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?
 - Expand the admission of "local" students
 - Support for hiring and retaining amazing faculty (tenured, tenure-stream, and others) (+)
 - Better advising, more reflection on goals: research, education, fame, money, internship, career support
 - More? More training?
 - Advising by faculty, staff, and student advisors
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Expand admission of local students:
 - Expand support in college and before college
 - Increased financial aid (+)
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Expand admission of local students:
 - More partnerships with local businesses for affordability
 - More partnerships with community colleges (e.g. Community College of Allegheny County)
 - More/better state lobbying (for increased financial aid); partnership with earmarked funding for PA students
 - Hiring/retaining amazing faculty:
 - Better salaries
 - More education support software, people (TAs, admin), labs
 - Time release for innovation

Goal 2: Research of Impact

- Define the goal What does it mean to you?
 - Changes quality of life for individuals and community (including local)
 - Raises profile of Pitt
 - Promotes collaboration internally and externally (+)

- Clarify internal funding opportunities and streamline them (+)
- Clarify/transparent what co-facilities exist, identify existing services (+)
- Make research visible to prospective students (++)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - More visible funding
 - o Increased opportunities for student engagement
 - Nationally visible/headlines (+)
 - Database of internal research projects/data sets/etc. (++)
 - Maintain status for NIH/NSF etc.
 - Increase humanities funding
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Connect and foster collaboration across existing projects (+)
 - Continue publicity drive (+)
 - o Continue mentoring programs for research experiences
 - Consider a "moon shot" program that engages parts of campus -> shared problem to address; solve large, global, complex problem (+)

Goal 3: Strengthen Communities

- Define the goal What does it mean to you?
 - Further development of community engagement centers (CEC)
 - Showing value of CECs to faculty
 - Engage students as well
 - Define three communities (+)
 - Pitt campus
 - Pitt to Pittsburgh (and Pitt regional campuses)
 - Pitt alumni -> global
 - Startups and innovation expansion; keep startups in Pittsburgh (++)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Utilize senior capstone projects to partner with CECs and other local partners (+)
 - Elevate student involvement including admissions
 - o Retain students in community through engagement
 - Higher levels of alumni engagement
 - More involvement in local innovation community (+)
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - o Utilize career center to create more long-lasting Pittsburgh connections

- More specific funding for innovation and startups in city (++)
- Inviting alumni to be adjunct professors
- o Increased online courses link alumni from around the world
- Connecting senior projects/ capstone involvement (+)

Goal 4: Diversity and Inclusion

- Define the goal What does it mean to you?
 - Infrastructure to retain minority students, staff, and faculty (++)
 - Continue national and international recruiting (++)
 - Lobby for better access for international students
 - Work with legislators on messaging
 - Cluster hiring -> effective
 - New resources, especially in humanities
 - More mentoring structures (+)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - o Support Community Engagement Centers
 - Representation and voice at the table
 - Local high school students feel welcome (+)
 - o Demographics better reflect region and nation
 - Foster student/faculty mentoring relationships (+)
 - Family-friendly programs increase diversity; address gender imbalance in faculty and staff
 - Continue push for access -> ability
 - Promote inclusivity at all hiring stages
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Continue Global Hub (+)
 - Promote access to make spaces for students of color and women (++)
 - Ask departments how to target outreach/recruiting
 - <u>Human</u> and <u>organizational</u> infrastructures

Goal 5: Embrace the World

- Define the goal What does it mean to you?
 - Footprint in different regions of the world
 - Solving local and global problems
 - Local solutions can be used globally
 - Increasing international participation in Pitt and international diversity

- Strengthen foreign language requirements -> offer information in different languages (classes?)
- More participation in study abroad?
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - More participation in study abroad internships, research
 - Improve funding?
 - Keep time to degree manageable
 - Improved communication of global partnerships (+)
 - Better marketing
 - More long-term partnerships or/and programs in different regions of the world (+)
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Offer more of Pitt's website in different languages
 - o Better marketing and communication of current global initiatives
 - Harness current resources (e.g. alumni, current small programs)
 - Evaluate how to create new programs, and where to create new programs
 - Start online courses (needs to be well done)
 - Enhance/disseminate global hub
 - Enhance/disseminate online presence

Goal 6: Foundational Strength

- Define the goal What does it mean to you?
 - HIGHER PAY FOR STAFF! (++))
 - Staff career advancement within departments (++)
 - Relocation help for faculty moving here comment from med school faculty (+)
 - IT continue promising start under Mark Henderson (+)
 - Infrastructure priorities improve buildings which are in the worst shape (+)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Efficient, safe transportation around campus Oakland to the river; traffic danger along 5th, Forbes. More bike infrastructure around campus.
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - None identified