December 1, 2015

Dear Colleagues:

I want to make you aware of our current efforts to align the University’s policies with our goals of having impact through teaching, research and service. I am also asking for your support and input in this important endeavor. After consulting with faculty members across campus, I have formed a task force to review and rewrite Pitt’s policies related to intellectual property, conflict of interest, and industrial engagement. The charge to the task force is to review these University policies with the intention of improving the ability of our faculty to work productively with external partners and effectively translate research and scholarship in ways that will support the University’s goal to enhance the beneficial impact of our work on society. The task force is comprised of senior faculty members with support from key administrative offices and is led by Vice Provost Mark Redfern. I am excited about the potential for this effort to expand our ability to advance the public good through the dissemination of our research and scholarship, and expand our collaborations beyond Pitt.

I have asked that the task force conduct its review with a set of guiding principles in mind that are consistent with our core values and mission. Specifically, these principles are:

- **Policies should lead Pitt to serve the public good and address societal needs with the greatest impact possible.** Our core mission as a university is to serve society through education, research, and community engagement. Our policies need to align with that core mission.

- **Policies should aim to advance the education of our students at the undergraduate and graduate levels.** Our students are at the center of what we do. By ensuring that their best interests are served, we fulfill our educational and research mission.

- **Policies should encourage the professional development of our faculty, staff, and students.** The faculty, staff, and students are the creative engine that drive the University. We must ensure that they are supported in the engagement of research and scholarship to advance the frontiers of knowledge and creative endeavor, and that Academic Freedom is upheld.
• Policies should facilitate cooperation with industrial and governmental institutions to transfer knowledge in science, technology, and health care. To have our greatest impact, we need to partner and collaborate with others. Our faculty and students need to be able to interact with those who have aligned interests and goals, such as industrial partners, governmental institutions, and non-profits. Through these partnerships we will be able to more effectively advance knowledge and transfer that knowledge to society.

• Policies should support the social, intellectual, and economic development in the Commonwealth, the nation, and the world. We want to have the greatest impact possible for our region and beyond.

Your input in this process is important, and the policy review task force is committed to engaging the entire Pitt community in the spirit of shared governance. To that end, we have created a website (available here, or at www.policyreview.pitt.edu) designed to keep the University community informed of opportunities to participate in public discussion concerning the policy review, and to provide thoughts online. I encourage you to take these opportunities to participate in this process.

While this is but one step in our efforts to increase the impact of our university on society, I am excited about the possibilities. By aligning our policies with our goals, we will begin to realize our true potential to meet our core mission of making the world a better place through knowledge.

Sincerely,

[Signature]

Patricia E. Beeson