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 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 a 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:

<table>
<thead>
<tr>
<th>Consistently Deliver Excellence in Education</th>
<th>Impact Through Pioneering Research</th>
<th>Build Community Strength</th>
<th>Extend Our Global Reach</th>
<th>Provide Top Value</th>
<th>Secure an Adequate Resource Base</th>
</tr>
</thead>
</table>

### 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
Strategic Goals

We aspire to be a university that ...

Prepares students to lead lives of impact through a holistic and individualized approach to learning that engages them both inside and outside the classroom.

Advances the frontiers of knowledge and makes a positive impact on the world by integrating the strengths of multiple disciplines and focusing on areas of great societal need.

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

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

Embodies diversity and inclusion as core values that enrich learning, scholarship, and the communities we serve.
STRATEGIC GOAL 1:
Advance Educational Excellence

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Strategic Initiatives

- **Enhance the curriculum** 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** inside and outside the classroom, with particular attention to experiential learning, academic advising, and to tailoring outside-the-classroom engagement to the goals of individual students.

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

- **Ensure the success of graduate, professional, and post-doctoral students** by strengthening the curriculum through comprehensive program reviews, expanding professional development opportunities, and strengthening mentorship and other forms of support.

- **Promote access and affordability** through partnerships with local school districts, increased voluntary support for need- and merit-based scholarships and fellowships, and improved time-to-degree for all students.

- **Expand access to master’s and professional education** through innovative joint degree programs, online master’s and professional programs, and new opportunities for students to earn both bachelor’s and advanced degrees in five years.
STRATEGIC GOAL 2:
Engage in Research of Impact

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Strategic Initiatives

- **Draw on expertise from across the University to address critical social issues** including education and health

- **Build on current interdisciplinary strengths** such as energy and sustainability, brain science, and personalized medicine by broadening the engagement of the social sciences and humanities and identify new areas of strength through initiatives such as “The Year of the Humanities in the University”

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

- **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
STRATEGIC GOAL 3: Strengthen Communities

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Strategic Initiatives

Strengthen the Pitt Community by

- Reinforcing the value of diversity, inclusion, and global perspective as essential to advancing our teaching, research, and community engagement and to enriching the overall student experience
- Strengthening life-long alumni connections to the University through improved outreach and engagement and expanded continuing education opportunities
- Ensuring our ability to attract and retain a diverse and talented faculty and staff by offering competitive compensation, providing professional development opportunities, and fostering a more productive and supportive work environment

Strengthen the region by

- Helping to attract and retain a diverse population through the recruitment and retention of a diverse student body, faculty, and staff
- Increasing the economic impact of our work through technology transfer and commercialization efforts and leverage impact through collaboration and coordination with other institutions and government agencies
- Enhancing social impact by applying our knowledge and expertise to improve educational, health, and policy outcomes locally and globally
- Contributing more broadly to the common good by fostering a culture of public service and citizenship within the University community

Embrace the world by

- Developing strategic partnerships with leading institutions in a key set of regions around the world to strengthen our global presence in ways that advance our educational, research, and service missions
- Enriching the student experience through expanded opportunities for study abroad and by integrating global perspectives in the curriculum
- Increasing the impact of research by focusing on key global themes that draw on expertise from across the University and build on our traditional strengths in language and culture
STRATEGIC GOAL 4:
Build Foundational Strength

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Strategic Initiatives

- **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
- **Unite in a capital campaign** to attract support needed to advance our mission
- **Extend our impact and reputation** by communicating the results of our work more widely and effectively
STRATEGIC GOAL 5: Embrace Diversity and Inclusion

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**Strategic Initiatives**

- **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
Next Steps: Implementation
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Align institutional and unit-level plans with the strategic goals and initiatives of the institution-wide strategic plan, working in the context of the University’s Planning and Budgeting System.

<table>
<thead>
<tr>
<th>Units:</th>
<th>Institutional Plans:</th>
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<tbody>
<tr>
<td>Administrative and Business Offices</td>
<td>University Planning and Budgeting Committee</td>
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<tr>
<td>Schools</td>
<td>Facilities Master Plan</td>
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<tr>
<td>Regional Campuses</td>
<td>IT Plan</td>
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<td>Enrollment Plan</td>
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<td>Programs</td>
<td>Capital Campaign</td>
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<td>Communication Plan</td>
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Develop specific plans for advancing the strategic goals and initiatives of the institution-wide strategic plan. Development phases:

**Part I: Operational Plans**

In this phase, Working Groups are identified and charged with moving the strategic initiatives from concepts to operational plans. Strategies and actions for each initiative will be identified and documented as a means to move the Strategic Plan forward in all the areas determined to be critical to achieve the vision and ensure success for the University.

**Part II: Gaining Involvement, Buy-in, and Commitment**

Throughout development of the operational plans, various units will be identified to carry out specific strategies and actions. In Part II, this information will be presented to those units, providing opportunity for discussion and garnering involvement, buy-in, and commitment in order to effectively move forward with the operational plan.

**Part III: Action Planning**

The responsible unit(s) for each Strategy/Action identified in the Operational Plan, once on board, will create and submit an Action Plan outlining the action steps, timeline, measures, and metrics to ensure successful completion of the Strategy/Action.

**Part IV: Execution**

To ensure effective execution and ongoing support, progress on Action Plans will be presented and reviewed on an ongoing basis as decided between unit(s) and responsibility center ownership.