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?
  - Office of Admissions and Financial Aid (OAFA) – recruit the best students who meet the desired goals of Pitt
  - Financial wellness; affordability; student debt relief – Panthers Forward (+)
    Consider:
    - Pool money to help graduates relieve student debt (++)
  - Importance of holistic growth (++)
  - Increase study abroad; additional funding needed for plane ticket, eliminate financial class barriers to the experience (++)
  - More resources to promote study abroad; tenure-streamed faculty don’t have opportunity (+)
  - Better student advising (++)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Reward teaching and add flexibility for research throughout the university (++)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - See outcomes sheet (Reward teaching and add flexibility for research throughout the university)
  - Financial aid wellness director to help budget, plan financial goals for the future (i.e. Pitt Pantry) (++)
  - Incentives for faculty to do undergraduate mentoring (+)
  - Paid university internships (++)
  - Remote learning that encompasses holistic learning (online) (+)

Goal 2: Research of Impact
- Define the goal – What does it mean to you?
  - Quantitative and qualitative
  - Resources of research
  - Collaboration – national, local, international
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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?
  - Coordination of research internal or external to university or state or country (+++)
  - Attracting more enhanced levels of research (+++)
  - Having more participation within culture (+++)
  - Think about measurements of outcomes (++)
  - Seeking alumni connections to create new research connections and possible projects (+++)

- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Pitt commons (+++)
  - Online databases for publications (+++)
  - Implementing policies to grant collaborations of research (++++)
  - Creating centers or organizations (+++)

Goal 3: Strengthen Communities

- Define the goal – What does it mean to you?
  - Using university resources and expertise to enhance the community and region (+++++++)
  - Enhance alumni connections, especially older graduates (++++)
  - Connect more with high schools (++++)
  - Promoting a welcoming environments (++++)

- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - More university people out in the community (+++)
  - To provide the internal resources to external populations – middle schools/high school/regional campuses (+++)
  - Share the wealth, which can turn into a reciprocation (+++)
  - Adding the diversity component to inspire the diverse population (+++)

- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Utilizing Pitt Commons (++)
  - Promote Pitt Commons (+)
  - Pitt to be proactive to connecting with the next multiple generations (+++)
  - Utilizing chapter 339 (PA Department of Education) (+)
  - Increasing outreach; prioritizing outreach (+)
  - Invest everything (+)
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Goal 4: Diversity and Inclusion
- Define the goal – What does it mean to you?
  - Inclusion with focus on inclusion (+)
  - Discussions with diverse students (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - More awareness on cognitive diversity (+++)
  - 100% accessibility to Pitt (+++++)
  - Opportunities outside classroom (+)
    - “Park Days” (+++)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - “pop-up” shops at various locations on campus (++)
  - Study abroad and funding (+++)
  - In person and online engagement for path to education for under-represented students (++++++)

Goal 5: Embrace the World
- Define the goal – What does it mean to you?
  - Study abroad (+++)
  - “Think tanks” (research) (+++)
  - Foreign languages (+++)
  - International student admissions from abroad and already in region (+)
  - Bring global expertise to students/community our region and campus (+)
  - Communicate better to the international students to understand policies (resources they can use without being impacted negatively in the future)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Increase study abroad (+++)
  - More international students with support (+)
  - Increase global community of researchers (+++)
  - International faculty support ++++
  - More language fluency (+++)
  - Study abroad for all who want it (+++)
  - Places for global connections to occur with students and Global Hub community
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Support for international students and faculty (+++++)
  - Emphasis on foreign languages (+++)
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- Study abroad support for students and faculty (++++)
- $ for low-income students to study abroad (++++)
- Funding mechanism for international students
- UCIS Global Hub

Goal 6: Foundational Strength
- Define the goal – What does it mean to you?
  - Connecting to endowment communities (+)
  - Seeking “best and brightest” locally and around the world (+)
  - Building and strengthening current faculty and staff via mentorship and professional development (+)
  - Competitive compensation – living expenses increase as Pittsburgh rises (+)
  - Career development for young Pitt professionals; mid-career too! (+++)
  - Maintaining tuition benefits for employees (+)
- Outcomes – What should Pitt try to achieve in the next five years? What does success look like five years from now?
  - Staff retention increases (++++)
  - Staff morale increases (++++)
  - Staff professional growth / personal growth (+++)
  - Confidence in economic security to act as better ambassadors of Pitt (+)
- Actions – What is Pitt already doing that could help achieve success? What new things could Pitt do?
  - Competitive compensation that addresses cost of living increase in city. Allows for university staff to engage in outreach and volunteer in community (strengthen community) (++++)
  - Negotiate more opportunities for Pitt staff/ faculty (like bus pass) (+++)
  - Debt relief for younger employees; all employees (++++)
  - Better health compensation for people who keep healthy and wellness and don’t have to use health care benefits (+)