



Embracing the World:

A Global Plan *for* **Pitt** 2025



Introduction

This strategic plan for Pitt’s international teaching, research, service, economic development and community engagement builds on the accomplishments of the inaugural [Embracing the World: A Global Plan for Pitt \(2016-2020\)](#). As plans for the broader Plan for Pitt 2025 began in Spring 2020 and underwent significant revision in Spring 2021, it was imperative to also reinforce the global aspiration, goals and objectives set in 2016 and align with the University’s broader strategic planning. In contrast to the first iteration of the Plan for Pitt, in which the “Embrace the World” pillar was one of the principal mechanisms by which the University’s global agenda could be realized, the new plan interweaves international and global objectives throughout. The Board of Trustees approved the updated [Plan for Pitt](#) in Summer 2021. It frames University objectives in three main pillars: People, Programs, and Purpose. The table on page 16 illustrates the Global Plan alignment with the Plan for Pitt.

The University Center for International Studies (UCIS) remains the nerve center of Pitt’s global endeavors¹; however, the comprehensive internationalization of academics, research, community engagement and operations requires the strategic commitment of every school, unit and campus. As a University community, we understand that this is a collective effort and that “internationalization is not a monolithic concept, but a diverse collection of actions, strategies, and approaches based on local, regional, national, and transnational contexts”². This plan offers a pathway to spark innovation, acknowledge ongoing inequalities across international populations and chart the next phase of global education and engagement at Pitt.

¹ We use “global” somewhat loosely here to indicate that the University’s international interests span much of the globe. As a term, global has more specific connotations as well about scale/approach/methodology, some of which have been elucidated here: <https://teaching.pitt.edu/wp-content/uploads/2019/06/DIFD-2019-GlobalStudies-InternationalTransnationalMultinationalGlobal-May2019.pdf>

² *IIE Networker Magazine*, Spring 2021

Goal

The University of Pittsburgh is committed to fostering in students, faculty, and staff a global mindset: a critical analysis of, and an engagement with, interdependent global systems and legacies and their implications for people's lives and the earth's sustainability³. Doing so encourages individuals to evaluate—in a non-hierarchical manner—their own knowledge and experiences through those of others and determine the value of applying diverse viewpoints when completing tasks, addressing challenges, or communicating intentions. The Pitt community should 1) become informed, open-minded, responsible, and attentive to diversity across the spectrum of differences; 2) seek to understand how one's actions affect both local and global communities; and 3) address the world's most pressing and enduring issues collaboratively and equitably. As such, we aspire to convene the brightest and most creative minds both inside and outside of the University to address global challenges and promote a life of dignity, respect and opportunity for all with partners worldwide. By engaging in research, policy debates, partnerships, and the study of language and culture, we also open the door to critical global learning and engagement (via community-university collaborations and partnerships) for students, faculty, and staff. Based on broad feedback, this global plan proposes objectives which all schools, units and campuses of the University should advance as part of their broader strategic priorities.

³ For more information see the UCIS Global Learning and Engagement Rubric https://www.ucis.pitt.edu/main/sites/default/files/downloadable/global_learning_assessment/UCIS_Global_Learning_Engagement_Rubric_2018.pdf

Objectives

World events of 2020 and 2021 were not only a reminder of our increasingly interconnected world, but also of the lived inequities experienced by systemically marginalized and oppressed populations around the globe. As an institution of higher learning, we are called to pursue equity and justice as concepts not unique to the United States, but as constructs with worldwide relevance and consequence. Pitt's commitment to equity, diversity and inclusion compels our faculty, students, staff, alumni and partners to advance the objectives below so that we may reach our goal of fostering a community with a global mindset. We aim to create a campus culture where every one of us can function effectively and humanely across cultures, think and act appropriately, and communicate and work with people from different cultural backgrounds⁴.

OBJECTIVE I—Taking Pitt to the World and Bringing the World to Pitt

Integrate our teaching and research functions domestically and internationally to strengthen communities at and outside Pitt, anchoring our global engagement in the University's core values, which are founded on principles of social justice, collaboration, diversity and inclusivity, equity, and sustainability

OBJECTIVE II—Preparing and Supporting Global-Minded Students, Faculty, and Staff

Support student, faculty and staff development of a global mindset that embraces cultural diversity and connects the local and the global in ways that are innovative and inclusive

OBJECTIVE III—Ensuring Global Impact

Convene global communities of researchers, practitioners, teachers, alumni and leaders to advance our frontiers of knowledge, research real-world problems that affect us all, foster a campus environment of global awareness and engagement and develop a fundraising strategy to support these efforts

OBJECTIVE IV—Supporting Global Operations

Enhance and streamline our infrastructure and operations to expand our engagement throughout the world with respect to national and global risk, health, safety, security, sustainability

⁴ Adapted from Leung, K., Ang, S. and Tan, M.L. (2014), 'Intercultural Competence', *Annual Review of Organizational Psychology and Organizational Behaviour*, 1:4889-519.



OBJECTIVE I

- 1. Diversify undergraduate and graduate students’ global professional networks, communities, and skill sets for career success

Strategic Actions

- a. Expand upon international partnerships to establish “virtual hubs” for multi-dimensional experiential learning opportunities
- b. Increase and expand international alumni networks, and expand a network of scholar-in-residence programs
- c. Partner with businesses with global interests and networks to place students in experiential global learning opportunities
- d. Amplify international student recruitment strategies across all campuses

- 2. Establish Pitt Global presence in other countries by leveraging existing and new community-university collaborations or institutional partnerships to offer unique global experiences for students

Strategic Actions

- a. Offer international and domestic students the opportunity to enhance their Pitt experience in thematic experiences abroad
- b. Develop personalized, in-country support and mentorship programs for students learning around the world

OBJECTIVE I (cont.)

- 3. Position Global Partnerships Incubator as a university-wide resource to help start up international partnerships and expand existing ones

Strategic Actions

- a. Connect faculty, students, staff, and current and potential partners to collectively identify best practices and areas of opportunity
- b. Create processes and systems to provide needed support to faculty and others
- c. Vet inquiries from potential international partners and connect faculty members with viable opportunities while serving as a facilitator to streamline Pitt’s international collaborations
- d. Work with Philanthropy and Alumni Engagement to identify funding and development opportunities in support of international partnerships and partners
- e. Develop criteria to establish a university-wide, integrated strategic approach to Pitt’s partnerships around the world

- 4. Fuel local-global economic development throughout our region

Strategic Actions

- a. Develop and grow international and global trade networks with local businesses
- b. Strengthen the global awareness and ethical engagement of PA workforce to advance appreciation of the world and improve market competitiveness of our region. Provide tools, resources, and training to assist local professionals incorporate international perspectives across their institutions

- 5. Create welcoming spaces for intellectual collaboration with immigrant, ethnic and refugee communities

Strategic Actions

- a. Strengthen the Scholars at Risk program to welcome members of threatened international communities who can enhance Pitt’s educational mission through instruction and co-curricular programming

METRICS	
<ul style="list-style-type: none">• % international student enrollment (undergrad; grad)• # of experiential global learning experiences• # businesses partnering on experiential global learning experiences• # students enrolled in Pitt on Location	<ul style="list-style-type: none">• # of events for international alumni engagement and fundraising• # of programs for international alumni• \$ raised from international donors• # of contracts or service agreements with immigrant- or ethnic-owned PA businesses• # of professional development programs for PA professionals

PREPARING AND SUPPORTING GLOBAL-MINDED STUDENTS, FACULTY, AND STAFF

Support student, faculty and staff development of a global mindset that embraces cultural diversity and connects the local and the global in ways that are innovative and inclusive

OBJECTIVE II

1. Develop undergraduate and graduate students' global mindset and intercultural competency inside and outside the classroom

Strategic Actions

- a. Ensure that students gain intercultural competency as they progress through their degree programs
- b. Expand and enhance the role and programmatic offerings led by Pitt's Global Experiences Office to move beyond the traditional mobility model to one that features a flexible and hybrid approach to enhanced experiential learning offerings
- c. Integrate technology to develop multi-media courses based on the unique expertise, international research experience, and global networks of Pitt faculty
- d. Review undergraduate General Education Requirements (GER) across all schools, seeking—where appropriate—to include high-impact practices with an international focus (e.g. first-year seminar, living learning community, service learning, research, internship, capstone project)
- e. Make global experiences a distinctive feature to add value to specific majors and degrees
- f. Increase intercultural and global competence learning opportunities (e.g., training sessions, real-world simulations, immersive experiences)

OBJECTIVE II (cont.)

2. Expand and incentivize global dimensions of hiring, intercultural professional development and mentoring for faculty and staff, including those in leadership roles

Strategic Actions

- a. Incentivize the recruitment and retention of diverse colleagues from outside of the United States
- b. Strengthen talent development to incorporate intercultural competency, adaptability and continuous learning, team building, interpersonal skills and empathy, leadership and management
- c. Support flexible work arrangements for faculty and staff with remote work locations worldwide
- d. Enhance existing global professional development and mentorship opportunities for faculty and staff

METRICS	
<ul style="list-style-type: none"> • % student enrollment (undergrad; grad) in global experiences • #/% of classes/opportunities that involve: intercultural/global competency, engagement with diverse perspectives • # undergrads completing global competence assessment • % faculty engagement in global experiences and/or programs • % faculty nominated for/winning awards and distinction for scholarly achievements 	<ul style="list-style-type: none"> • % of improvements in undergrads' global competence upon graduation • \$ scholarships for global experiences and experiential learning programs • # academic credentials conferred with international or global certificate, distribution, major, minor • Survey results – quality of intercultural competence training for faculty and staff • %/# of faculty and staff participating in global professional development opportunities



OBJECTIVE III

- 1. Expand global, interdisciplinary, and cross-sectoral teaching and learning opportunities

Strategic Actions

- a. Remove administrative and structural barriers to interdisciplinary approaches to teaching and learning
- b. Integrate cross-sectoral knowledge and experiences into the curriculum (introduce students to knowledge bodies in industry, policy, etc.)
- c. Integrate local-global experiences or high-impact practices into the curriculum (e.g., first-year seminar, living learning communities, service learning, research, internships, capstone projects)

- 2. Create and implement a strategic development plan for alumni engagement and fundraising in support of major global learning, research, and partnership projects

Strategic Actions

- a. Develop a focused fundraising plan and goal for Pitt-sponsored global experiences
- b. Secure both current use and endowment funding to support new and existing international partnerships, and that increase the opportunities for and realization of large, multi-faculty research initiatives that can attract significant external funding

OBJECTIVE III (cont.)

- 3. Support theoretical and practical knowledge exchange, community-engaged scholarship and translational research in collaboration with international partners

Strategic Actions

- a. Incentivize international research collaborations that advance new formulations and cross-disciplinary and/or community-based research agendas
- b. Host researchers from abroad as visiting faculty with the goal of facilitating international collaboration
- c. Support student research through Pitt Global Fellowships, offering opportunities to both graduate and undergraduate students to participate in international research collaborations. In coordination with the Pitt Global Professorships program, stimulate cross-disciplinary and/or community-based research collaboration, expand and sustain international partnerships, and build strong networks among participants
- d. Adopt the United Nations Sustainable Development Goals as a potential framework for several of Pitt’s initiatives for global engagement

METRICS	
<ul style="list-style-type: none">• # and types of international research collaborations across disciplines• \$, including sponsored, philanthropic, and internal, to support new or ongoing international research collaborations• \$ to support faculty in the development and expansion of global experiences/learning opportunities for students	<ul style="list-style-type: none">• # international visiting scholars pursuing mentored research and scholarship with Pitt faculty• # publications co-authored by Pitt faculty/students/ staff and international collaborators



OBJECTIVE IV

- 1. Build foundational strength to support multi-lateral, long-term international research projects

Strategic Actions

- a. Take specific, incremental steps toward the realization of major projects (see next section for one such example)
- b. Provide administrative and operational support structures to assist researchers navigate the legal, logistical, financial dimensions of multi-lateral projects and partnerships with global researchers, institutions, and other entities

- 2. Advance Pitt’s global risk, health, safety, and security framework

Strategic Actions

- a. Complement Pitt’s existing emergency services, risk management, and human resources offices with experts and support staff specializing in global risk, health, safety and security
- b. Develop policies, procedures, plans and metrics for assessing international crisis management and emergency planning involving faculty, students, and staff programs abroad

OBJECTIVE IV (cont.)

- 3. Invest in digital infrastructure to advance insight into global engagement across the institution

Strategic Actions

- a. Develop consistent meta-data and governance for describing the University’s international dimensions to improve collaboration between systems
- b. Continue to build data summarization platforms that easily and rapidly depict the range and depth of international activity while transparently explaining the contributing sources
- c. Enhance faculty and staff information systems to include expertise relevant to international activities and connections
- d. Develop and implement a comprehensive system that houses and reports upon global partnership engagement data points

- 4. Develop a Global Partnership Operational Strategy and Associated Global Partnership Inventory Tracking Tool to serve as a university-wide strategy and tool to align resources in the areas of human capital, financial capital, alumni engagement, endowment opportunities, and more partnerships to achieve tangible and long-lasting results

Strategic Actions

- a. Assess all international inter-institutional agreements and relationships
- b. Create processes, systems, and reports to provide needed support to schools, departments, centers, and faculty
- c. Develop systems to house partnership inventory/assessment data points
- d. Develop key partnerships to elevate and expand Pitt’s global reach

METRICS	
<ul style="list-style-type: none">• # of partners inventoried under Global Partnership Inventory Tracking Tool• # faculty and staff assisted by Global Operations Support• Usage analytics of global data tracking tools (partnerships website, Global Operations website, Global Analytics & Insight dashboard, Pitt Performance dashboard, etc.)	

Major Initiatives

\$10M Initiatives*

University Wide Student Global Experiences Providing all students the opportunity to have a global experience, no matter their financial status is a historic initiative to educate a new generation of global citizens. The University is currently raising funding toward a \$10M goal that will make this happen; however, a gift of \$10M provides immediate transformational impact for the University and its students.



The University Center for International Studies Providing the Vice Provost for Global Affairs with a replenishing entrepreneurial fund to advance the international objectives of the University will provide immediate impact. Priorities for students, faculty and programmatic needs across campus can be addressed in sustained and innovative ways, transforming the University and preparing our students for lives as global citizens.

\$10M+ Initiatives*

On campus Global HQ The Pitt Global Headquarters will be a large, multi-dimensional, space on the Pittsburgh campus accommodating a broad range of research, teaching, and community outreach designed in a global vision for the University of Pittsburgh. The Global Headquarters will provide both intellectual and dynamic social environments to seed, stimulate, and incubate creative thinking and goal-oriented global projects.

An International Scholars at Risk Fund The creation of a permanent endowment at the University of Pittsburgh to host large groups of scholars at risk on an ongoing basis is needed. Every year, faculty around the world face life-threatening circumstances when political upheaval sweeps through their country. These scholars often seek employment opportunities at institutions of higher education in the United States. This fund would support the salary, housing and immigration needs of scholars at risk seeking temporary refuge at Pitt into the future.

**Naming opportunities are available for funding these major initiatives*



Alignment with Plan for Pitt

The following table demonstrates the relevant points of alignment between the strategic actions of the Global Plan 2025 with the Plan for Pitt.

Plan for Pitt Areas of Focus and Actions	Global Plan Objectives			
	I. Taking Pitt to the World and Bringing the World to Pitt	II. Preparing and Supporting Global-Minded Students, Faculty, and Staff	III. Ensuring Global Impact	IV. Supporting Global Operations
People				
Create an inclusive and equitable campus environment—one that welcomes, values and embraces the diverse perspectives of every member of our community.	<ul style="list-style-type: none"> Amplify international student recruitment strategies across all campuses (I.1.e) 	<ul style="list-style-type: none"> Incentivize the recruitment and retention of diverse colleagues from outside of the United States (II.2.a) 		
Enrich the student experience with transformative opportunities to learn, grow and thrive.	<ul style="list-style-type: none"> Partner with businesses with global interests and networks to place students in experiential global learning opportunities (I.1.d) Offer international and domestic undergraduates the opportunity to enhance their Pitt experience in thematic experiences abroad (I.2.a) Develop “Pitt Corps” to structure experiential learning. Expand upon international partnerships to establish “virtual hubs” for multi-dimensional online learning opportunities (I.1.a) 		<ul style="list-style-type: none"> Develop a focused fundraising plan and goal for Pitt-sponsored global experiences (III.2.a) 	

Alignment with Plan for Pitt

Plan for Pitt Areas of Focus and Actions	Global Plan Objectives			
	I. Taking Pitt to the World and Bringing the World to Pitt	II. Preparing and Supporting Global-Minded Students, Faculty, and Staff	III. Ensuring Global Impact	IV. Supporting Global Operations
People				
Enhance the employee experience through robust talent development as well as transformative opportunities to collaborate, engage and advance.	<ul style="list-style-type: none"> Create processes and systems to provide needed support to faculty and others (I.3.b) 	<ul style="list-style-type: none"> Strengthen talent development to incorporate intercultural competency, adaptability and continuous learning, team building, interpersonal skills and empathy, leadership, and management (II.2.b) Enhance existing global professional development and mentorship opportunities for faculty and staff (II.2.d) Support flexible work arrangements for faculty and staff with remote work locations worldwide (II.2.c) 		

Alignment with Plan for Pitt

Plan for Pitt Areas of Focus and Actions	Global Plan Objectives			
	I. Taking Pitt to the World and Bringing the World to Pitt	II. Preparing and Supporting Global-Minded Students, Faculty, and Staff	III. Ensuring Global Impact	IV. Supporting Global Operations
People				
Update our physical and operational environment to encourage risk-taking, exploration and collaboration.				<ul style="list-style-type: none"> Take specific, incremental steps toward the realization of major projects (IV.1.a) Complement Pitt's existing emergency services, risk management, and human resources offices with experts and support staff with global risk, health, safety and security expertise (IV.2.a) Develop policies, procedures, and plans for international crisis management and emergency planning involving faculty, students, and staff at home and abroad (IV.2.b) Develop and implement a comprehensive system that houses and reports upon global partnership engagement data points (IV.3.d) Develop systems to house partnership assessment data points (IV.4.c) Continue to build data summarization platforms that easily and rapidly depict the range and depth of international activity while transparently explaining the contributing sources (IV.3.b)

Alignment with Plan for Pitt

Plan for Pitt Areas of Focus and Actions	Global Plan Objectives			
	I. Taking Pitt to the World and Bringing the World to Pitt	II. Preparing and Supporting Global-Minded Students, Faculty, and Staff	III. Ensuring Global Impact	IV. Supporting Global Operations
Programs				
Create more preeminent teaching, learning, scholarship, and research experiences.	<ul style="list-style-type: none"> Expand a network of scholar-in-residence programs (I.1.c) 	<ul style="list-style-type: none"> Assess students' intercultural competency upon arrival and at graduation; personalize global learning to help students achieve increased competency in knowledge, skills, and awareness of diverse peoples, places, and challenges around the world (II.1.a) Increase intercultural and global competence learning opportunities (II.1.f) Revise undergraduate General Education Requirements (GER) to include global experience or high-impact practice (e.g., first-year seminar, living learning community, service learning, research, internship, capstone project) (II.1.d) Make global experience a distinctive feature to add value to specific majors and degrees (II.1.e) Integrate technology to develop multi-media courses based on the unique expertise, international research experience, and global networks of Pitt faculty (II.1.c) 	<ul style="list-style-type: none"> Support student research through Pitt Global Fellowships, offering opportunities to both graduate and undergraduate students to participate in international research collaborations. In coordination with the Pitt Global Professorships program, stimulate cross-disciplinary collaboration, expand and sustain international partnerships, and build strong networks among participants (III.3.c) Integrate cross-sectoral knowledge and experiences into the curriculum (introduce students to knowledge bodies in industry, policy, etc.) (III.1.b) 	

Alignment with Plan for Pitt

Plan for Pitt Areas of Focus and Actions	Global Plan Objectives			
	I. Taking Pitt to the World and Bringing the World to Pitt	II. Preparing and Supporting Global-Minded Students, Faculty, and Staff	III. Ensuring Global Impact	IV. Supporting Global Operations
Programs				
Increase our participation and presence in multidisciplinary, solution-sized research projects.			<ul style="list-style-type: none"> Secure both current use and endowment funding to support new and existing international partnerships, and increase the opportunities for and realization of large, multi-faculty research initiatives that can attract significant external funding (III.2.b) Expand programs, incentivize international research collaborations that advance new formulations and innovation while developing cross-disciplinary research agendas (III.3.a) 	<ul style="list-style-type: none"> Take specific, incremental steps toward the realization of major projects (IV.1.a) Provide administrative and operational support structures to assist researchers navigate the legal, logistical, financial dimensions of multi-lateral projects and partnerships with global researchers, institutions, and other entities (IV.1.b)
Broaden our academic opportunities to include more nontraditional students and settings.	<ul style="list-style-type: none"> Develop personalized, in-country support and mentorship programs for students learning around the world (I.2.b) 	<ul style="list-style-type: none"> Expand and enhance the role and programmatic offerings led by Pitt's Global Experiences Office to move beyond the traditional mobility model to one that features a flexible and hybrid approach to enhanced experiential learning offerings (II.1.b) 	<ul style="list-style-type: none"> Remove administrative and structural barriers to interdisciplinary approaches to teaching and learning (III.1.a) 	

Alignment with Plan for Pitt

Plan for Pitt Areas of Focus and Actions	Global Plan Objectives			
	I. Taking Pitt to the World and Bringing the World to Pitt	II. Preparing and Supporting Global-Minded Students, Faculty, and Staff	III. Ensuring Global Impact	IV. Supporting Global Operations
Programs				
Expand opportunities for civic and global engagement.	<ul style="list-style-type: none"> Vet inquiries from potential partners and connect faculty members with viable opportunities while serving as a facilitator to streamline Pitt's international collaborations (I.3.c) Strengthen the Scholars at Risk program to allow members of threatened international communities to enhance Pitt's educational mission through instruction and co-curricular programming (I.5.a) 		<ul style="list-style-type: none"> Integrate local-global experiences or high-impact practices into the curriculum (e.g., first-year seminar, living learning communities, service learning, research, internships, capstone projects) (III.1.c) Host researchers from abroad as visiting faculty with the goal of facilitating international collaboration (III.3.b) 	<ul style="list-style-type: none"> Provide administrative and operational support structures to assist researchers navigate the legal, logistical, financial dimensions of multi-lateral projects and partnerships with global researchers, institutions, and other entities (IV.1.b) Invest in digital infrastructure to advance insight into global engagement across the institution (IV.3.d) Enhance faculty and staff information systems to include expertise relevant to international activities and connections (IV.3.c) Create processes, systems, and reports to provide needed support to schools, departments, centers, and faculty (IV.4.b) Provide administrative and operational support structures to assist researchers navigate the legal, logistical, financial dimensions of multi-lateral projects and partnerships with global researchers, institutions, and other entities (IV.1.b)

Alignment with Plan for Pitt

Plan for Pitt Areas of Focus and Actions	Global Plan Objectives			
	I. Taking Pitt to the World and Bringing the World to Pitt	II. Preparing and Supporting Global-Minded Students, Faculty, and Staff	III. Ensuring Global Impact	IV. Supporting Global Operations
Purpose				
Enhance the professional trajectories and personal success of our alumni.	<ul style="list-style-type: none"> Increase and expand international alumni networks (I.1.b) 			
Fuel economic development throughout the region and economic growth throughout the commonwealth.	<ul style="list-style-type: none"> Expand Pitt's contractual commitments in support of immigrant- and ethnic-owned businesses in our region (I.4.a) Strengthen the global awareness and ethical engagement of PA workforce to advance appreciation of the world and improve market competitiveness of our region. Provide tools, resources, and training to assist local professionals incorporate international perspectives across their institutions. (I.4.b) 			

Alignment with Plan for Pitt

Plan for Pitt Areas of Focus and Actions	Global Plan Objectives			
	I. Taking Pitt to the World and Bringing the World to Pitt	II. Preparing and Supporting Global-Minded Students, Faculty, and Staff	III. Ensuring Global Impact	IV. Supporting Global Operations
Purpose				
Collaborate with communities—near and far—to improve outcomes and opportunities for their residents.	<ul style="list-style-type: none"> Develop criteria to establish a university-wide, integrated strategic approach to Pitt's partnerships around the world (I.3.e) Connect faculty, students, staff, and current and potential partners to collectively identify best practices and areas of opportunity (I.3.a) Work with Philanthropy and Alumni Engagement to identify funding opportunities in support of international partnerships and partners (I.3.d) 			<ul style="list-style-type: none"> Develop key partnerships to elevate and expand Pitt's global reach (IV.4.d) Assess all international inter-institutional agreements and relationships (IV.4.a)