**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: Advance Educational Excellence**

- **Define the goal – What does it mean to you?**
  - Improving programs (+++)
  - Expansion of programs
  - Better job and further education opportunities
  - Higher graduation rates (+++++)
  - Faculty development (+)
  - More high impact practices (internships, undergrad research) (+++++)
  - K-12 Partnerships (more) (+)
  - Community collaboration (+++)
  - Diverse population (faculty, staff and students) (+)

- **Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?**
  - Higher rates of employment and acceptance of grad schools (+)
  - Higher retention (+++)
  - More diverse pool faculty and staff (+)
  - Quality of life for all (faculty, staff and students) (+++++)
  - Better enrollment numbers (K-12 and community)
  - Accreditation of programs (+)
  - Strategic expansion of programs creates more options for potential students
  - Sets apart from other universities (+++)

- **Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?**
  - Strengthen advising and career planning (+)
  - Expansion (K-12) programs
  - Expansion in community programs (+)
  - Bringing students to model for all area students; they can relate to students closer their age (+)
  - Strategic expansion of programs (+++++)
  - Faculty development programs pedagogy

**Goal 2: Research of Impact**
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- Define the goal – What does it mean to you?
  - Impacting world, individuals, community and global (+++)
  - Process valuable (+)
  - Humanities/social research (+)
  - Undergraduate research (++++)

- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Unique research opportunities (+++)
    - ANF, Dentistry (rural health), Health, Biodiesel
  - Database (Pitt-wide) to connect researchers (++++)
  - Database of industry resources by region (+++)
  - Student research abroad (+)

- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Collaborate with faculty across campuses (+++)
  - Increase use of campus as lab in summer (forest/health) (++++)
  - Grant writing help for small grants (+)
  - Use of housing in summer (++++)

Goal 3: Strengthen Communities

- Define the goal – What does it mean to you?
  - Strong campus and local community as foundation for region and beyond (+++)
  - Awareness of events, activities, resources and opportunities (+)
  - Town-gown relations
  - Collaboration for co-ops, internships, service (+)
  - Civil engagement – interaction across groups
  - Grow alumni engagement (+)

- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Increased alumni participation
  - Create more scholarships (+++)
  - Prepare students to be entrepreneurs
  - Create incentives to keep students in the region (alumni) (+++)
  - Build stronger corporate relationships in the region and globally (+++)
  - Increase awareness of the economic impact the University has on the area (++++)

- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Study abroad – strengthening global community (+++)
Goal 4: Diversity and Inclusion

- Define the goal – What does it mean to you?
  - Recognizing and embracing differences (+++++++)
  - Learning from another person’s perspective (+++)
  - Actively seeking knowledge (+++++)
    - In all areas
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Seneca language class (++)
  - Relationship with SNI (++++)
    - Internships (doing) (+)
  - Increase diversity (+)
  - Recognize un-seeable differences (+++++)
  - More faculty-led study abroad (+)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Using curriculum to enhance understanding (+++++)
    - Learning differences
    - Comparative religions
    - Mental health
  - Increase geographic diversity (+++)
  - Financial aid for study abroad (+)
  - Non-academic trips (to explore different cultures) (+++++)
  - Summer in the city or country (++)
  - Freshman and other discussion about race perception, sexism, etc. (++)
    - Divide and include in general education curriculum

Goal 5: Embrace the World

- Define the goal – What does it mean to you?
  - Welcoming the world to our home (++++)
  - Extending ourselves outward to visit people and places far and wide
  - Developing curiosity about other cultures (++)
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- Including students in faculty international research opportunities and experiences (+++++)
- Improve infrastructure – broad band access/ability to engage throughout the world
- More effective use of technology to expand reach (+)
- Bridge generation gap in use of technology (+)
- Tap into global resources that local companies have (+)

- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Increase international student enrollment (+)
  - Faculty exchange (+++++)
  - Expand study abroad opportunities so every student can participate (varied length, type, etc. of programs) (+++++)
  - Partner with other campuses and institutions for greater availability of language courses (++++++)
  - Understand and further develop the channels through which international students get here
  - ESL programs (+)

- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Study abroad program has grown and improved (+)
  - New: summer programs for international students (++++++)
  - Language institute possibilities
  - What marketing do we have for international students? (+)
    - Could we expand that to capitalize on rural experience Bradford offers?

Goal 6: Build Foundational Strength

- Define the goal – What does it mean to you?
  - Excellent facilities (++)
  - Longevity of faculty and staff (+)
  - Operational efficiency (+++)
  - Strategic roll-outs (++)
  - Culture of campus (+)
  - Partner external and internal
  - Adequate resources (improved staffing all around) (+++)
  - Communication and transparency (++++++)
  - More communication with Pitt (Oakland) (+++)
  - Elimination of “silos” (collaboration) (++++++)
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- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Competitive wage, benefits packages (++++)
  - Partnerships with major corporations (+++)
  - Partnerships with schools (+)
  - Partnerships with business and community leaders (++)
  - Conference expansion and youth camps (E-sports, Lego, academic camps) (+++)
  - Great enrollment
  - Increase endowments (+)
  - Increase grant resources
  - Fiscally sound money (+++++)
  - Higher retention and graduation rates (+++)
  - Post grad staying in Pitt system
  - More articulation agreements (+)
  - Course release for research opportunities (+)

- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Diversity, equality and inclusion initiative
  - Hire more staff with strategic experience (career educator, Chief of Diversity) (+)
  - Student convocation
  - Engineering building – continual expansion
  - Addition of new majors/minors
  - Expanded research and enhance Rural Health programs (+++)
  - Increase internships and co-ops (++++)
  - Intranet for faculty and staff (++)
  - More personal connections with Pitt (++)
  - More visits to Pitt main (+)
  - More input in decision making (++)