The Plan for Pitt

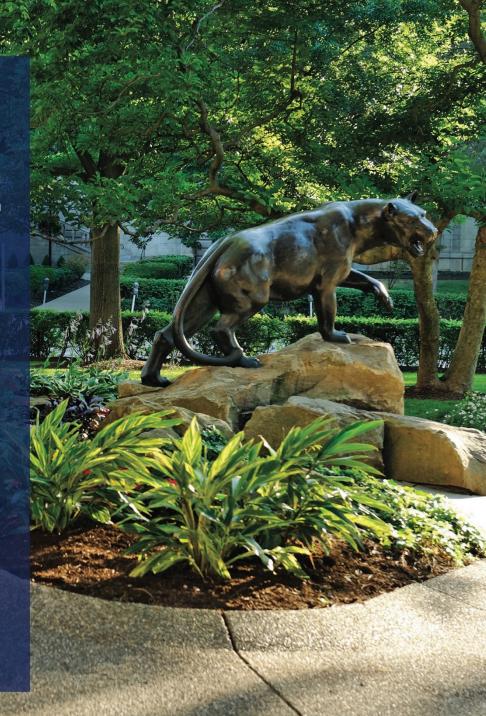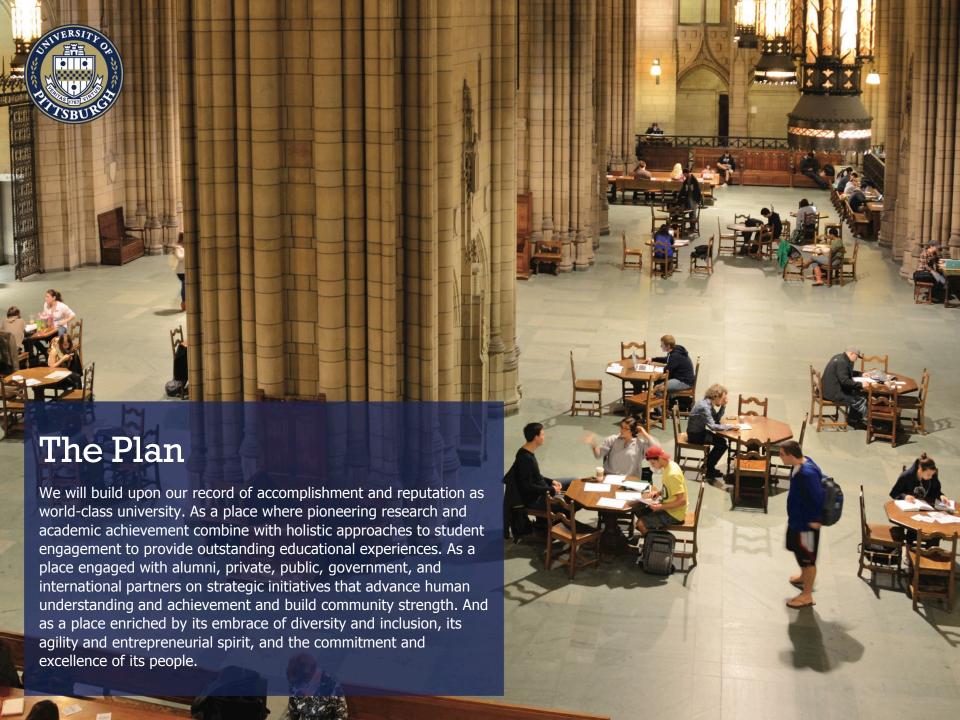## Making a Difference Together

Academic Years 2016–2020

Over the past several decades, the University of Pittsburgh has risen to the ranks of the top universities in the world by building exceptional research strength and academic programs that prepare students for productive and meaningful lives. In addition, as an institution that is at once interwoven in the fabric of the hardworking communities of Western Pennsylvania and engaged globally, we have established a rich history of community support and global impact, making a difference in the lives of individuals, communities, and the world.

From this enviable position, we have united in launching a new phase of institutional planning, determined to build on strengths and confront challenges to hone our unique identity as a top university deeply engaged with the world beyond our campus. Through wide-ranging discussions with the University community and beyond—community leaders in our region and commonwealth, the Board of Trustees, alumni, faculty, staff, and students—we have developed strategies for navigating the challenging terrain we face in our region and the global landscape of higher education and identified a collection of strategic initiatives that will focus efforts to advance our mission over the next five years.

Through this plan, we will to add to Pitt's impressive record of achievement in improving lives and making the world better through knowledge. Our efforts will be purposeful, coordinated, and collaborative, and success will be measured in terms of accomplishment and impact.

Together we will make a difference.

The Plan

We will build upon our record of accomplishment and reputation as world-class university. As a place where pioneering research and academic achievement combine with holistic approaches to student engagement to provide outstanding educational experiences. As a place engaged with alumni, private, public, government, and international partners on strategic initiatives that advance human understanding and achievement and build community strength. And as a place enriched by its embrace of diversity and inclusion, its agility and entrepreneurial spirit, and the commitment and excellence of its people.

Planning Framework

MISSION	• Offer superior educational programs • Advance the frontiers of knowledge and creative endeavor • Share expertise with private, community, and public partners

STRATEGIC PRIORITIES	In advancing our mission, we will rank among the finest universities in the world, emphasizing as Strategic Priorities:

Consistently Deliver Excellence in Education	Impact Through Pioneering Research	Build Community Strength	Extend Our Global Reach	Provide Top Value	Secure an Adequate Resource Base

DRIVERS	As we strive for excellence and impact in advancing our mission and vision, we face profound challenges and opportunities in our region and the global landscape of higher education. These demand dynamic responses, presented here as drivers of foundational change.

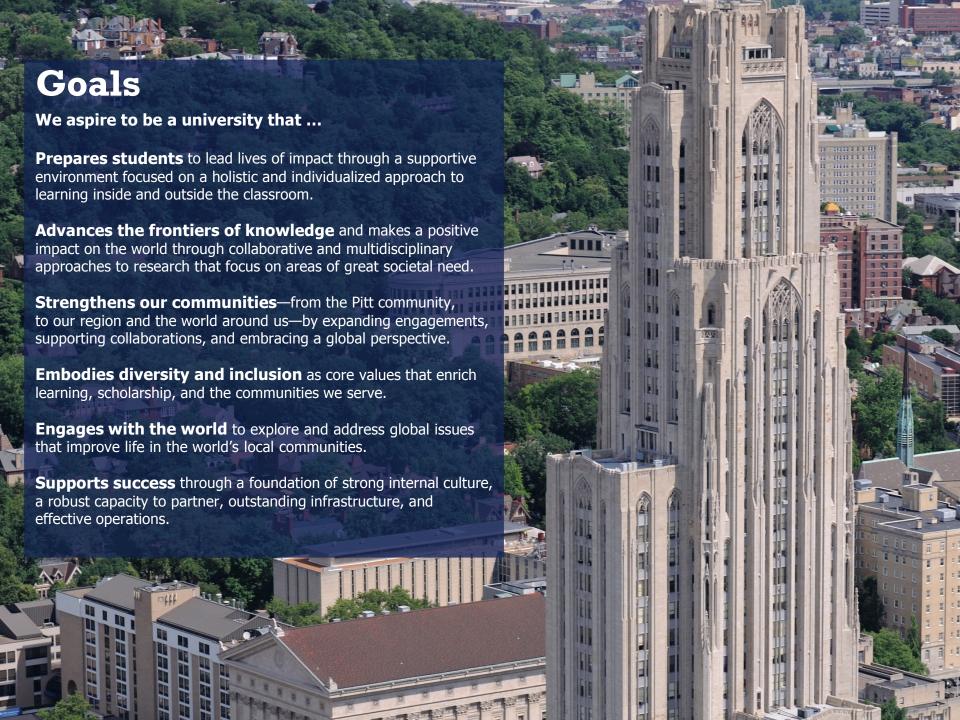| Partnering for Impact	We will facilitate internal collaboration to enrich the interdisciplinarity of our academic endeavors and enhance operational efficiency; and actively pursue engagements with private, public, government, and international partners on strategic initiatives.

Harnessing Information	We will transform the scale and impact of our activities by harnessing information in pursuit of grand challenges. This will drive innovative approaches to research, student learning and development, community and alumni engagement, and operational excellence.

Shaping Our Culture	Ours will be a culture in which faculty, staff, students, and alumni all strive for excellence. We will invest in the continuous development of our people; and become more diverse and interconnected, agile in our decision making, and engaged as a community. With resiliency, integrity, and determination, we will be entrepreneurial and innovative in achieving impactful results.

VALUES	With respect for each other and our rich tradition, the University of Pittsburgh embraces as core values: • Excellence, Impact • Integrity, Virtue • Collaboration, Collegiality • Diversity, Inclusion • Entrepreneurship, Agility

Goals

We aspire to be a university that ...

Prepares students to lead lives of impact through a supportive environment focused on a holistic and individualized approach to learning inside and outside the classroom.

Advances the frontiers of knowledge and makes a positive impact on the world through collaborative and multidisciplinary approaches to research that focus on areas of great societal need.

Strengthens our communities—from the Pitt community, to our region and the world around us—by expanding engagements, supporting collaborations, and embracing a global perspective.

Embodies diversity and inclusion as core values that enrich learning, scholarship, and the communities we serve.

Engages with the world to explore and address global issues that improve life in the world's local communities.

Supports success through a foundation of strong internal culture, a robust capacity to partner, outstanding infrastructure, and effective operations.

GOAL 1:

Advance Educational Excellence

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Strategies

- **Enhance the curriculum** at all levels through innovative, discipline-based approaches to teaching and learning and appropriate uses of technology to enrich the on-campus learning environment

- **Serve as a leader in personalizing educational experiences** of undergraduate, graduate, and professional students, with particular attention to mentorship, advising, and tailoring engagement to the goals of individual students

- **Enrich the student experience** through engagement with diverse cultures and perspectives and expanded opportunities for study abroad and by integrating global perspectives in the curriculum

- **Promote access and affordability** through partnerships with local school districts, increased voluntary support for student aid, improved time-to-degree for all students, and expanded access to masters and professional education

GOAL 2:

Engage in Research of Impact

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Strategies

- **Identify and engage in strategic research opportunities** where we can have significant impact on society

- **Position the University to participate in large research collaborations** through investments in shared core facilities; strategic recruitment; and partnerships with industry

- **Expand our computational capacity**, human and physical, to meet research needs across a broad range of disciplines into the future

- **Extend the impact of our research** through application to practice, policy development, and commercial translation

GOAL 3:

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Strategies

- **Strengthen life-long alumni connections** to the University through improved outreach and engagement and expanded continuing education opportunities

- **Foster a culture of civic engagement,** seeking to increase societal impact

- **Increase the economic impact** of our work through fostering entrepreneurship, commercialization, corporate engagement, and mutually beneficial public and private partnerships

GOAL 4:

Promote Diversity and Inclusion

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Strategies

- **Transform the campus climate** to reinforce the value of diversity and inclusion as essential to advancing our teaching, research, community engagement and to enriching the student experience

- **Enrich the student experience** through engagement with diverse cultures and perspectives, expanded opportunities for study abroad, and by integrating global perspectives in the curriculum

- **Help to attract and retain a diverse regional population and University community** through the recruitment and retention of a diverse student body, faculty, and staff

GOAL 5:

Embrace the World

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We aspire to be a university community that is committed to convening 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.

Strategies

- **Connect our domestic and international pursuits** to generate synergies that help strengthen our communities

- **Cultivate globally capable and engaged students** for lives of impact in their communities and beyond

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

- **Rewire and improve our infrastructure** to streamline, facilitate, and expand engagement with the world

GOAL 6:

Build Foundational Strength

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Strategies

- **Build a faculty to advance the goals and strategies** of the strategic plan

- **Create a supportive and productive work environment** that recognizes the contributions of our faculty and staff by offering competitive compensation and providing professional development opportunities

- **Transform information infrastructure** to expand our reach and better support recruitment, research, learning, and operational efficiency

- **Strengthen administrative and operational efficiency** by improving communication and collaboration between and among academic and business units

- **Enhance our ability to partner** both internally and with public and private partners locally, nationally, and globally

- **Facilitate and support engagement with Pitt**