

Plan for Pitt 2025

Goal 5: Embrace the World

What should Pitt try to achieve in the next five years to advance this goal?

- More open discussion between left and right ideologies...
- Emphasize the importance of student organizations that are working to advocate for issues abroad.
- Implement outside the classroom programs that are cost-free and allow students to take part while not having to commit to a full 15 week course.
- Encourage discourse of global issues and how our impact can reach beyond our community and country; promote student and faculty connections with peers from around the world (whether through mentorship, study abroad, meeting/symposium attendance)
- Make sure to emphasize the important role independent nations play in the overall global society
- Disclose exactly who you're working with and for what purposes, and actively ditch partners who are making the world a worse place.
- Student activism is a very important trait of college campuses worldwide. However, care should be taken to ensure students learn the non-confrontational, peaceful, effective method to drive change in the world
- There are so many academic problems and diversity issues that I hate to see too much time spent on this while ignoring the basics on campus.
- Increase foreign language participation with students at Pitt, increase scholarships to international experiences, host more global events.
- Search for bright minds, an application process can only do so much for a candidate, but if you truly want to get the best minds at a campus you need to see what accolades they hold and would be able to give to Pitt.
- The global issue that matters most to me is biodiversity decline, especially in birds. I volunteer with BirdSafe Pittsburgh, a Carnegie Museum of Natural History conservation project that seeks to monitor and research birds hitting windows. This past fall migration I found over 2 dozen dead birds on Pitt's campus, mostly around Mervis Hall and the Peterson Events Center. These birds aren't common sights. They are white-throated sparrows and thrushes and many species of warblers (many of which migrate to and from South America.) I hope that moving forward, Pitt is mindful of this issue and designs future buildings with valuable bird species in mind because birds improve life in the world's local human communities and ecological communities.
- I think Pitt could tighten their partnerships with local groups in Pittsburgh that work cross-culturally, overseas, etc. Creating more ways for students to connect with these groups and get involved would help achieve this goal. It would teach students in a "real-world" way about global issues and how to tackle them.
- Ensure that resources for students are equipped with the capabilities to help those who feel more comfortable and confident in speaking their native language, especially within larger academic departments and student health services.

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- Actually teach things related to today's problems instead of the same curriculum from the early 2000s. The technology has changed but the teaching has not in Swanson. Again these goals are so vague.
- Increase faculty diversity.
- Draw global industries to Pittsburgh by offering them the same type of committed and educated work force as previously described.
- Increase study abroad opportunities and interest in students
- On campus stadium
- Build an on campus football stadium
- An on campus stadium for football that Pitt can show off to the world
- I'd like to see Pitt fund an Oriental Studies program like what one might find in Oxford University. We need to understand ourselves not merely with geographic breadth, but chronological depth. The oldest human civilizations that produced writing are not studied at Pitt. It's touched on here and there in a few departments, but we have no dedicated group of faculty. Studying humanity from this period is unifying because it is a history we all share. I'd say four new TT lines and office space for a department would be a good start. This could be joined with affiliated faculty in Classics, Religious Studies, HPS, History, Political Science, and others.
- This is contrary to the current trend of a more fragmented world. The Pitt Sichuan program (SCUPI) is a partnership that was developed in engineering to embrace students from another country. These students have been treated as equals to native students, which is to say processed as a number through the same overcrowded classes, etc. ALSO, when these students arrive, graduate, etc., what Pitt admins attend these events to welcome and congratulate these students? The students in this program will soon be lost to other institutions which provide a better educational experience.
- Increase the awareness of Study Abroad. As a student who graduated less than a decade ago, I ruled out studying abroad because I thought I couldn't afford it. As someone more educated on the topic at present time, I know that isn't necessarily the case, and it's a significant regret I carry, that I did not give it more (or earlier) consideration. Hearing the study abroad stories of those who did it, the impact it has on them is evident.
- Become active participants in global educational experiences. Become more active in global research efforts.
- Connect to world relationships and tensions between local national and global interests. Work to overcome global inequalities. Discuss technological differences. Climate control... etc.
- Having businesses in Pittsburgh engage in the process. Allow the students to see the impact they can have rather than being told the story. Encourage business to act as partners to teach young people how each firm impacts our world as a whole and how they can play the role. Express that there are many ways to interact and help improve the world through many different avenues. When you are directly involved, the lesson is so much more impactful.
- More cross-cultural classes, more supports for faculty who want to make their classes more cross-cultural, and more learning abroad opportunities. Perhaps more international visiting scholars, too, particularly from underrepresented countries / ethnicities.

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- Provide incentives to faculty and students to aspire to do more globally in teaching and research.
 - Pitt has made significant gains in expanding a world view for its students. I think we can and should do more. More students should have and pursue the opportunity to study in other places and with students from diverse cultures. Pitt may consider establishing academic partnerships in other parts of the world with universities of similar caliber or interests
 - Encourage alumni and students from foreign countries to share their perspectives. Collect and disseminate information about the experiences of students who studied abroad.
 - Allocate more funding to language programs and research. Provide more training for language teachers so that they can better teach individuals with disabilities. Establish more partnerships with international universities. Increase participation in study abroad through scholarship opportunities, diverse program options, and curriculum adjustments
 - Work to continue expanding relationships around the world. However, do not compromise on Pitt's other goals just to have a presence in another country. Encourage students and researchers to come to Pitt. Assure those coming to our University that Pitt is a partner.
 - Better communications about these programs. What are they? Where are they? What other countries are we partnering with? CMU does a good job at this and could be utilized for benchmarking and examples.
 - Figure out how to reach beyond Pittsburgh, or PA, or the US
 - open a campus in Nigeria - be a leader and not a follower
 - "tO eXpLoRe aNd aDdReSs gLoBaL iSsUeS" how about y'all address the fact that you spend too much of my money
 - Start at home and learn to engage with the communities here. Learn from other places about how they do that.
 - I think your aspiration a bit too broad. Start locally and apply those lessons globally. You need not travel past the long shadow of the Cathedral of Learning to find poverty, medical care needs, mental health needs and affordable energy and transportation needs.
 - On campus stadium
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- This doesn't feel like it requires much of a different approach than the goals about community engagement and multidisciplinary approaches and encouraging students to lead lives of impact. If anything, as a regional school, this probably requires students to be challenged to think bigger and more globally.
 - Pitt should try to increase the amount of classes that they offer that focus primarily on educating students on third world countries and cultures so each student has more of a global awareness.
 - Provide more study abroad scholarships and funding to the Global Studies Center
 - Encourage cross-disciplinary discussion and collaboration between those who already working on the global level and those whose work is locally centered.
 - Consider the A-B-C-D-E in research, education, policy development, partnerships, and global citizenship at Pitt.

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- Partner with more international universities, increase funding and scholarships available for study abroad endeavors, and work on more international projects. Maybe even implement a study abroad program like Northeastern implements with some first-year students.
- Community outreach about the importance of globalism in the era of Trump
- Continue admitting the best and brightest from around the globe.
- Continue with study abroad programs for students and continue to give international students opportunities to learn here in Pittsburgh.
- Hard to say because the needs of the world change daily
- I hope that by becoming more affordable and more well known the University will find more opportunities for global partnerships and collaborations.
- Actively try to recruit more international students.
- open a Pitt campus overseas
- Monitor technology and e-waste. The consumption rate of electronics in the United States creates unmanageable amounts of unrecyclable, hard-to-recycle, and toxic materials which become landfill and pollutants in other nations. This cycle is somewhat in conflict with (any) school's desire to present itself as current and provide its students and employees with the tools to succeed, so setting goals for an acceptable amount of tech churn and a responsible disposition plan would have a positive impact on the wellbeing of the world at large.
- Work more on sustainable majors and do more to promote recycling in an area that historically doesn't value it
- Basically what was described above, regarding engaging in research, policy, partnerships, etc. I think opening the Global Hub was a great idea and love the way students can interact with the center.
- Maybe participate in more community service projects and help get donations or anything to the people in need and the people of God's green earth and the animals and their habitats
- I think this is a great goal, but I don't think I have the answers, so, I'll defer to the input from others. This does strike me as a crucial time to counter the trends towards nationalism and xenophobia that seem to have become more visible in the US and around the world. Maybe it would be useful to poll the international students/staff/faculty at Pitt and ask how they feel about their reception at our university. I would hope that they would say that they are treated well, but if they feel there is room for improvement, that is definitely something we should hear about.
- High-visibility speaker chosen by a team of SoM and A & S
- Pitt needs to take the lead in Oakland as well as the City to create this atmosphere.
- Lower tuition so more international students, not just wealthy ones, can attend Pitt and contribute their knowledge to our community
- Promote opportunities for faculty and staff to learn a foreign language and culture.
- Expansion
- Ensure global representation of said international partnerships. Not just representation but the policy and issues should also be driven by those of cultural/global diversity.
- I'm not sure about this one. I think we need to focus on our own campus and its development before we start more affiliated universities and other efforts abroad.

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- Pitt should try to accept competent students from diverse countries.
- Global issues are very important, but we also need to recognize that the community around us has many issues we might need to focus on -- so that we can show the world what can be done...
- Develop mechanisms and leverage technology to enable faculty and students to partner with colleagues and business around the globe.
- Speaker series
- Create stronger ties to nonprofits and corporate partners. Dedicate staff time and pay to bulk up staffing in these areas.
- Expand global research and partnerships, grow alumni connections, seek out new opportunities abroad and bring global companies to Pittsburgh and the university as partners in research
- Develop additional funding to support global participation. Increase Exchange programs and Scholarships within selected departments to fund travel, living and educational expenses in other countries while being a student at the University.
- I think we already achieve this, we just need to keep on that track.
- Partner with local tech companies, other universities.
- Remain committed to free speech and the open flow of ideas
- Partner with immigrant communities in the area and refugee groups.
- Combine with CMU and UPMC to implement a Global Forum - a program located in Oakland that produces an annual list of topics in frequent forums led by global leaders. Could be an Open Forum broadcast live for any and all to observe, but with a physical home at Pitt.
- Embrace the world but don't leave the local citizens behind. Make sure they are included.
- Continue to deliver opportunities to immigrants and don't bend to absurd demands from xenophobes in Washington.
- I believe that embracing the world is a vital part of promoting diversity and inclusion. It maybe a good idea for UPitt to host an event for "taste of the world" and have local restaurants and even outside of the Pittsburgh restaurants come to UPitt campus to be vendors. You can charge tickets for students and vendors to support the event. It should be something that is educational with music, food and dance from all areas of the world. Everyone loves a good celebration with food and music.
- I think Pitt needs to articulate better what is considered "strengthening communities" versus "embracing the world" since their appears to be a significant amount of overlap in how these goals and the initiatives that stem from this are talked about.
- After you pay your employees what they deserve and promote it, Pitt should reach out to universities in other countries and start sister-campus programs. Allow for more student exchanges. More study abroad programs.
- I would like to see Pitt strengthen its partnership with Haiti, particularly Haitian students who are bright and capable and creating a pathway these students to study at Pitt.
- Pitt should try to get higher enrollment in languages and regionally-focused courses and extracurricular organizations. There are so many different focuses within so many different cultures that can be useful to any student, no matter their focus of study.
- Involve the global community stakeholders

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- Hire and promote the most qualified regardless of where this individual is from. The University needs to stop focusing on making choices because they need to check off boxes.
- I have a love of languages so would love to see more groups that work outside the campus for staff and families (their children for example) to connect over languages. Even a paid tutor or group to meet. Volunteering opportunities that provide credit or work study to students
- Similar to other issues, taking viewpoints of others in our worldly surroundings, just to efficiently and effectively creating environments that do the most good.
- Perhaps help with the governments goals of legal immigration and help our government to uphold the standing immigration laws that protect us. I'm not quite sure logistically how you do that but they can use all the help they can get!
- Continue to embrace the world with all our programs.
- Support faculty in international collaborations through funded travel and internal grant opportunities. Provide more space for University-wide lecture series that invite scholars from across the world.
- Climate change is the greatest threat to the global population and will impact poor and under served communities around the world first and we have the opportunity to lead by example. Focus on creating a sustainable university, getting university money out of the hands of regressive entities which aim to block climate legislation, and building relationships with climate action organizations across the globe. Collaborate with other universities on climate change research, investing in clean campus energy and recycling initiatives, and turn higher ed into the field of not just climate research, but climate action.
- As previously mentioned, I would like to see a full offering of Cultural Competencies courses such that people who initiated this certificate are able to complete it. The required courses were not offered, so many people like me started this program and were unable to complete it. As such, I feel this failure sends a message that global citizenship is not a priority for the university - which goes against everything Pitt has communicated in the past few years.
- Create alliances with international universities, and leverage UPMC's global reach to create opportunities for faculty to do scholar-in-residence programs abroad.
- To increase our overall global citizenship, we need to get more comfortable with leaving our geographic campus. International and domestic travel for students should be encouraged and made more financially feasible. International academic and administrative partnerships should be prioritized. Books and journals cannot compare with the experience of interacting with someone from a country/culture other than your own.
- No. There are far too many students here that are not getting a quality education. We need to enroll more local students and less international students.
- Partner strategically with universities outside of the U.S. where our strengths and expertise combined with those of our global partners will produce immediate impact. For example, instead of measuring global warming, work with global partners on solutions to poverty and dependence on fossil fuels rather than after the fact solutions. Work globally to identify and capitalize on leadership initiatives rather than responding to calls and solicitations.
- Again global partnerships with industry , medical and educational.
- Provide distance education classes via certificates out into the global community.

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- Assist with projects in rural areas for design and new devices powered by wind and solar for basic construction. I saw once a 3D printer being used to create 3 room housing using cement. it was amazing. so why not assist in building to deploy around the world considering raw materials available as well as manual labor resources.
- Climate change is obvious. We also should explore more deeply effects of changing demographics in PRC, Africa, etc. and likely impacts on economies, migration, etc. so we can get ahead of coming problems.
- It should promote and fund international research and study opportunities of faculty and students.
- Embrace the various languages and culture.. Maybe provide a country or culture that is celebrated every month in plethora of ways. For instance, maybe there is an e newsletter that goes out on the focal country/culture that would include some fun facts as well as having an event each month and food. Maybe there is an app that is available to teach a language. Fun facts go a long way and may brighten the day of employees who feel entrapped in the daily routine of work and would welcome something that takes their mind off of "business as usual" for a few minutes.
- Encourage and promote collaborative work with universities from across the world. Exchange programs for faculty and staff.
- Incorporate Study Abroad more seamlessly into actual curricula, instead of making it a fun thing for people with easy class schedules. Better offerings for remote study may also facilitate this goal.
- More resources and expertise for international work
- Make study abroad more widely available. I had a sibling that was required by her University to go serve at a clinic in the Dominican Republic for 3 weeks. It really changed her perspective.
- Less focus on the history of western countries and more on areas where the US is currently engaged, such as Venezuela, Iran, China.
- Digital innovation and multi-disciplinary approaches
- Sponsor major academic events in Pittsburgh within Pitt's campus and under Pitt's faculty coordination. This will attract academicians and scientists from all over the world.
- Enlarging CME educational opportunities to employed physician far from Pittsburgh. Both increasing numbers of educational programs and quality.
- Place greater focus on direct mentoring from Alumni to each student and enhance career placement support resources to secure immediate employment or graduate placement for 100% of graduating students within 4 months of commencement.
- We can continue to recruit students, faculty, staff, researchers, etc. from all aspects of life to continue our goal to reach out to the world. We can offer our classes to people who could not realistically be on campus at Pitt. We can continue to offer our innovations in medicine and technology to others outside our immediate communities.
- Pitt should recruit more international students.
- "Pitt global" and similar programming needs to be coordinated to include faculty, staff, alumni, and university leadership as well as the Oakland campus community.
- Attract best and brightest students. Increase endowment.

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- From the standpoint of global issues, the topics of climate change and population seem to be close to the top. Prioritizing what we feel is most important, assessing our strengths and weaknesses, and developing a coordinated plan may be the best way to advance this goal
- Keep supporting undergrad and grad opportunities to collaborate with, and travel to, other parts of the world. Support faculty in building these relationships. Change local policies so the larger community of Western PA is welcoming to global visitors and collaborators.
- IISE and the Latinx cluster hire are two exciting initiatives. Given Pitt's history, it may be appropriate to think about dedicated resources for international students, including students from the African diaspora. Too often, people equate international with East Asian.
- Increase number of majors that require a semester/learning experience abroad.
- Think about equity not fairness.
- Establish more foreign language classes (diverse languages); mandate each faculty to present in their class at least 20% "world-wide" events/science/art/literature/videos/culture.
- Students have a better understanding of the world outside US.
- This goal is rather verbose. Duplicative and yet seemingly contradictory relative to the earlier community aim. Not sure what the above means. A plug for the language department?
- Continue doing what has been started toward this goal.
- Require students to take one year of a language and make ASL and English two of the options.
- By possibly opening satellite campuses in different parts of the world. For instance, this could include China, Dubai, or Ireland.
- Fund more student research and service experiences in global health.
- Allow for opportunities to add other universities and programs to research projects across all disciplines
- This is to be done in light of the current government policies? For foreign students tuition is very high. In terms of attracting grad students in technical areas, they can go to CMU, which, has a much higher ranking, for only 10-20% more in tuition. It is worth it. At UHouston, there is a special program where international student get in-state tuition which is around 10k. And the area has a booming job market so student immediately get hired. Do the Pitt schools have any plan to address this? Nothing meaningful that I have heard? Need someone who has a vision. Minking Chyu developed the SCUPI program from the ground up - talk to him.
- This is vital to the way the economy will work in the future. Technology makes it feasible to work across borders and oceans. If Foundational Strength is the key, Embrace the World is tied for first place in my opinion.
- Considering the government's current stance on "embracing the world," this will be a difficult goal to reach. Other than teaching and encouraging our students to work together towards common goals and to accept and learn from each other, I have no idea. Research is still our biggest resource for encouraging embracing others. We need to be more transparent about our international relationships, more willing as a University to allow faculty to work with international partners (while following the rules -- which are not new, but have just not been enforced until recently), and need to publish more with international collaborators.
- We should develop greater partnerships outside this Campus not only faculty and staff, but student lead partnerships as well.

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- More funding for public health research
- Partner with local communities and other universities in the community such as CMU.
- Embracing the world pervades all other goals and activities at a world-class university such as Pitt. In addition to my suggestions for the preceding goals, I would propose widening opportunities for advanced study of world languages by lowering scheduling and credit cap barriers for students in professional school programs to study a language for multiple years, thus enabling them to gain a high level of proficiency that will set them apart in their career search.
- I think internships in the field of the student's interest would be a good idea to implement in the student's junior or senior year.
- Make studying abroad mandatory!
- Ensure undergraduates in all schools are provided a view of a path toward joining this goal
- Return stadium to campus. That would bring the world to campus to share in the love of Pitt football. Or at least the shared hatred of Notre Dame football when they visit.
- Top continue its robust Study Abroad Program and its many other programs that introduce American Pitt students to cultures from other lands and regions.
- Do you have official "Sister Universities" throughout the world in which students can learn for an entire semester? How about broadcasting various talks, symposiums, conventions, speaker tours to a global network of universities. Likewise, Pitt could receive signals from other campuses - stretch those speaker's fees.
- Admit more black women
- In my life of 57 years I have seen the focus growing more rapidly to advance this goal in a manner that has increased attendance of foreign students to the detriment of those families that just one generation ago were immigrants themselves. We cannot forget that the city of Pittsburgh and its surrounding communities represent a global melting pot of immigrants that "built" this city and its "institutions". For any one of those community members to not have access to achieve a higher education at the University of Pittsburgh is unforgiveable. Until we are confident that we have been successful in embracing that "world" we shant look any further.
- Divest from fossil fuels, let graduate students unionize
- If Pitt is really serious about fostering students who are ready to be world citizens, we should strengthen our language requirement (how about a 2 year minimum with no credit given for high school seat time?) and find ways to incentivize lengthy study abroad experiences. We should integrate our language programs with study abroad programs to allow students to participate more easily without worrying about how to complete graduation requirements.
- A focus on disability policy and research will be helpful
- This goal says you want to embrace the "study of language and culture." Great. Support your language programs.
- Pitt has not backed off this goal even though the political climate has made embracing the world more difficult. As with research, we should identify our own strengths and nurture those partnerships and relationships and not try to be all things to all countries.

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- Bring the World to Pittsburgh. Send 1 student to see the world and you advance the interaction by 1. Bring 1 student from the world to Pittsburgh and you advance the interaction by 100. Where have all the foreign fellowships and exchange programs gone?
- Drive an agenda like MacArthur Foundation... Committed to building a more just, verdant, and peaceful world. Shape the message to the strengths and beliefs of the PITT brand and community. Leverage engagement in all abroad programs. For example, provide opportunities and tools for faculty to engage with local high schools or colleges in host countries coordinated by admissions or international program centers. Provide comprehensive incentives for faculty and staff to be part of boards, organizations, committees or projects that enhance the global presence and impact of Pitt's resources and energy for the common good. Build a "Kickstarter" platform for ideas within Pitt community for social entrepreneurship solutions for communities abroad that could be funded in part by the University and other partners like the Skoll Foundation.
- Engage in research that has a global impact, not just on a national level.
- Again, incentives for faculty and scholarships for students are needed for this (see more details before).
- Provide more financial assistance to students for study abroad opportunities. Further, provide students with the knowledge of studying abroad. Many students may not think that it is achievable or can fit into their schedule. Perhaps requiring a conversation as a part of the advising process about study abroad or courses that introduce students to other cultures would assist.
- Invest in local schools and in local resources that impact low-income families, so more students can actually achieve the "Pittsburgh Promise".
- Make it easy for Pitt researchers to collaborate with those outside the university (and vice versa). Make Pitt an attractive partner that people want to work with.
- Seeking out ways in which intercultural learning and training can be pursued with students, faculty AND staff. How can we be a global university, if our internal university community does not reflect this? How do we train and engage staff and faculty to be more globally-minded?
- It would be great if Pitt could have more satellite campuses outside the US to make it easier for students to study abroad. A truly well-rounded education goes outside the classroom.
- Don't just be a place for convening but extend the front door to Pitt throughout the world via international campuses. We can also engage bright minds who are dealing with global issues where they are.
- There is enormous red tape involved in bringing visitors to work on campus for short durations. This is true even for US-based individuals or US citizens. Any effort to reduce those barriers would help. Modest funds to support students or faculty to spend time in peer institutions would help. Especially if the institutions are not in rich countries, a small amount of money goes a long way.
- I like the idea of first-year programs around global issues and awareness for students from one of the planning sessions. Our students may not have been exposed in their high school to people from other countries, cultures. By having a mandatory set of experiences, we can guide them to that awareness/sensitivity.
- Continue the growth of global programs and initiatives

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- Achievement through the format of engagement globally. Enhancement of travel opportunities globally departmentally wide for Faculty, Staff, & Students-beyond the scope- to provide educational opportunities, so we can cultivate excellence through a successful landscape for the foundation of PITT.
- Fund scholarships for the study abroad programs.
- Amazing opportunities to study abroad
- Continue researching, explore new course offerings or programs for both students and faculty and staff that are more world-based and are on current and/or important issues
- We should allocate a budget for global programming, so that every year we can host an array of documentary screenings, speakers, events, conferences, etc. that will encourage all members of our community to be more aware of global issues and to pursue opportunities to engage in study abroad, service-learning, volunteering, etc. abroad. Having a budget is crucial, so that there are guaranteed resources available for such programs and planning can occur far enough in advance to see these events realized.
- Improved infrastructure for global business
- Students, staff and faculty at Pitt should have a sense of the global challenges and seek to solve problems while working with others internationally. I point back to the UN SDGs for this goal. Help the Pitt community to see the similarities between our local challenges and global challenges.
- Streamline Study Abroad. Virtual Pen-Pals - facilitate individual peer contact with global partners (other higher education institutions across the world) - help establish digital contact between individual students
- Diversify the food offered--host or highlight chefs from around the world.
- Teach them what it means to be an American. What it means to vote. What it means to be a Conservative. What it means to be a Liberal. They don't have any basic information and make uninformed decisions based on who is popular (or not popular) on social media. Provide the platforms for students to learn freely and decide for themselves.
- Pitt should offer more support for exchange programs and allow for students to more easily fit the programs into their schedules. They should promote global outreach through groups similar to Engineers without Borders and Exchange Programs.
- I think "Embrace the world" is too macro focused. Change starts at the micro-level with igniting students to be passionate about their studies and making an impact on the world. Focus on what type of people we want our pitt students to be when they graduate, and then look at the environment they will be in when they graduate. Hopefully, the critical thinking skills and moral compass built at pitt will allow these students to inspire the global community and work towards change—for good.
- Partner with other universities to expand curricula to include multiple universities. Perhaps we should offer distance learning courses from universities that do things better. technology provides us a bridge to this - let's leverage it without leaving home.
- Just learning about global perspectives is great, but immersion is even better. We have a good study abroad office, but the cost can be prohibitive. If there were a way for students to work

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towards a study abroad program or more easily fit the costs into their tuition, it might encourage more global scholarship.

- Hire permanent staff who are experts on sorting out legal issues for visas. You're gonna need them in the Trumpian future.
- Expose Pitt students to the Pittsburgh community (outside of Oakland), as well as abroad (global linkages keep increasing). Here they can work on real world projects that supplement classroom work. More outside the four walls of a classroom seem important. Focus on the big ideas and networks that outside the classroom, which online universities may one day be able to replicate.
- If Pitt developed the polio vaccine, it's because many researchers worked together on a big project. So, concentrate projects and put great focus into the fewer number of these projects. Pet projects should be a 10% of time (like early Google), but global and regional needs can be an area in which Pitt can continue to make a name for itself.
- Not sure how things change b/c of Coronavirus re China, but bolster presence in big hubs: India, UK, Singapore. More partnerships in these areas, sharing of research, reciprocal student study programs, etc.
- Create an environment where Chinese or Korean nationals can mingle with kids from North Allegheny instead of the silos, which are natural, and compartmentalize kids. Promote that engagement by having students from different worlds engaging with each other in both collaborative (research, etc.) and fun (ex-academic) settings. Promoting more study abroad and not just to western europe.
- We have touched on this in previous answers, but providing employment in the city via the university, it's country-partner affiliates or other means would boost the reputation in a meaningful way. When the local economy is aided, many biases people have dissipate.
- Internal culture: boards. University boards have too many people and bureaucracy is high. Decision-making that needs to be done by the center, should only be done there in a clear path and decision-making that can be delegated to small power centers should be with communication often and clear between departments. The best corporate boards have a limit on numbers of board members or decision-makers. 4 is too few, 40 is way too many.