### **What Outcomes Do We Anticipate If We Are To Be Successful?**

- Increased number and depth of business, industry, and community partnerships, including from local to global
- Improved performance on a broad range of innovation metrics
- Increase number of individuals serving on foundation and corporate boards, federal and state advisory boards
- A measureable impact on regional economic development
- Increase number of faculty reporting engaged scholarship projects and the depth of these engagements
- Increase by 50% of research funding from industry partners over the next 5 years

## Initiative 4: Create a Diverse, Inclusive Environment

### What is in Place?

- Office of Diversity and Inclusion led by an AVC
- Diversity committees in each school and on each campus
- Structures including the Center for Cross Cultural and Leadership Development in Student Affairs; UCIS; and the Health Sciences Office for Diversity and Inclusion
- Recognized research and instructional strength in international and global studies
- A growing number of programs to support incorporating diversity and inclusion in the curriculum and the classroom
- Momentum in faculty hiring and student recruitment
- [PACWC](#), [Equipoise](#), and Latino affinity groups for faculty and staff
- A variety of programs that support a diverse, safe, and inclusive environment for students

### What is Needed Longer-Term?

- Recruitment, hiring, and purchasing policies and procedures aligned with our goals for diversity
- Programs to improve the retention of diverse students, faculty, and staff
- A structure of accountability
- Every student, faculty and staff member views diversity and inclusion as part of their responsibility
- A robust set of programs that support a culture of inclusion for all faculty staff and students
- A curriculum that fully engages the topic of diversity, inclusion, and global awareness

### What Will We Accomplish This Year?

- Complete staffing of the Office of Diversity and Inclusion
- Work to implement recommendations of the Provost's Task Force on Diversity to enhance engagement with diversity in the classroom
- Develop a series of MOOCs focused on aspects of diversity and inclusion that can augment training for faculty and staff
- Institute required inclusion training, particularly anti-harassment training, for all students, faculty, and staff
- Align policies and procedures with goals of diversity, inclusion, and a safe campus free of harassment, discrimination, and sexual misconduct
- Hire regional recruiters to support the recruitment of diverse student body on all campuses
- Implement gender-neutral housing on all campuses
- Establish baseline data on the diversity of faculty, staff, the student body, and purchasing from minority suppliers
- Establish a structure of accountability across the institution
- Complete a 5-year plan for Diversity and Inclusion

### **What Outcomes Do We Anticipate If We Are To Be Successful?**

- The diversity of incoming student classes will continue to be enriched
- Retention rates of underrepresented minority students will improve
- Diversity and Inclusion will be infused into the Pitt experience for all students
- Students will report a richer educational experiences and heightened cultural awareness
- The university will earn a reputation as featuring a diverse and inclusive environment
- Applications from and interviews of underrepresented minorities (URMs) for faculty and staff positions will expand
- Increased hiring and retention of URMs for faculty and staff
- Increased numbers of women and URMs in leadership positions
- Increased participation by all members of the University community in cultural events
- Complaints of harassment and assault by members of the University community will decrease
- Satisfaction rates when complaints are filed will increase
- Purchases from diverse suppliers will increase

## **Initiative 5: Create an Environment with Support Structures Aligned to our Mission and Free of Unnecessary Barriers to Success**

### **What is in Place?**

- Research process improvement team
- Purchasing process improvement team
- Conference Support Services office
- Realignment of reporting relations of the RCCO and the OIS

### **What is Needed Longer-Term?**

- Core expectations and policies that facilitate informed, decentralized decision-making
- Awareness of and engagement in training opportunities for the university community
- The removal of barriers and promotion of collaboration to enhance interdisciplinary educational and research partnerships between academic programs

### **What Will We Accomplish This Year?**

- Engage the university community to identify areas of improvement and enhance communication
- Align policies and procedures to support technology transfer, commercialization, and research partnerships with industry
- Support faculty collaborations with international scholars by streamlining the process for enabling international visitors to come to campus
- Improve internal agility and administrative capacity to enable non-standard relationships and agreements
- Charge academic and business administrative working groups with systematically and collaboratively working to address the complex issues related to research, administrative, and international operations through improved procedures and information sharing

### **What Outcomes Do We Anticipate If We Are To Be Successful?**

- Staff will feel supported in their work, and possess the skills necessary to be successful at their jobs (assessed through staff survey)
- Faculty will feel supported and possess the skills necessary to be successful in their research and teaching (assessed through faculty survey)
- Complaints about administrative barriers to success will be eliminated
- Administrative processing times will be reduced
- Metrics established for technology transfer, commercialization, and research partnerships with industry will increase



## **Initiative 6: Create a Data- and Computation-Rich Environment**

### **What is in Place?**

- Data warehouse
- Pittsburgh Supercomputing Center
- CSSD
- Simulation and Modeling Center
- Low- to moderate-level data analytics at various units
- Data management working group

### **What is Needed Longer-Term?**

- An integrated data analytics and business information system
- Expanded cyber infrastructure capacity
- Expanded scope of the data warehouse
- An integrated, multi-disciplinary educational program focused on data analytics
- A secure infrastructure for systems, services, and information

### **What Will We Accomplish This Year?**

- Implement recommendations of the task force on high-performance computing
- Develop a strategic plan for data analytics and begin implementation
- Identify, purchase, and begin installation of a new enterprise system for Customer Relationship Management systems
- Develop and disseminate research data management standards with respect to functionality, storage, training, security, and integrity
- OCC and Learning Management System data will be incorporated into the Data Warehouse

### **What Outcomes Do We Anticipate If We Are To Be Successful?**

- Business intelligence will support decision making
- Enterprise systems solutions will improve operational efficiency, better serve students, and improve engagement with alumni
- The data warehouse will expand in the number of data elements and use
- An integrated multi-disciplinary educational program focused on data analytics will enable personalized educational offerings and lead to improved student performance
- Data will be secure and breaches absent
- The plan for high-performance research computing will lead to increases in research funding and output in this area
- A strategic plan for data management will enhance efficiency and improve data security