



EMBRACING
the **WORLD**

A Global Plan
for Pitt

2016-2020

July 2016



University of Pittsburgh

Embracing the World

The 2016 Global Plan is intended to serve as a road map for the University as a whole. The document is the result of an active community engagement process with internal and external stakeholders. These activities included one-on-one interviews, open forums, and focus groups with faculty, students, and staff in Pittsburgh and at the regional campuses. International alumni provided input via email and an online questionnaire. A working group composed of deans, faculty, staff, and students developed an initial framework for the plan as part of the University's strategic planning process. The Global Plan also draws from a wealth of data including benchmarking studies, surveys, and specialized reports.

The University of Pittsburgh is exceptionally poised to take bold steps in becoming one of the world's leading comprehensive universities. This plan offers a pathway towards tangible progress in our diversity as we strive to become a global and broadly inclusive institution of higher education. Heeding the demand for vastly improved coordination and communication, the Global Plan proposes a strategic approach to international partnerships, encourages concerted decision-making that leads to transformational action, and guides Pitt toward real-world impact.

For those of us in higher education, global engagement is not a choice. It is an imperative. We are a world coming closer together, so we need to engage and connect more than ever before. We believe that the world at its healthiest is an exchange of ideas and values, and our responsibility is to keep this exchange flowing.

Our Global Vision

We convene bright minds to explore and address global issues that improve life in the world's local communities. By engaging in research, policy, partnerships, and the study of language and culture, we open the door to global citizenship.

Our Role as a Global University

We aspire to serve as a global convening point where individuals and communities can freely engage in collaborative dialogue and activities that positively impact the quality of life, health, prosperity, and social mobility of people here and around the world.

We believe we are all members of a global community, and our role is to integrate local and transnational perspectives that advance new knowledge and ground-breaking innovation while fostering cultural awareness, worldwide partnerships, and life-changing research.

“If we are to have peace on earth, our loyalties must become eucumenical rather than sectional. Our loyalties must transcend our race, our tribe, our class, and our nation; and this means we must develop a world perspective.”

Dr. Martin Luther King, Jr.

THIS GLOBAL PLAN speaks to both internal and external stakeholders. We aim to address and respond to the needs, interests, and expectations of our diverse audiences.

INTERNAL STAKEHOLDERS

Students

Through curricular and co-curricular studies, travel, and interpersonal/intercultural engagement Pitt students learn by experience and are well-prepared for personal and career success in a complex and changing world.

Faculty

Pitt faculty hold the keys to global learning, perspectives, research, and partnerships. As leading scholars, teachers, and experts, they unlock and harness new knowledge and innovation.

Staff

Pitt staff members are called to be globally savvy in their areas of expertise and active in cultivating professional and collegial networks that will benefit them and their community.

Alumni

Our alumni are Pitt ambassadors in their communities around the globe and a resource for real-world perspectives to our internal community.

EXTERNAL STAKEHOLDERS

Prospective Students

We will educate all prospective students on the real-world experience they would gain in whatever learning path they pursue while enrolled at Pitt.

Parents

We will ensure that parents know how Pitt brings local and international perspectives together to ensure students are prepared to be successful in a rapidly shrinking world.

Diaspora

Pitt recognizes that those who have been visiting scholars, students, friends, and faculty—and who may be dispersed around the world—continue to be a critical part of our community no matter their location or calling.

Partners

Pitt will be a destination for traditional and non-traditional partners from around the world because of our reputation as innovative, creative, and open collaborators.

Community

We will enhance our relationships with the greater community—a collection of active participants, partners, and supporters—in furthering the global dialogue happening in Pittsburgh and the region.

Donors

Pitt will transform the generosity and philanthropy of our supporters into a force for meaningful teaching, research, and international engagement practices with lasting global impact.

Pitt's Global Path

2009 INTERNATIONAL PLAN FRAMEWORK

The first University-wide plan in 2009 posed three terminal goals for internationalization:

- 1 Improve the global competence of Pitt students
- 2 Increase international and interdisciplinary research opportunities for Pitt faculty
- 3 Help fulfill our obligations to our city, region, nation, and the world



2012 GOALS FOR GLOBAL LIVING

A revised plan crafted in 2012 extended a commitment to living globally by 2020. The updated goals pledged to:

- 1 Pursue research and scholarship that increase global understanding
- 2 Develop our students into global citizens and leaders
- 3 Improve people's lives by studying and solving the world's most critical problems



2016 GLOBAL PLAN

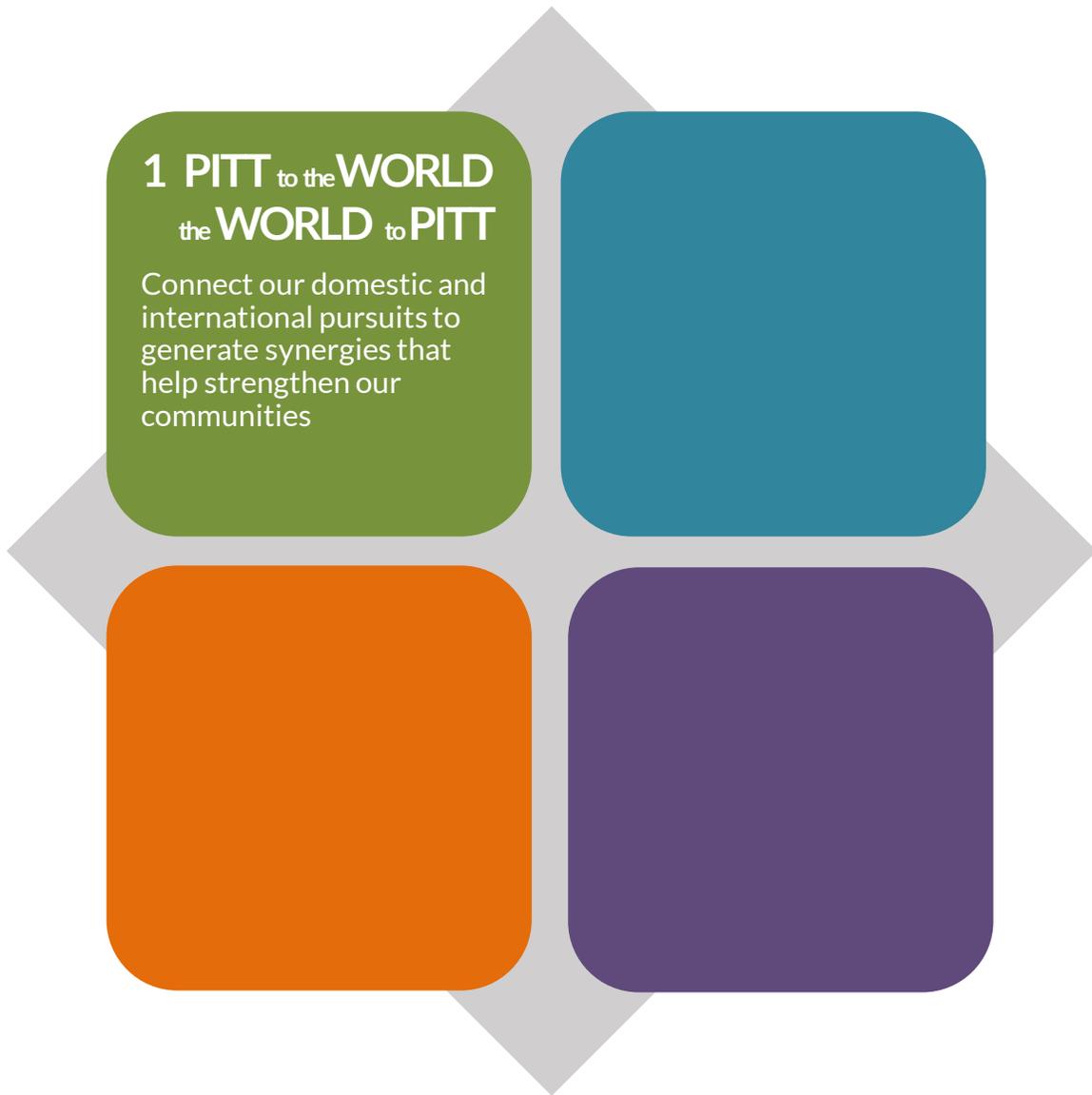
The 2016 Global Plan builds on the earlier framework and emerges in the context of two major developments for the University:

- 1 In 2014, Pitt's Board of Trustees adopted a set of strategic priorities that included, for the first time in the University's history, a global dimension
- 2 Under the new strategic plan for the University launched by Chancellor Gallagher in 2015, the global agenda has been defined as a strategic priority

Global Goals

“Embracing the World” is aligned with *The Plan for Pitt* as a five-year plan (2016-2020). This document introduces the Global Plan and its four recommended goals. It contains a set of initiatives under each of the goals. The plan is conceived as a “modular” document that will expand as initiatives are developed over the next several months. The Global Plan is also envisioned as an enabling tool for internal and external engagement that all schools, departments, centers, and programs can adopt and make their own.





Pitt to the World | the World to Pitt Initiatives

- Partnering for global success
- Amplifying our global assets
- Generating local-global synergies
- Building international capacity

Pitt to the World | the World to Pitt

Goal 1: Connect our domestic and international pursuits to generate synergies that help strengthen our communities

We have a unique opportunity to realize our global potential as a comprehensive university with the capacity to not only sustain strong teaching, research, public service, and entrepreneurial relationships abroad, but also to bring the world to Pittsburgh and Western Pennsylvania.

Broadening and deepening Pitt's role as a leading global university requires two key steps: First, we must sustain and expand strong networks and partnerships around the world bringing together our areas of excellence and expertise. Second, we will underscore our distinctive geographical location in a city heralded as a global example of urban transformation, convening global minds to address the world's most important challenges. The transformative potential of this approach will shape the future of our University, our city, and our region.

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As we emphasize a two-way approach to our global engagement, there are distinct opportunities readily available to us that would improve our global connections while having a major impact domestically.

The following initiatives underscore Pitt's excellence in convening local, regional, and international partners to enhance local-global connections in innovative ways. We will craft an agenda of collaboration oriented to scale projects and promote global engagement for the entire community that will benefit the region and its international ties, visibility, and impact.

PARTNERING FOR GLOBAL SUCCESS

Global Partnerships will be streamlined by prioritizing a multi-level approach to partnering internationally. The University will establish criteria that will classify our partnerships in varying categories and determine a set of strategic partnerships around the world. Criteria may include Pitt's strengths, existing relationships and future opportunities, financial sustainability, and ties to particular themes. Pitt might establish regional corridors that enable a coordinated approach to our international efforts. Pitt will leverage global partnerships by including multiple areas of the University and by adding alumni and other stakeholders (governmental, non-profit, and private sector partners) to these relationships. Selected partnerships will support technology transfer, commercialization, and collaboration with industry.

“Pittsburgh can redefine what cities are for, how they work, how they look and feel, and who they serve.”

William Peduto
Mayor, City of Pittsburgh

Global Partnerships Incubator will serve as a university-wide resource to help start up partnerships and expand existing ones. The incubator will connect faculty, students, staff, and current and potential partners to collectively identify best practices and areas of opportunity; create processes and systems to provide needed support to faculty and others; vet inquiries from potential partners and connect faculty members with viable opportunities; and work with Institutional Advancement to identify funding opportunities. The incubator will help develop criteria to establish a more strategic and focused approach to Pitt’s partnerships around the world while serving as a facilitator to streamline Pitt’s international collaborations

Pitt and UPMC (University of Pittsburgh Medical Center) will work together to coordinate our international strategies. Pitt and UPMC will strengthen their existing cooperation to advance common interests in clinical, technological, and managerial knowledge and expertise around the globe. The University will work closely with UPMC in the development of the International Healthcare Training Center of Excellence and other international initiatives.

AMPLIFYING OUR GLOBAL ASSETS

Pitt Global Ambassadors program will leverage our international networks to advance Pitt’s global agenda. A coordinated approach will allow Pitt to increase the effectiveness and visibility of our presence abroad.

* The **Faculty and Staff Ambassador** program will take advantage of the international travel of deans, faculty, and staff to connect with current and prospective partners, students and families, alumni, and members of Pitt’s global diaspora. This program will promote collaboration across the University to enhance international links and share resources among Oakland and the regional campuses.

* The **Community Ambassador** program will enlist the help of board members, alumni, and visiting scholars to advance Pitt’s visibility and networks abroad. For instance, many members of Pitt’s boards are prominent leaders in their professions who travel extensively and engage with important organizations and individuals around the world; they can open valuable opportunities and connections for Pitt.



A year dedicated to global affairs can serve as a launching pad to reassert Pitt’s international presence and the world’s presence at Pitt.

* The **Student Ambassador** program will support existing efforts to connect domestic and international students, both at Pitt campuses and abroad. The **Student Ambassador** would gain vast cross-cultural training in preparation for travel abroad as the point of contact for incoming international students prior to their arrival at Pitt.

GENERATING LOCAL-GLOBAL SYNERGIES

Transnational Pittsburgh will promote renewed collaboration with local community partners working to build local-global connections. Pitt will organize a summit to discuss collaborative projects, scalability of existing activities, innovative programming, and funding opportunities for initiatives that can benefit the region and its impact on the globe. The summit will serve as a launch pad to encourage innovative cooperation with Pittsburgh’s vibrant community of internationally-oriented organizations. Expanded collaboration with local partners will create immersion experiences and engaged learning opportunities for students in the City of Pittsburgh and the region.

BUILDING INTERNATIONAL CAPACITY

Professional Development opportunities for faculty and staff will focus on heightening awareness of international cultures and perspectives through programming organized by global topics and regions. Drawing upon the expertise and research of participating faculty from the University of Pittsburgh, Carnegie Mellon University and

other institutions, programming will enhance participants’ understanding of the cultural, religious, political, and economic dimensions of communities in a global context. We will explore opportunities to reward staff with participation in Pitt’s activities abroad.

United Nations Sustainable Development Goals will provide a potential framework for several of Pitt’s initiatives for global engagement. The 17 UN Sustainable Development Goals—as a cohesive and integrated package of global aspirations—address five key themes: people, planet, prosperity, peace, and partnerships. They provide an issue-based framework that cuts across the existing academic and programmatic priorities of all of our schools. The UN Sustainable Development Goals might not only inspire interdisciplinary teaching, cutting-edge research and partnerships, but also further Pitt’s commitment to social responsibility, economic development, community engagement, and sustainability.





Global Ready Initiatives

- Earning a global distinction
- Engaging students with the world
- Supporting student success
- Increasing international diversity

Global Ready

Goal 2: Cultivate globally capable and engaged students toward lives of impact in their communities and beyond

Over the years, Pitt has cultivated globally capable students through our ever-expanding curricular and co-curricular offerings and study abroad programs. By providing all students with the necessary skills to succeed in today's world, we can guide them toward expanding their perspectives through global awareness, cultural empathy, and understanding of real-world issues.

A recent Gallup-Purdue Index Report (2015) highlights "Pitt's emphasis on educating the whole student and providing graduates with a competitive edge in the job market." This report suggests that Pitt "needs to continue to invest in providing undergraduates with the support they need in the classroom and with opportunities for experiential learning outside of it." Our renewed effort to prepare globally capable and engaged students directly aligns with this recommendation.

2 We should take advantage of Pitt's strengths and expertise to offer an integrated success model for students wanting to internationalize their curricular and co-curricular experiences. The ultimate goal is to develop a university-wide model that would set Pitt apart as a leader in global education.

The following initiatives aim to both amplify some already-existing programs and outline new ideas that will expand Pitt's "holistic and individualized approach to learning inside and outside the classroom" (Goal 1 in *The Plan for Pitt*) while opening the door to global citizenship.

EARNING A GLOBAL DISTINCTION

Pitt Passport will offer students the path toward earning Pitt's global distinction—an optional credential that complements the traditional course of study. It will enrich the student experience through cross-cultural awareness and global engagement experiences that integrate courses, career workshops, programming, and hands-on learning while tracking students' success as global learners. **Pitt Passport** will also guide students toward establishing direct links between their personal and professional aspirations and the language proficiency and cultural competence necessary to achieve those goals.

“Be a global citizen. Act with passion and compassion. Help us make this world safer and more sustainable today and for the generations that will follow us.”

Ban-Ki Moon

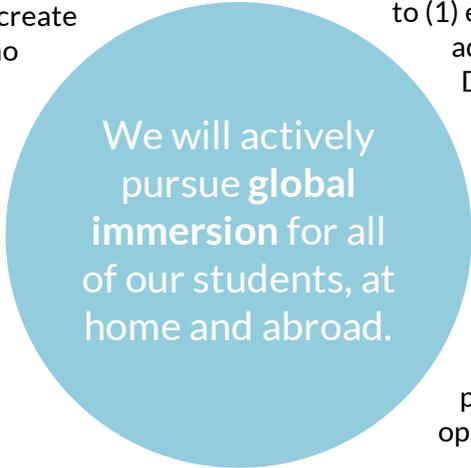
United Nations Secretary-General

ENGAGING STUDENTS WITH THE WORLD

Study Abroad Next Generation will provide innovative experiential learning opportunities, while increasing the number of students—particularly from traditionally underrepresented groups—who engage in overseas study, service, or work experiences. **Study Abroad Next Generation** will vitally contribute to their education as world-savvy citizens and leading professionals ready to compete in the global marketplace.

Study Abroad in the U.S. will create programming for students who cannot travel abroad and for international students who are studying in the United States to participate in study, service, or work experiences that provide direct exposure to global and international learning in Pittsburgh, Western Pennsylvania, and the rest of the country.

Global Classrooms will promote the use of technology to enrich and improve students’ learning. As members of a global community of learners, students can work in international project teams to address real-world issues, participate in virtual discussion groups with peers and faculty from other countries, and engage in virtual internships with companies and organizations around the world. The **Global Classrooms** initiative will seek out resources to incentivize faculty innovation in the use of technology to incorporate many global perspectives in their courses and offer students new co-curricular experiences.



We will actively pursue global immersion for all of our students, at home and abroad.

SUPPORTING STUDENT SUCCESS

Global Advising Center will further Pitt’s commitment to personalized and purposeful education and guarantee that all aspects of the educational experience work together to enhance students’ future career and/or academic success. The **Global Advising Center** will consist of a university-wide academic, career, and service-learning advising unit that complements existing advising structures across schools and campuses. Global Advisors will serve as the initial point of contact for students who want to (1) earn a global distinction; (2) adopt the UN Sustainable Development Goals as a potential framework for research projects; (3) complete an International Studies Certificate; and/or (4) participate in international civic engagement, global experiential learning, or professional development opportunities offered at Pitt.

INCREASING INTERNATIONAL DIVERSITY

Welcoming Pitt will bolster efforts toward recruitment of international students to provide a more diverse and global environment at Pitt, expand opportunities for meaningful interactions among students of diverse backgrounds, and enhance programs and services that support international students’ cultural adjustment and immersion.



Global Impact Initiatives

- Bolstering a community of international researchers
- Advancing research with real-world impact

Global Impact

Goal 3: Convene a global community of researchers that advances our frontiers of knowledge and tackles real-world problems

As a convener of bright minds around the world, Pitt will assert its international leadership to promote research that advances issues of major relevance to the well-being of our community and other communities abroad. We will focus on four key drivers of university reputation: personalized attention to students and the creation of opportunities that build confidence to achieve meaningful goals; a balanced style between academic scholarship and practical innovation; an interdisciplinary perspective to real-world problem solving; and a future-focused approach oriented to address long-term challenges facing the world.

3 Pitt has a unique opportunity to leverage its global standing, solid and diverse partnerships, and international expertise by establishing an international reputation as an innovative hub to tackle real-world problems. We are also in a rare position to capitalize on the success of endeavors to reinvent the city of Pittsburgh that has generated interest around the world.

Experts have repeatedly stressed the importance of international education and research collaborations as essential to the United States' future competitiveness in global markets. In fact, a recent survey by Edelman (a global communications marketing firm) on university reputations and the public confirms that Americans expect more than academic excellence from universities; reputation is largely driven by real-world impact, both personal and societal. The following initiatives address these demands with a focus on sustained engagement, support for faculty who focus on international and global issues, and worldwide cooperation.

BOLSTERING A COMMUNITY OF INTERNATIONAL RESEARCHERS

Pitt International Scholars program will be a coordinated effort to support courses with an international/global focus, global-ready student advising, and international exchanges, collaborations, and partnerships. As our experience and that of our peers demonstrates, most areas of international distinction are faculty driven. Accordingly, the **Pitt International Scholars** initiative will seek out resources for faculty working in/on strategic world regions and key global issues, as well as faculty with expertise on regions and issues where Pitt has comparative advantages. This program also aims to promote research that explores new areas of knowledge, brings innovative perspectives to our understanding of the world, and challenges existing paradigms.

"We can work together for a better world with men and women of goodwill, those who radiate the intrinsic goodness of humankind."

Wangari Maathai

Pitt alumna, 2004 Nobel Peace Prize Winner

Pitt Global Professorships will support theoretical knowledge, fundamental discovery, and translational research involving international partners. The program is two-pronged: (1) Pitt faculty will receive support to incentivize international research collaborations that advance new formulations and innovation while developing cross-disciplinary research agendas; (2) Researchers from abroad will come to Pitt as visiting professors with the goal of facilitating international collaboration.

Pitt Global Fellowships will support student research, offering opportunities to both graduate and undergraduate students to participate in international research collaborations. In coordination with the Pitt Global Professorships program, **Pitt Global Fellowships** will stimulate cross-disciplinary collaboration, expand and sustain international partnerships, and build strong networks among participants.

ADVANCING RESEARCH WITH REAL-WORLD IMPACT

Pitt Global Project will position the University as a global influencer, thought leader, and connector on issues that impact quality of life, health, prosperity, and social mobility. The **Pitt Global Project** will rely on a thematic approach to regularly convene Pitt's local and international partners, alumni and diaspora, faculty, researchers, senior leadership, students, and staff, as well as government and industry leaders, venture capitalists, and entrepreneurs. This community of problem solvers will focus on how to explore and address selected global issues. The **Pitt Global Project** might rely, for example, on the UN Sustainable Development Goals as a thematic framework that brings together experts to collaborate on the linkages between goals and connect specific goals with our strengths. The **Pitt Global Project** can provide a platform to best position the Chancellor, other Pitt leaders, and faculty members as key voices in influential international organizations.

We aspire to positively impact the quality of life, health, prosperity, and social mobility of people here and around the world.



Global Operations Support Initiatives

- Placing communications at the center of implementation
- Expanding engagement and giving to advance Pitt's global vision
- Centralizing support for international activities

Global Operations Support

Goal 4: Rewire and improve our infrastructure to streamline, facilitate, and support engagement with the world

As colleges and universities are expanding their presence outside the United States, it has become increasingly important to prioritize communication, while transforming information infrastructure and business operations to streamline our capacity to advance international research, collaborations, and educational exchanges. Pitt must align all global operations efforts through a solid foundation of support services and strategic global communications.

4 The following initiatives heed recommendations in *The Plan for Pitt* to “strengthen administrative and operational efficiency by improving communication and collaboration between and among academic and business units.” They build on the work and recommendations advanced by the Task Force convened by the Provost in 2015 to address faculty concerns about doing research abroad, conducting business with foreign nationals, and other dimensions of the University’s global operations.

PLACING COMMUNICATIONS AT THE CENTER OF IMPLEMENTATION

Strategic Communications will be an imperative component in advancing Pitt’s global vision. Communication will be directed at key stakeholders, both internal and external, highlighting major components of the strategic plan, generating awareness through targeted messaging, and celebrating milestones. Communication will help create a strong global reputation for Pitt, generating recognition by peers, influencers, and the public, both domestically and internationally. We will seek to align global activities and communications to support external and peer reputation drivers. We will put together an optimal set of tools, convene an excellent team, and develop a well-organized process that will help us prioritize efforts.

EXPANDING ENGAGEMENT AND GIVING TO ADVANCE PITT’S GLOBAL VISION

Global Advancement will be at the center of the efforts to increase philanthropic support to the University. We will grow constituent engagement with Pitt, developing stronger relationships with students, parents, alumni, and our global diaspora. We will recruit first-rate talent, develop a sound infrastructure to support engagement and giving, and build a strong culture of collaboration with Institutional Advancement. Pitt’s **Global Advancement** will be sensitive to cultural values, philanthropic behaviors, styles of engagement, and contextual limitations, risks and opportunities. As the University becomes increasingly embedded in global

“We aspire to be a university that supports success through a foundation of strong internal culture, a robust capacity to partner, outstanding infrastructure, and effective operations.”

The Plan for Pitt

networks and relationships, advancement efforts demand renewed strategies, expertise, and data gathering and analysis.

CENTRALIZING SUPPORT FOR INTERNATIONAL ACTIVITIES

Global Affairs Hub will provide a one-stop shop to optimize and streamline the administrative processes that support global activities for faculty, staff and students. It will leverage the knowledge of all individuals involved in those activities to identify gaps in current policies, processes, and procedures in order to respond rapidly to needs and develop new ideas. The coordination of global activities will help improve the decision-making and implementation processes that advance Pitt’s global agenda. The following six programs will form the nexus of the **Global Affairs Hub**.

* **Global Operations Website and Toolkit** will provide best management practices, key guidelines, policies, planning tools, and templates in one central location. The toolkit will also provide mechanisms to help support compliance efforts and foster a culture of transparency and accountability. The website will be complemented by advisory committees, online and in-person training opportunities for faculty and staff, and a repository of global data, among other tools. The website will include user-friendly checklists, policies, travel advice, and resource links.

* **Global Vendor Network** will include a package of coordinated professional services, namely legal issues, payroll/benefits, accounting, taxes, and other risk-management or insurance needs. This network will support a range of activities, from faculty research to complex international labor and other business issues. Coordination of administrative processes will allow for calculated risk decision-making, agility, and lower costs.

* **Travel Management and Assistance** will provide multiple benefits to Pitt travelers. First, it will offer an end-to-end travel management system that integrates booking, expense reporting, and other components of international travel and activities. Second, it will provide travel assistance for users seeking peace of mind regarding safety, health, and security concerns when traveling abroad.

* **Global Operations Support (Global Concierge)** will continue to assist faculty and staff with navigating the international business processes and procedures at the University. The **Global Concierge** will expand services across the University, ensuring appropriate support for all units, including the health sciences and their particular needs. Services will include developing and providing training to University employees on best practices, analyzing existing policies and procedures, and making recommendations for improvement.

* **Partnerships Support System** will improve understanding of existing partnerships at Pitt, enhance internal processes, develop better administrative capacity, and advance decision-making based on calculated risk. A new international agreements development and delivery system will greatly reduce redundancy efforts between the units involved in developing, revising, and approving international agreements. Among other changes, the new system will streamline the process for handling international agreements and create an online platform that provides agility and transparency. It will also build an adequate infrastructure to support and track international partnerships, with continuous updating and sustained operational capacity.

* **Database of International Experts and Contacts** will provide much-needed systems for tracking expertise relevant to international activities and connections. The database will also locate, quantify and connect all of the units and resources that currently support Pitt's international engagement. We propose aligning this project with new and existing efforts underway across the University.



Pitt will stress risk management, not aversion, to promote entrepreneurship and global engagement

We **EMBRACE** the **WORLD** by

building a global and
broadly inclusive
institution

fostering cultural
awareness



convening bright
minds worldwide

pursuing real-world
impact



University of Pittsburgh