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?
 - Hands on learning that engages the community. (+++)
 - Continuing cutting edge research in academic department (+++)
 - Advances in technology for a one-stop-shop to enhance student experience.
 (++++)
 - More transparency/better communication between departments (+++)
 - Experiential learning (++)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Meet different departments in an open house format (+)
 - More expanded online course curriculum (++)
 - Expanded class offerings to accommodate non-traditional students (+)
 - Smart campus (+++)
 - Renewable energy on campus-learning lab for different disciplines (+)(-)
 - Cluster classes-groupings of courses surrounding one topic approached through different disciplines (e.g. "The Politics of Rock & Roll") (+++)
 - Online courses; flexibility for student
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Incorporate sustainability and inclusions in each discipline (e.g. history course that highlights environmental injustice) (+++)
 - Pitt is already doing Global Distinction through UCIS—shows on diploma (++)
 - Offering funding opportunities for start-up ideas (+++)
 - Job placement!! We need to set our grad up for career success. (+++)
 - Focus on health & wellness → leads to academic success (++)(-)
 - Pitt success program—matching Pell Grants—what else can we do? (+)
 - OCC distinction to transcript
 - Global badge from global hub is suitable

• Enhance /require service learning equipment in each major/year (e.g. class project, student internship) (+)

Goal 2: Research of Impact

- Define the goal What does it mean to you?
 - Positive Impact on Society—Address Societal needs (++)
 - Directing research into concrete action?
 - Collaboration within the university & nationwide towards common goals (i.e. ALL OF US research)
 - Sustainability development goals (+)(-)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - (Hopefully) Climate research can lead to concrete action on creating a carbonneutral university system. (+++)
 - Maintain status in NIH (National Institute of Funding for Health-related Research) (+)
 - Increase number of commercial entities which can bring our research to Market.
 (+)(-)
 - Establish reputation as a global leader in research areas—health, science, technology, climate. (+)
 - Become a "destination" University to attract/retain the best students, faculty, research staff, etc. (+)
 - State of the art facilities to aid in conducting research—up to date with the research done so far. (+)
 - Centralized conference center (+)
 - o Be known for more than just medical research
 - More research partnerships across the university (+++)
 - 0
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Pitt is undergoing construction to upgrade facilities (++)
 - Task force is currently evaluating competitiveness of salaries/benefits to aid in attracting top tier team members. (++)
 - Upgrade technology to keep up w/ research needs (++)
 - Becoming a fully carbon-neutral institution could establish global reputation in climate research/action (++)
 - Provide support to researchers to commercialize the results of their researchbusiness, legal, risk-management, etc. (-)

- Offer incentives for staff to research or assess areas of interest—or cover costs for professional development
- Online platform for research questions and discussion—cross departmental collaboration (+)
- Break down silos between offices/schools (++)
- CMU is noted for tech/science/drama—what else could Pitt be noted for besides medicine? Other niches?

Goal 3: Strengthen Communities

- Define the goal What does it mean to you?
 - Pitt should be active + visible within PGH. But EXPAND to Western PA \rightarrow national \rightarrow global (++++)
 - \circ Develop and seek partnerships while actively engaging in them (+++)
 - e.g. UPMC hospitals are around the world, bring Pitt educational opportunities there too
 - PA community colleges
 - Build relationships w/ civic organizations that share our vision (e.g. diversity, inclusion) (+++)
 - Pitt to be more of an "incubator" for public schools...medical research opportunities...shortage of guidance counselors...shape course paths for highschoolers + tie to University (++)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Brand building so Pitt is more known for its impact on community and it capabilities → "Pitt is known for ___, ___, ___" → Responses are more diverse than current state
 - \circ $\;$ Leveraging successful models (CEC) to other areas and Pilot new ones $\;$
 - Student Community Immersion "Requirements"
 - Create Green walls (roofs across campus to increase regional air quality +
 - Paid Community service /volunteer work +++
 - Promote work life balance further flexible work week = more time to serve community +++++
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - ID high schools in local/ regional area and create relationship to help with their needs and impact their student bodies (Oakland and regional campuses) +++
 - Include EQUITY across all communities as part of diversity/inclusion efforts ++ → Develop an INTENTIONAL plan for STUDENTS in the community

- Part of curriculum and consider as a requirement with rationale WHY we're doing this
- Expand OCC Curriculum to include off campus → create more opportunities for community to come on campus (art, community, campuses)
- Clarify goals and objectives of community outreach and extend relationships to entities (schools, other universities, nonprofits) which align with those goals +++

Goal 4: Diversity and Inclusion

- Define the goal What does it mean to you?
 - o Good mix of demographics of faculty, staff, and students
 - Once hired or on campus, the diverse populations are included, welcomed, and valued
 - \circ $\;$ Support exists for inclusion like disability services and set up for success
 - Create policies and guidelines regarding diversity, equity, and inclusion (must be intentional)
 - Create a Diversity. Equity, and Inclusion to monitor practices within dept.
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Baseline of understanding and training?
 - Accountability
 - Over offenses addressed proportionately
 - Measures X
 - Marginalized populations report feeling a sense of belonging at Pitt
 - Having a Voice
 - Recruit and RETAIN more diverse populations (students, staff, faculty etc.)
 - No pay gap based on gender or race
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Commit resources, money, and time
 - Recruitment funding for funding advertising of positions for marginalized populations
 - Develop programs that will encourage student success for these populations
 - Channeling more resources to existing programs
 - Interfaith Dialogue Office
 - Broadening piloted Programs that are successful
 - Adding Resources to Title IX more quickly
 - Increase training for new faculty and staff and "required" training for existing staff

- Encouraging group interactions to build connection in different functional areas
- More involvement in communities
 - Service day of caring
- Everyone getting together in one room
- o Community engagement centers and collaboration

Goal 5: Embrace the World

- Define the goal What does it mean to you?
 - Increasing international student population +
 - Study abroad opportunities and funding ALSO
 - Enhancing student understanding of the WORLD +
 - Diversity, inclusion, equity, respect for all ++++
 - Nationality Rooms! +
 - Educating campus and Community about different cultures +
 - Expanding Curriculum for language /cultural classes to gain global perspective
 ++++
 - * Include ethnic, gender, social, sexual orientation
 - o Increase international scholarships for prospective students
 - Career Day for international students
 - On-Campus employment for international students (outcomes)
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Culture immersion/exploration +
 - Available for all interested without funding being an issue
 - Widening campus PRIDE for all students, despite their own culture to expand love of Pitt?
 - More international alumni organizations +
 - Increased research activity around the world (researchers, grad and undergrad students) +
 - Section in Pitt-newsletter (Pitt-Wire) ++ to highlight research/project outcomes in global environment
 - More partnerships with global companies and organizations career placement opportunities and educate local employees on how to navigate visa issues
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?
 - Study abroad expansion ++ (for staff as well?)
 - Exchange programs with international schools for years/semesters (like other high schools and other universities do) ++
 - Grad school opportunities for international students with H1B-visas ++

- Leverage students Ideas and help actualize them with action plan help
- Training for Department faculty and staff for educating students on diversity and others
- "How To" training on mentorship around the world to help bring global ideas to life
- More online programs to educate people all over the world
- More international Research/collaborations +

Goal 6: Foundational Strength

- Define the goal What does it mean to you?
 - o Unity
 - Cross department/unit knowledge/education ++
 - Collaboration
 - Enhance support for faculty/staff +
 - o Strengthen partnerships internally/externally
- Outcomes What should Pitt try to achieve in the next five years? What does success look like five years from now?
 - Committees /ways to interact with others outside your unit +
 - Training/ education among different departments ++
 - Mentorship/ development (professional) in own department and more general
 +++
 - Establish a more balanced relationship between faculty and staff +
 - Better recruitment and retention because we "speak a common language"?
 (students, faculty, staff, all of the above) supported by infrastructure
- Actions What is Pitt already doing that could help achieve success? What new things could Pitt do?