Goals Exercise: In this exercise participants broke into groups and discussed the definition of each goal included in the current Plan for Pitt, the outcomes Pitt should try to achieve for each goal in the next 5 years, and what actions Pitt is or could take to achieve those outcomes. Participants then rotated and reacted to the ideas already presented and added additional thoughts. (+ indicates other workshop participants agree with the idea; - indicates disagreement)

Goal 1: Academic Excellence

- Define the goal What does it mean to you?
 - Maintain or enhance academic excellence
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Ensure that all functional area and schools are flexible to students, especially graduate students (+)
 - Make educated staff-force at Pitt as a result of using education benefits (+++)
 - Achieve a more globally-competent grad student alumni base by studying abroad (+++)
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Increase emphasis on measures for graduate education retention → innovative way to individualize education so that grad students can meet their individual goals (++)
 - Increase visibility of education benefits for staff and more information about payment option for this population (+++)
 - \circ Identify and advertise more study abroad experiences for graduate students (++)
 - Extend all strategies to grad students (++)

Goal 2: Research of Impact

- Define the goal What does it mean to you?
 - o Generally, keep the same
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Help students realize the potential outcome/value of their research (+++++)
 - Decreased time-to-agreement execution with industry (+++)
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Do not just directed research, but research for the sake of research (++)

- Create a "fifth year fellowship" for undergraduate students to stay with the university for the research (+++)
- Streamline the office of sponsored program's procedures for working with industry \rightarrow greater departmental autonomy (++)
- Develop definite guidelines for working with/for UPMC data collection and storage (++)
- Strengthening communities within Pitt (i.e. Schools, units, departments) first, then taking steps to expand to the local region, then the world (++)

Goal 3: Strengthen Communities

- Define the goal What does it mean to you?
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Better communication and respect and appreciation across Pitt (+++++)
 - Community members would all feel welcomed and valued (+++)
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - \circ Add responsibility to corporate engagement and ethics (++)
 - Provide more opportunities for global engagement state-side and abroad by increasing resources (++)
 - Open our campus to the community more (i.e. rental spaces)
 - Streamline cultural group requests for using campus space/resources

Goal 4: Diversity and Inclusion

- Define the goal What does it mean to you?
 - o Finding the value in different voices
 - Showing respect even when you disagree
 - Provide an understanding of what diversity and inclusion mean (++++)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Staff, faculty, students feel included and valued (++)
 - Each department has a plan related to diversity and inclusion for an understanding of actions being taken across university (+++)
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - In hiring practices, hire those who are NOT like you (behaviors, thoughts, looks) (+++++)
 - Take steps to broaden applicant pools
 - Participate in job fairs that have URM participants

- Give people (staff, faculty, students) tools for success- diversifying does NOT solve problems, must foster inclusion as well (++++)
- Implicit bias training (+++++)
- Move in a direction of equity and justice (+)

Goal 5: Embrace the World

- Define the goal What does it mean to you?
 - Take out the word "local" in goal (++)
 - Providing our students, staff, faculty opportunities to have global experiences (++++)
 - Provide opportunities for international students to experience Pittsburgh (+)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Pitt would be more attractive to staff/faculty/students (both international and domestic)
 - More international recognition (+++)
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Rewire and improve our infrastructure in a sustainable way (+++++)
 - Increase amount of exchange opportunities for graduate students by prioritizing or focusing on that effort→ additional funding (grad, undergrad)

Goal 6: Foundational Strength

- Define the goal What does it mean to you?
 - We aspire to be a university that supports success through a foundation of strong internal culture, capacity to partner across disciplines and administrative areas, outstanding infrastructure and effective operations
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Increased and improved facilities
 - Office classrooms, lab space
 - Built and maintain sustainability with appropriate technology and support for that technology
 - Determine a mechanism to evaluate faculty and staff culture. Utilize the results to allow RC to learn from each other.
 - Create a conference center equal to Pitt's status as an educational and research institution
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?

- Continue with the implementation of the campus master plan
- Create a budget large enough to renovate classrooms and upgrade technology
- Find a vendor who can provide a climate survey (++)