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Message from the Dean

“No school of public health can be great unless it is integrated with a great university and a great medical center.” This wisdom from our first GSPH dean, Thomas Parran, shaped our thoughts as we developed our new strategic plan. We collectively reflected upon, discussed, and refined our mission, vision, values, goals, and aims.

In this plan GSPH embraces four key strategic goals. They are:

1. Prepare the next generation of public health leaders through rigorous educational programs.
2. Expand knowledge in the field of public health through scientific inquiry and innovation.
3. Advance the health of populations through service and through partnerships with regional, national, and global organizations.
4. Secure adequate resources and promote operational effectiveness, so as to enhance the school’s capacity to fulfill its mission.

This plan also embodies certain overarching themes that recur throughout the document: the growing power of computation in public health; the need to integrate theory and practice; and the rapid globalization of health issues.

Designed to be a living document, this plan will guide our actions for the next four years, and we are resolved to cleave to it. The plan is bold, but not too bold. As we periodically pause to reassess our progress, I am hopeful that our self-assessments of progress will be, for the most part, positive. I believe we can sustain Parran’s vision of greatness, much to the benefit of the citizens of Pittsburgh, the commonwealth, our nation, and the planet.

Donald S. Burke, MD
UPMC-Jonas Salk Chair in Global Health
Dean
Established in 1948 with a gift of $13.6 million from the Andrew W. Mellon Education and Charitable Trust, the University of Pittsburgh Graduate School of Public Health (GSPH) was the 13th accredited school of public health in the nation. The school is fully accredited by the Council on Education for Public Health and is a member of the Association of Schools of Public Health.

Ideally located near Pitt’s five other health sciences schools and the world-renowned University of Pittsburgh Medical Center, as well as six universities and multiple government and community organizations, GSPH provides unparalleled opportunities for collaboration and professional growth. Founded to meet the needs of industrial Pittsburgh, GSPH is now recognized for its significant contributions to multiple areas of public health on local, national, and international fronts.

A recognized leader in public health research, nearly 70 percent of the school’s revenue is derived from extramural research funding. Student enrollment has increased by 32 percent over the past five years, and, in fall 2007, minorities represented 32 percent of the student body. GSPH has been commended for policies and activities that promote its service mission. The two school-wide centers—the Center for Minority Health and the Center for Public Health Practice—play vital roles in supporting the service mission, and students in each of the school’s seven departments are engaged in service activities on the local, national, and international fronts.

Through its commitment to excellence in research, education, and service, GSPH continues to be world-renowned for contributions that influence public health practice and medical care for people around the globe.
Mission, Vision, and Values

Preamble
Established in 1948 to address the environmental and occupational health needs of our industrial region, the Graduate School of Public Health builds on its long and storied history of educating public health leaders, engaging in public health service and research, and translating research into public health practices and policies to improve the health of populations regionally, nationally, and globally.

Mission
The mission of the Graduate School of Public Health is to provide leadership in health promotion, disease prevention, and the elimination of health disparities in populations. Through integrated programs of excellence in education, research, and service, we generate new knowledge to drive effective public health practice and policy and improve the management of health systems.

Vision
Global leadership in creating and translating knowledge to enhance the public’s health.

Values
As public health professionals, our research, teaching, and service rest on core values and commitments. Chief among these is a shared commitment to improved health for all. Next is our dedication to excellence in all facets of our work, recognizing that improving the health of the public rests on the generation and application of the best scientific evidence and pushing the frontiers of research.

Our contributions to improving the public’s health rest on the significant role each public health discipline plays. Our multidisciplinary approach is essential to addressing health challenges in a global society. We engage partners—local, regional, state, national, and global—in our efforts to improve public health.

Social justice is also a core value of public health. We are committed to diversity in its broadest sense, pledging to create an inclusive and respectful environment that welcomes all students, faculty, and staff, and that celebrates diversity of race, ethnicity, sexual orientation, class, and religion. From our diverse backgrounds comes a rich array of perspectives and experiences that strengthen our learning environment.

To create the best possible learning environment for our students, we are dedicated to our continuous development as educators, to using a variety of pedagogical approaches, and to staying on the cutting edge in use of effective, new teaching technologies.

Finally, we affirm our commitment to the Principles of the Ethical Practice of Public Health. We adhere to the highest ethical standards in the conduct of all components of our mission. We acknowledge that improving health for all requires that public health professionals secure and maintain the trust of our communities.
Strategic Goals, Objectives, and Aims

The GSPH mission is carried out through four specific—yet interdependent—strategic goals, which are aligned with the University of Pittsburgh’s strategic directives. These goals are to:

1. Prepare the next generation of public health leaders through rigorous educational programs,
2. Expand knowledge in the field of public health through scientific inquiry and innovation,
3. Advance the health of populations through service and through partnerships with regional, national, and global organizations, and
4. Secure adequate resources and promote operational effectiveness, so as to enhance the school’s capacity to fulfill its mission.

Each strategic goal is reinforced by a set of objectives that define a desired end result. It is through the aims—or specific measurable activities—for each objective that the strategic plan will become a reality and enable GSPH to chart its course for the future.
**Strategic Goal 1**  
Prepare the next generation of public health leaders through rigorous educational programs

For nearly 60 years, GSPH has prepared students to become leaders in public health. The school will continue to build on this proud tradition by educating exceptional students to face future public health challenges and opportunities.

By 2012, the Graduate School of Public Health will:

**Objective 1**
- **Implement innovative educational programs that address emerging public health issues.**
  
  *Aims:*
  - Establish a new master’s international program with the Peace Corps.
  - Implement new master’s and doctoral programs in infectious diseases epidemiology.
  - Develop graduate certificates in statistical genetics, global infectious diseases, and computational modeling.
  - Increase the number and quality of courses relating to global health issues.
  - Launch an undergraduate degree program in public health.

**Objective 2**
- **Create a selection of innovative distance education and hybrid on-site/distance education training programs.**
  
  *Aims:*
  - Offer at least one new distance education or hybrid certificate program each year.
  - Implement annual summer institutes featuring courses from our certificate programs.
  - Develop a comprehensive set of on-line courses that meet the continuing education requirements of the National Board of Public Health Examiners.

**Objective 3**
- **Enhance the quality of teaching, advising, and mentoring.**
  
  *Aims:*
  - Offer a certificate program in teaching excellence and provide at least three GSPH teaching workshops each year.
  - Implement a new policy on course evaluations.
  - Establish annual faculty teaching and mentoring awards.
  - Revise promotion and tenure guidelines to strengthen the requirements of the teaching portfolio.

**Objective 4**
- **Provide new world-wide opportunities for students to engage in education, research, and practice.**
  
  *Aims:*
  - Create partnerships with foreign governmental, U.S. governmental, and non-governmental organizations to provide opportunities for student research and practica.
  - Increase the number of faculty who receive Fulbright and other awards for research and teaching abroad.
  - Secure additional Fulbright, Fogarty International Center, and other grants that
provide opportunities to fund exceptional international students.

**Objective 5**

- **Improve the quality of GSPH educational programs.**
  
  *Aims:*
  - Align GSPH DrPH degree training with the DrPH competencies of the Association of Schools of Public Health.
  - Stabilize and increase direct financial support for teaching of school-wide core courses.
  - Implement an evaluation system for graduate certificates.

**Objective 6**

- **Strengthen the quality and diversity of the GSPH student body and faculty.**
  
  *Aims:*
  - Increase partnerships with minority institutions to enhance recruitment of minority students.
  - Initiate a comprehensive, school-wide effort to recruit under-represented minorities.
  - Implement a summer undergraduate research program for under-represented minority students.
  - Increase the number of under-represented minority faculty in the tenure stream by 100 percent.
Expand knowledge in the field of public health through scientific inquiry and innovation

Research provides the scientific foundation for effective public health. Over the past century, research discoveries were translated into public health interventions that added 25 years to life expectancy in the United States. While advances in public health have been dramatic, major scientific challenges remain. GSPH re-affirms its commitment to the generation of scientific knowledge necessary to solve the public health challenges of the 21st century.

By 2012, the Graduate School of Public Health will:

**Objective 1**

- **Increase its capacity to generate and disseminate knowledge relevant to public health.**
  
  **Aims:**
  - Maintain a ranking among the top schools of public health based on NIH funding.
  - Develop and implement a strong program to mentor junior faculty in proposal writing.
  - Establish innovative programs and broaden research collaborations (both internal and external to the University) to better position faculty to compete for funding. Strategies include:
    - Support the establishment of a University of Pittsburgh genetics Institute.
    - Initiate a formal program in computational social modeling.
    - Increase annually the number of research proposals focusing on global health research.
    - Increase annually the number of research proposals focusing on “translational” public health research, aimed at moving research findings into widespread application.

**Objective 2**

- **Diversify its research funding portfolio.**
  
  **Aim:**
  - Increase support from foundations, industry collaborators, and federal agencies other than the NIH.

**Objective 3**

- **Enhance its reputation of research excellence through faculty recognition.**
  
  **Aims:**
  - Create endowed positions for senior faculty.
  - Establish fellowships for junior faculty.
  - Increase the number of faculty who receive awards, elected fellowships, officer positions in scientific and professional organizations, and appointments on editorial and advisory boards.

**Objective 4**

- **Increase the quality of research training and support for doctoral students and post-doctoral fellows.**
  
  **Aims:**
  - Increase the number of training grants (T32).
  - Implement a rigorous mentoring program for doctoral students and post-doctoral fellows.
Strategic Goal 3  

Advance the health of populations through service and through partnerships with regional, national, and global organizations

Effective public health involves complex partnerships. Success is more likely when there is cooperation among key stakeholders: government agencies, non-government organizations, academia, and communities. GSPH will build and foster strategic partnerships in its efforts to create a healthier world.

By 2012, the Graduate School of Public Health will:

Objective 1  

- **Provide scholarly service that directly improves the health of populations.**
  
  **Aims:**
  - Increase faculty engagement in service activities with governmental and private organizations.
  - Develop faculty skills for consultation services, policy advocacy, and public health continuing education.

Objective 2  

- **Contribute to the elevation of the importance of public health in Pennsylvania.**
  
  **Aims:**
  - Provide advice and consultation on Pennsylvania’s public health laws at the state level.
  - Advise county and municipal governments in updating public health statutory and regulatory powers for public health preparedness.

Objective 3  

- **Build and maintain partnerships with health organizations and public health professionals.**
  
  **Aims:**
  - Encourage faculty and student membership and participation in state, national, and global public health associations.
  - Create and maintain an alumni database, and engage public health practitioners in the life of the school.
  - Strengthen relationships with public-sector organizations that hold responsibility for public health in Pennsylvania (e.g., county and state health departments).

Objective 4  

- **Take a lead role in implementing evidence-based public health interventions and strengthening public health systems.**
  
  **Aims:**
  - Identify high-priority public health objectives at the regional, national, and global levels, and organize faculty and students to bring about effective changes.
  - Provide direct consultation services through a public health practice consulting unit.
  - Build public health workforce competencies through continuing education programs.
Strategic Goal 4  
Secure adequate resources and promote operational effectiveness, so as to enhance the school’s capacity to fulfill its mission

To ensure its position as a leading school of public health, GSPH must have strong human resources, plentiful funding, and a modern physical plant. These resources must be administered wisely.

By 2012, the Graduate School of Public Health will:

**Objective 1**
- Prioritize the allocation of resources to the school’s teaching, research, and service activities.
  
  *Aims:*
  - Develop processes and measures to strategically allocate resources.
  - Re-align operating budgets to reflect performance of the school’s departments and centers.
  - Identify funding sources for new initiatives.

**Objective 2**
- Increase the school’s funding base.
  
  *Aims:*
  - Raise additional funds to support the capital campaign; specifically, philanthropic support for facilities, student scholarships, faculty fellowships, endowed professorships, teaching programs, and research programs.
  - Increase the return on tuition revenue by 10 percent per year beginning academic year 2008-09.
  - Double the amount of external funding from foundations, corporations, and other non-governmental agencies.

**Objective 3**
- Acquire sufficient, state-of-the-art, and aesthetic physical space to meet the projected programmatic needs of the school.
  
  *Aims:*
  - Complete the renovations of Parran and Crabtree Halls, including both upgrade of the building infrastructure and improvement of the programmatic teaching and research space.
  - Acquire sufficient and state-of-the-art research space.
  - Develop and implement a plan to promote and facilitate shared laboratory and office resources.
  - Equip classrooms with state-of-the-art instructional technology.

**Objective 4**
- Recruit and retain well-qualified, high-performing, and diverse faculty and staff.
  
  *Aims:*
  - Implement a human resource plan to support faculty and staff diversity.
  - Establish criteria for evaluating teaching, practice, service, and administrative roles in faculty promotions.
  - Develop market, equity, and merit plans to address salary and retention issues.
  - Provide and support professional development opportunities for faculty and staff.
  - Establish leadership opportunities for exceptional faculty and staff.
• Increase the effectiveness of the school’s communications, information technologies, and governance.

Communications Aims:
- Establish a unique “look and feel” branding for GSPH and implement a school-wide identity management plan.
- Increase the utility of the school’s Web site by ensuring high-quality imaging and design, ease of navigation, fresh content, and up-to-date information.
- Implement an annual public relations and communications plan that increases visibility of the school, trumpets the school’s accomplishments, and promotes an understanding of public health.
- Implement a plan to better track and increase the engagement of the school’s alumni.

Information Technology Aims:
- Implement and maintain an integrated data management system.
- Implement and maintain a disaster recovery system.
- Develop systems for archive management and security.
- Implement component processes and establish data systems, as required, for ongoing planning and evaluation of the school’s functions.
- Implement a system to regularly assess faculty, staff, and student computing needs, provide the latest technology in hardware and software, and provide access to IT training.

Governance Aims:
- Institute a periodic review process to ensure the school’s administrative and internal governance structures are organized and managed in a way that supports the mission-critical functions and the implementation of the strategic plan.
- Ensure that the Board of Visitors receives the information, support, and recognition needed to assist the school in reaching the next level of prominence.
**Department of Behavioral and Community Health Sciences**

**Strategic Goal 1**

Prepare the next generation of public health leaders through rigorous educational programs.

- Develop and implement a PhD degree program to complement the existing DrPH.
- Develop and implement a course in behavioral science computational modeling methods and a behavioral science computational modeling resource Web page.
- Offer Department of Behavioral and Community Health Sciences core course at least once a year in distance learning format, and include a distance-learning option in certificate programs.
- Add two new faculty members to the department in the areas of chronic disease and health promotion research.
- Develop research and practice opportunities with partner organizations in developing countries.

**Strategic Goal 2**

Expand knowledge in the field of public health through scientific inquiry and innovation.

- Increase proportion of faculty with externally funded research annually from 50 percent to 80 percent and increase the National Institutes of Health (NIH) component of funded research from 20 percent to 40 percent.
- Increase research collaboration with departments outside GSPH, Pennsylvania state agencies, and the corporate sector.
- Increase national recognition of faculty through increasingly competitive publications.
- Secure at least one NIH training program for post-doctoral support.

**Strategic Goal 3**

Advance the health of populations through service and through partnerships with regional, national, and global organizations.

- Establish a service consultation center in the areas of community-based research and evaluation for community-based programs.
- Expand relationships with local government-sponsored health and human service systems and other non-profit providers.
- Continue and enhance research and program development partnerships with the Diabetes Institute, Pittsburgh Cancer Institute, and similar organizations.

**Strategic Goal 4**

Secure adequate resources and promote operational effectiveness, so as to enhance the school’s capacity to fulfill its mission.

- Significantly increase revenue through expansion of the number of students in the MPH and the doctoral programs, and in the departmental certificate programs.
- Grow the two existing endowed scholarship funds in the department.
- Develop a formalized marketing and recruitment plan and create an annual report.
Department of Biostatistics

Strategic Goal 1

Prepare the next generation of public health leaders through rigorous educational programs.

- Develop and offer a range of special topics courses in order to expose students to emerging areas of statistical applications.
- Evaluate the current doctoral program and develop methods to address the large increase in student numbers without sacrificing quality of training.
- Increase the amount of material covered in the consulting practicum and take steps to ensure that students have more opportunity to enhance their oral and communication skills.
- Implement more aggressive advertising for the MS program by developing an MS brochure, dedicating more of the Web site to the MS program and highlighting the opportunities for practical training within the MS program.

Strategic Goal 2

Expand knowledge in the field of public health through scientific inquiry and innovation.

- Increase the number of faculty applying for National Institutes of Health (NIH) grants.
- Increase the number of faculty serving on advisory boards, holding office in scientific organizations, and receiving awards.
- Increase the average number of research publications of graduating students and the number of students presenting at national meetings.

Strategic Goal 3

Advance the health of populations through service and through partnerships with regional, national, and global organizations.

- Increase the number of publications whose goal is to educate non-statisticians to statistical and quantitative concepts.
- Prepare an alumni newsletter and use this as an opportunity to develop contacts.

Strategic Goal 4

Secure adequate resources and promote operational effectiveness, so as to enhance the school's capacity to fulfill its mission.

- Increase the number of graduates in the MS program by 40 percent.
- Obtain space for the additional administrative staff needed to support an increased number of submitted grants.
- Develop departmental databases that include data on alumni, student funding, NIH trainees and mentors, measures of departmental productivity, and research funding.
**Department of Environmental and Occupational Health**

**Strategic Goal 1**

Prepare the next generation of public health leaders through rigorous educational programs.

- Develop educational programs in computational and systems approaches to resolving environmental health problems.
- Increase practicum opportunities with regional government agencies and industries.
- Develop courses and increase course offerings to ensure teaching of core MPH competencies for environmental and occupational health.
- Develop a high-quality DrPH program that is clearly distinct from the PhD program.
- Develop course content to address environmental health impacts of climate change.
- Double the matriculation rate of students.
- Increase recruitment of minority students.

**Strategic Goal 2**

Expand knowledge in the field of public health through scientific inquiry and innovation.

- Increase training opportunities for clinicians, training in exposure assessment and modern radiation health effects, and clinical and translational training programs.
- Increase research and practicum opportunities in environmental disease etiology in local communities, in environmental exposure impact on regional communities, and in investigating environmental impacts on regional development.
- Increase mentoring between senior and junior faculty.
- Obtain a training grant for the Environmental Health Science Training Program.
- Increase junior faculty awareness of professional societies and opportunities to serve in them.

**Strategic Goal 3**

Advance the health of populations through service and through partnerships with regional, national, and global organizations.

- Participate in and advise local environmental groups (e.g., GASP, Healthy Homes Resources, and Pittsburgh Regional Alliance).

**Strategic Goal 4**

Secure adequate resources and promote operational effectiveness, so as to enhance the school’s capacity to fulfill its mission.

- Expand laboratory facilities for teaching students cutting-edge techniques in environmental assessment, molecular pathophysiology, functional genomics, computational systems biology, and environmental health modeling.
- Integrate administration and admissions for all Department of Environmental and Occupational Health training programs.
- Coordinate with GSPH admissions, recruitment, student affairs, and student services.
- Establish an effective system to track graduates and alumni success.
Department of Epidemiology

**Strategic Goal 1**

Prepare the next generation of public health leaders through rigorous educational programs.

- Develop and/or expand teaching programs related to infectious disease, prevention, pediatrics, modeling, and other novel methods.
- Better integrate the psychiatric epidemiology program into the department.
- Improve coordination and quality of the teaching program; develop greater emphasis on epidemiology methods.
- Increase focus on international research and linked educational programs related to both infectious and noninfectious diseases.
- Obtain and act on feedback from students through an annual anonymous student survey about the quality of the educational program.
- Track success of students post-graduation.
- Continue to maintain a sizeable proportion of underrepresented minority students, particularly in training programs.

**Strategic Goal 2**

Expand knowledge in the field of public health through scientific inquiry and innovation.

- Maintain program to mentor junior faculty in successfully competing for grants.
- Increase the Department of Epidemiology research portfolio in infectious disease epidemiology, nutritional epidemiology, and global health.
- Stabilize and expand the hard funding base for the department in concert with its large size and marked productivity.

**Strategic Goal 3**

Advance the health of populations through service and through partnerships with regional, national, and global organizations.

- Increase emphasis on preventive medicine (translational epidemiology); develop a comprehensive prevention center that provides service, training, and evaluation.
- Enhance interactions with other departments within GSPH, other schools of the health sciences, the University of Pittsburgh Medical Center, and the public health sector.

**Strategic Goal 4**

Secure adequate resources and promote operational effectiveness, so as to enhance the school’s capacity to fulfill its mission.

- Provide contiguous space for Department of Epidemiology program development and expansion, especially (but not limited to) infectious diseases, genetic epidemiology, nutrition, pediatrics, modeling and other novel methods, environment, and prevention.
- Upgrade the physical plant for laboratories and acquire better equipment and technology particularly in the Ultrasound Research Laboratory and Heinz Laboratory.
Department of Health Policy & Management

Strategic Goal 1
Prepare the next generation of public health leaders through rigorous educational programs.
- Develop the new PhD program into a nationally ranked program.
- Raise the quality of the master’s program and attain a ranking within the top 10 programs.
- Strengthen the “On the Road to Professional Practice” program as the professional and leadership development component of the master’s programs.
- Expand the international component of programs through relationship with the University of Pittsburgh Medical Center International Leadership and Management Fellows Program and new courses and course modules.
- Continue to receive Commission on Accreditation of Healthcare Management Education accreditation.
- Expand student recruitment efforts to strengthen the quality and overall diversity of the student population.

Strategic Goal 2
Expand knowledge in the field of public health through scientific inquiry and innovation.
- Develop international training sites.
- Increase the number of faculty members who sit on community boards.
- Expand service activities, such as the existing governance briefings that promote quality and leadership in health care and public health institutions.
- Apply the research and analytical results of the Pennsylvania Medicaid Policy Center to improve the Medicaid eligible population’s access to health services.

Strategic Goal 3
Advance the health of populations through service and through partnerships with regional, national, and global organizations.
- Develop international training sites.
- Increase the number of faculty members who sit on community boards.
- Expand service activities, such as the existing governance briefings that promote quality and leadership in health care and public health institutions.
- Apply the research and analytical results of the Pennsylvania Medicaid Policy Center to improve the Medicaid eligible population’s access to health services.

Strategic Goal 4
Secure adequate resources and promote operational effectiveness, so as to enhance the school’s capacity to fulfill its mission.
- Partner with the development office to create at least one additional endowed chair.
- Increase the level of funding for scholarships by working with various alumni.
- Work with the development office to secure funding to improve the quality of space and create a training and educational environment that is attractive to prospective and current students and faculty.
Prepare the next generation of public health leaders through rigorous educational programs.

- Explore the development of a formal statistical genetics area of concentration in collaboration with the Department of Biostatistics.
- Increase the annual number and quality of applicants, students offered admittance, and students offered financial support to the human genetics program.
- Improve recruitment materials and efforts by creating a downloadable professional pamphlet describing our program and identifying funding for recruitment visits.
- Thoroughly update the human genetics Web site, including up-to-date information on faculty interests, projects, CVs, etc., and including short testimonials by students.
- Expand the MPH program and public health genetics certificate program.
- Expand the course offerings as our faculty expands.

Expand knowledge in the field of public health through scientific inquiry and innovation.

- Maintain and expand our department by recruiting a permanent chair of human genetics.
- Recruit new junior faculty.

Advance the health of populations through service and through partnerships with regional, national, and global organizations.

- Continue and enhance interaction with other schools of the health sciences, Children’s Hospital, Magee-Womens Hospital, Pennsylvania Huntington Disease Society, Pittsburgh Cancer Institute, Alzheimer Disease Research Center, and similar health organizations

Secure adequate resources and promote operational effectiveness, so as to enhance the school’s capacity to fulfill its mission.

- Stabilize our funding by increasing/stabilizing hard money support and by resolving the tuition remission problem.
- Secure stable financial support for the human genetics computational cluster and improve extra-departmental marketing of this resource.
Strategic Goal 1

Prepare the next generation of public health leaders through rigorous educational programs.

- Establish and implement a course on global infectious diseases in 2009.
- Establish a certificate program in global infectious diseases in the next three years.
- Modify existing courses to include distance-learning options or access outside of teaching hours for non-standard students within three years.
- Modify existing courses to include sections on bioinformatics and computational analysis of infectious disease data within three years.
- Aggressively recruit minority students and faculty into Department of Infectious Diseases and Microbiology (IDM) to establish an annual 1:5 minority to non-minority ratio by 2012.

Strategic Goal 2

Expand knowledge in the field of public health through scientific inquiry and innovation.

- Mentor junior faculty in grant writing through the pre-submission review of grant applications.
- Recruit two to three faculty members by 2009 with high potential to obtain National Institutes of Health (NIH) funding in the first three years of hire.
- Renew current NIH T32 HIV training grant and obtain an NIH training grant in global infectious diseases in the next five years.

Strategic Goal 3

Advance the health of populations through service and through partnerships with regional, national, and global organizations.

- Increase faculty serving on local, state, and national health advisory committees.
- Increase partnerships with the Allegheny County Health Department through student practica.
- Strengthen and broaden the Education and Prevention Program in IDM with recruitment by 2009 of one new faculty person with strong background and experience in emerging infectious diseases, particularly the introduction and utilization of vaccines for these infections.

Strategic Goal 4

Secure adequate resources and promote operational effectiveness, so as to enhance the school’s capacity to fulfill its mission.

- Expand the IDM MPH and MS student populations by 20 to 25 percent of the current level in next five years.
- Establish a system for staff recognition at the departmental annual meeting each fall.
Appendix:
The Strategic Planning Process

Overview

The school’s last long-range plan covered FY1995-99. However, despite the absence of a formal long-range plan, recent years were ones of tremendous growth and success for GSPH. Recognizing that the school must respond to challenges—both internal and external to the school—in order to maintain this trajectory of success, Dean Donald S. Burke launched a formal process of planning and self-evaluation in January 2007. The planning process is based on these guiding principles:

- Representatives from all key stakeholders will be included in the process
- The plan will be aligned with the strategic priorities of the University of Pittsburgh
  - Pursuing excellence in education
  - Maintaining excellence in research
  - Partnering with the community
  - Securing an adequate resource base
  - Ensuring operational efficiency and effectiveness
- Strategic goals for all GSPH departments and centers will be considered
- The plan will be mission driven and outcome based
- This planning cycle covers FY2008-2012, and the process consisted of three phases: 1) preparation and initial school-wide planning; 2) departmental and center planning; and 3) synthesis. Figure 1 depicts the key activities and timeline for each phase.

Process

<table>
<thead>
<tr>
<th>Preparation &amp; Initial School Wide Planning</th>
<th>Departmental &amp; Center Planning</th>
<th>Synthesis</th>
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<tbody>
<tr>
<td><strong>Objectives:</strong> Establish a framework for the strategic planning process; develop preliminary school-wide strategic plan.</td>
<td><strong>Objective:</strong> Develop department and school-wide center strategic plans.</td>
<td><strong>Objective:</strong> Finalize the school-wide strategic plan.</td>
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<tr>
<td><strong>Activities:</strong></td>
<td><strong>Activities:</strong></td>
<td><strong>Activities:</strong></td>
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<tr>
<td>- Form steering committee</td>
<td>- Form department and center working groups</td>
<td>- Strategic planning subcommittee review of department and center strategic objectives and goals; draft school-wide plan</td>
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<tr>
<td>- Conduct kick-off meeting</td>
<td>- Review mission and vision statements</td>
<td>- Steering Committee review and costly final school-wide plan</td>
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<tr>
<td>- Establish process and timeline</td>
<td>- Assess internal and external environments</td>
<td>- SWOT analysis</td>
</tr>
<tr>
<td>- Review mission and vision statements</td>
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<td>- Develop strategic goals and objectives for incorporation into the school-wide plan</td>
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<tr>
<td>- Assess internal and external environments</td>
<td>- Develop strategic goals and objectives at a school level</td>
<td>- Develop guidelines for department, center, and school-wide working groups</td>
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</tbody>
</table>

Figure 1: Key activities and timeline for each phase.
The following people serve on the Strategic Planning Steering Committee:

Donald S. Burke, MD, dean
Linda Fletcher (July 2007-present), director of external affairs
Phalgungi Gupta, PhD, associate dean for academic affairs
George Huber, JD, associate dean for public health policy
Ilyas Kamboh, PhD, chair, human genetics
Judith Lave, PhD, chair, health policy and management
Judy McConnaha (January-September 2007)
Apryl Eshelman (March 2008-present), director of development
Roberta Ness, MD, MPH, chair, epidemiology
Bruce Pitt, PhD, chair, environmental and occupational health
Margaret Potter, JD, associate dean for practice
Sandra Quinn, PhD, associate dean for student affairs and education
Todd Reinhart, ScD, chair, planning and budget policies committee
Charles Rinaldo, PhD, chair, infectious diseases and microbiology
Howard Rockette, PhD, chair, biostatistics
Joanne Russell, MPPM, RN, CCRC, executive associate to the Dean
Debra Ryan, executive director
Ronald Stall, PhD, MPH, chair, behavioral and community health sciences
Stephen Thomas, PhD, director, Center for Minority Health
Stephen Wisniewski, PhD, associate dean for research

Dean Burke appointed a steering committee to guide the planning process (Table 1). The committee was responsible for providing guidance on the process and timeline, reviewing the school’s mission and vision statements, participating in a school-level SWOT analysis, developing guidelines for the department and center working groups, and developing strategic goals and objectives at a school level.

A kick-off meeting was held early in the planning process as a mechanism to engage faculty, staff, students, and alumni. The event included presentations by key individuals: Sheila Wells Rathke, the assistant provost for strategic and program development, discussed the value of strategic planning; Margaret Potter, director of the Center for Public Health Practice, provided an overview of the recent Council for Education in Public Health (CEPH) site visit report; Arthur Levine, senior vice chancellor for the health sciences, discussed the state of the University’s health science schools; and Harrison Spencer, president of the Association of Schools of Public Health, discussed the current state and future of public health in a broad context.

The self study completed for the school’s recent CEPH reaccreditation served as the foundation for the environmental assessment. The assessment was augmented by a competitor analysis, a review of documents related to the current and projected status of public health, and interviews with key stakeholders. A summary of the resultant SWOT analysis follows.

- Outstanding faculty in terms of expertise, funding, publications, and service
- Strong collaborations internal and external to the school and University
- Mentoring of junior faculty
- Location: Pittsburgh has a stable population and reasonable cost of living and the campus is adjacent to the health sciences schools and UPMC
- Student/faculty ratio at master’s level provides opportunity for growth and recruitment of better students
- Areas of expertise and star programs such as human genetics, HIV/AIDS, environmental health, chronic disease epidemiology, genetic counseling program, genetic epidemiology, women’s health, geriatrics, infectious diseases, and minority health
- Centers
- Certificate programs
Weaknesses

- Lack of student placement services and program metrics (academic vs. practice and master’s vs. doctoral)
- More doctoral than masters students limits growth and reimbursements
- Lack of clear branding (GSPH and public health in general)
- Do not participate in the training of other health professional students despite ability to do so.
- Limited pool of tuition money/tuition revenue
- Limited or non-existent evaluation of programs, processes, and mission-critical operations
- Weak external communication (process and content) to various audiences. GSPH doesn’t pay enough attention to its “story” and how the story is told
- Public perception of the University of Pittsburgh is weak in comparison to Ivy League schools, although this varies somewhat by department
- Lack of or suboptimal inclusion of partners in some school activities. Some key partnerships are weak; for example, those with the Allegheny County Health Department and state Department of Health
- With the exception of the Center for Minority Health, there is no school-wide focus on diversity. Diversity is not mentioned in mission statement
- Inadequate financial resources for administrative structure in mission critical areas (e.g., dean’s office, student affairs)
- Quality of data management systems and infrastructure and a lack of comprehensive, integrated data systems
- Overdependence on soft money
- Reputation within some parts of University is poor. This may be a result of factors such as GSPH’s focus on research while other schools have different missions; the disconnect between hard and soft money; the disconnect related to undergrad vs. graduate education focus. Mixed reporting lines may also contribute to this
- Limited post-doc training opportunities, although this varies by department
- Little continuing education for professionals
- Incomplete implementation of component processes critical to planning and evaluation

Opportunities

- Burgeoning interest in and importance of global health
- Growing demand for distance education
- Shortage in public health workforce
- Increase in foundation funding
- Increase in industry funding
- Emphasis on prevention rather than treatment
- Environmental awareness
- Emphasis on informatics
- Emphasis on transdisciplinary research
- Growing demand for undergraduate education
- Increased interest of other professionals (e.g., veterinarians, physician assistants) in public health degrees

Threats

- Flat budgets
- Proliferation of public health schools
- Incursion by the School of Medicine
- Increased number of distance education programs offered by others
- Morphing science
- Poor Pennsylvania public health infrastructure

The steering committee identified some strategic themes that emerged from the SWOT analysis. These themes were used to guide preliminary discussion of school-wide goals and a review of the mission statement. The school’s mission statement, in place since the 1993 strategic planning process, was:

The mission of the Graduate School of Public Health is to promote health and prevent disease in individuals and their communities by anticipating and responding
to public health needs through research, teaching, and service and to enhance current public health initiatives through interaction and collaboration with other health care disciplines and organizations.

The steering committee identified several limitations of this statement. Specifically, the unique character of the school was not reflected; a clear vision was not articulated; and the school’s values were not conveyed. The mission statement was revised to include a preamble, vision, and values statements. After a 60-day public comment period, the statement was revised to incorporate several suggestions and unanimously approved by the GSPH Council. The statement is on page 7 of this report.

Department and Center Planning

Each department and school-wide center formed a strategic planning workgroup and followed a process similar to that used at the school level. The strategic themes that emerged from the SWOT analysis were provided to the departments and centers as a foundation for their strategic planning discussions; however, each unit was encouraged to identify themes unique to its area. Department and center plans are available upon request.

Synthesis

A subcommittee consisting of the executive associate to the dean and the five associate deans was charged with reviewing the department and center plans as well as drafting school-wide strategic goals, objectives, and aims that were consistent with the school’s mission statement and addressed the strategic themes identified in the SWOT analysis. School-wide goals, objectives, and aims were vetted with the department and center planning committees and the Strategic Planning Steering Committee. The school’s strategic plan was approved by GSPH Council on July 9, 2008.

Strategic Plan Evaluation Cycle

The subcommittee also developed a process to monitor and evaluate the execution of the plan. The process will engage the school’s administration, governance, and program leaders in a continuous, data-driven quality management cycle. The same data and evaluations that serve the school’s strategic planning processes will also document its adherence to CEPH accreditation standards for the next review in 2013. The process is an annual four-part cycle that begins with each new fiscal year (July): 1) Collect data specified as indicators for strategic objectives at the department, center, and school-wide levels; 2) Analyze data at both departmental or center and at school-wide levels; 3) Assess the results to determine the quality of performance; and 4) Implement performance improvements, adjusting indicators and data collection as needed. This process, which is depicted in Table 2, was approved by GSPH Council on July 9, 2008.

I. Data Collection

Description of Processes and Outputs: Indicator data as specified in strategic plan are collected for all strategic objectives, encompassing education, research, service, and infrastructure. Data collection is standardized and reported electronically as much as possible to facilitate record-keeping and monitoring.

Timing: Periodicity of data will vary (i.e., annual; academic term; monthly) and will be monitored at the appropriate level of responsibility during each year.

Department administrators

Responsibility: Center administrators, standing committees, dean’s office administrators

II. Data Analysis

Description of Processes and Outputs: Analysis determines whether annual indicators have been met. Analyses are conducted by departments, centers, standing committees. Data reports and analyses are delivered to the dean's office.

Timing: Data reports and analyses occur in July, to coincide as much as possible with annual performance appraisals of faculty and staff, annual Standing Committee reports, and fiscal year budget closings.
III. Quality Assessment

**Description of Processes and Outputs:** Analyses are aggregated at the school-wide level to produce a performance assessment on each of the four strategic goals (education, research, service, and infrastructure).

Recommendations developed.

**Timing:** During July and August

**Responsibility:** Associate deans

IV. Performance Improvement

**Description of Processes and Outputs:** Recommendations considered and approved for 1) making performance improvements; 2) reviewing quality of data and appropriateness of indicators; 3) determining the ongoing appropriateness of stated objectives.

**Timing:** September

**Responsibility:** GSPH Council