

PITT  
**iiii PUBLIC HEALTH**  
STRATEGIC PLAN 2013–18







# PITT PUBLIC HEALTH STRATEGIC PLAN 2013–18

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## MESSAGE FROM THE DEAN

As our Pittsburgh public health hero Jonas Salk once said, “Nothing happens quite by chance. It’s a question of accretion of information and experience.” This new Pitt Public Health strategic plan embraces Jonas Salk’s wise advice. We dedicated ourselves to measuring our progress, analyzing what has worked and what needs to be improved. We gathered feedback from school and University leadership and our stakeholders. We looked inwardly at our strengths and outwardly to determine needs in education, research, and practice. Then we reset our course accordingly, as reflected in this plan.

I am proud to present our Pitt Public Health 2013–18 strategic plan. The past five years were not the easiest of times; we, along with our academic colleagues nation-wide, faced severe external financial stressors, including budget cuts from the federal government (the source of most of our research funding), and from the Commonwealth of Pennsylvania, our partner in public education. Despite these challenges, Pitt Public Health maintained healthy financial stability while achieving exceptional research productivity and continued excellence in our graduate degree training programs. Sound planning and hard work—by all our faculty and staff—paid off. A few high points included:

- In 2011, we began construction of a new laboratory pavilion and launched a building renovations plan. We remain on schedule with this plan, and look forward to the improved research and learning environment.
- As planned, we expanded our research activities and educational offerings in global health and computational modeling, launching the University’s Center for Global Health and the school’s Public Health Dynamics Laboratory, both of which are enabling the school and University to make an impact on global health: the former through international service and research collaborations, and the latter through the development of computational methods that will affect public health outcomes through improved implementation methods.
- We met goals for trans-disciplinary activities for our students by instituting school-wide initiatives such as Public Health Grand Rounds, which exposes students to professional and academic lectures from all fields of public health and the medical and natural sciences, and the One Book, One Community program, which invites the entire community to share in the reading of a selected book about public health each year.
- We strengthened our practice relationships with the Allegheny County and the Commonwealth of Pennsylvania departments of health, relationships which are mutually beneficial to these public agencies and our faculty, researchers, staff, students, and alumni, all with the intent of improving our community’s health.

Looking forward, during the next five years, we will continue to build on our strengths, including continued emphases on global health and computational modeling. The new plan also will add two new important school-wide cross-cutting themes: health equity and health across the lifespan.

This plan is a living document for the Graduate School of Public Health. It will guide us, and we will regularly measure and report on our progress. We welcome feedback and ideas from our friends and stakeholders. Thank you all for helping us to build a healthier world!

*Donald S. Burke*

Donald S. Burke, MD  
Dean, Graduate School of Public Health  
Distinguished University Professor of Health  
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## THE GRADUATE SCHOOL OF PUBLIC HEALTH

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 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, Pitt Public Health provides unparalleled opportunities for collaboration and professional growth. Founded to meet the needs of industrial Pittsburgh, we are now recognized for our significant contributions to multiple areas of public health on local, national, and international fronts.

A recognized leader in public health research, the school derives nearly 70 percent of its revenue from extramural research funding. Pitt Public Health has been commended for policies and activities that promote its service mission.

The new Public Health Dynamics Laboratory has championed the role of computation and simulation in public health on the local, national, and international fronts.

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



## VISION, MISSION, AND VALUES

### PREAMBLE

Established in 1948 to address the environmental and occupational health needs of our industrial region, the University of Pittsburgh 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.

### OUR VISION

To be a world leader in improving public health

### OUR MISSION

Through excellence and leadership in education, research, and service, the Graduate School of Public Health promotes health, prevents disease, and strives to achieve health equity for everyone.

We do this by:

- Creating the best possible learning environment
- Fostering a multidisciplinary research approach to understand and solve health problems
- Engaging partners—regional, state, national, and global—to improve public health and well-being

### OUR VALUES

- Excellence: A dedication to excellence in all facets of our work, recognizing that improving the health of populations rests on the discovery and application of the best scientific evidence
- Diversity: A promise to respect human differences in all aspects of our mission
- Ethics: A commitment to the highest standard of ethics and integrity
- Service: A duty to provide the highest levels of service to public health at the global, national, and regional levels



## STRATEGIC GOALS AND THEMES

The Pitt Public Health 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 and robust student support services
2. Expand knowledge in the field of public health through scientific inquiry and innovation
3. Advance the health of populations across the lifespan through faculty service, in cooperation with partners at the regional, national, and global levels
4. Secure adequate resources and promote operational effectiveness

Each strategic goal is reinforced by a set of themes that cut across each of the goals and are addressed by each goal in a unique manner. The Graduate School of Public Health will be a premier organization by emphasizing the following themes:

- Improving health across the lifespan
- Engaging partners around the globe
- Realizing health equity for everyone
- Promoting computation and simulation for decision support in public health

The following represents the strategic plan for the Graduate School of Public Health as well as separate strategic plans for each department within the school. Strategic plans were also developed for the cross-discipline centers (Center for Health Equity, Public Health Dynamics Laboratory, Center for Public Health Practice, and Center for Lesbian, Gay, Bisexual, and Transgender Health Research). The plans for these centers is available on the Pitt Public Health Web site.



## **GOAL 1 PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES**

OBJECTIVE 1: ENSURE THAT THE GRADUATE SCHOOL OF PUBLIC HEALTH HAS A COMPREHENSIVE AND INNOVATIVE COMPETENCY-BASED CURRICULUM FOR ALL EDUCATIONAL PROGRAMS

### *Aims:*

- Continue to improve our competency-based curriculum, including assessment
- Assess our existing certificate programs and develop new ones as appropriate to address developing and interdisciplinary areas
- Ensure that diversity and cultural competency issues are appropriately addressed throughout the curriculum, and include explicit content in all core courses
- Integrate cross-cutting concepts, such as ethics, writing, management skills, and systems thinking into the curriculum
- Develop or enhance educational programs related to global health, computation, and the management and analysis of large databases
- In partnership with other schools at the University, increase the public health content in clinical education across the University

OBJECTIVE 2: ENHANCE THE QUALITY OF TEACHING, ADVISING, AND MENTORING

### *Aims:*

- Increase support for teaching and student mentoring
- Improve mentoring, feedback, and support services for instructors and mentors
- Upgrade facilities for teaching and learning

OBJECTIVE 3: PROVIDE LOCAL, NATIONAL, AND INTERNATIONAL OPPORTUNITIES FOR STUDENTS TO GAIN RESEARCH AND PRACTICE EXPERIENCE

### *Aims:*

- Increase the number and quality of research and practice experiences
- Expand opportunities for our students to receive teaching training and experience

OBJECTIVE 4: ENSURE AN ENRICHING STUDENT EXPERIENCE THROUGH HIGH-QUALITY STUDENT SERVICES AND EXTRACURRICULAR PROGRAMS/ OPPORTUNITIES

### *Aims:*

- Increase the diversity and strengthen the quality of the Pitt Public Health student body
- Establish a relationship with the University Honors College (UHC) and expose UHC undergraduates to Pitt Public Health courses, programs, and opportunities (e.g., early admission program)
- Modernize and integrate data management systems to track students through the application and admission process
- Identify best practices for student support services and create cohesive, integrated procedures across departments and student affairs
- Provide comprehensive career-related services to ensure professional development and access to local, national, and global employment opportunities
- Create infrastructure and facilities to encourage engagement among students and between students and other Pitt Public Health communities



## **GOAL 2 EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION**

### **OBJECTIVE 1: IMPROVE THE SCHOOL'S CAPACITY TO GENERATE AND DISSEMINATE KNOWLEDGE IMPORTANT TO PUBLIC HEALTH**

#### *Aims:*

- Maintain a ranking among the top schools of public health based on National Institutes of Health (NIH) funding
- Establish innovative programs to broaden research collaboration (both internal and external to the University) to better position faculty to compete for funding. Strategies include:
  - Expand the role of Pitt Public Health in the scientific evaluation of the impact of the environmental health concerns of the region
  - Increase research funding directed at the evaluation and elimination of health disparities
  - Increase the role of Pitt Public Health in the acquisition, management, and analysis of data directed to the development of personalized medicine
  - Conduct research to reduce premature mortality in local and regional populations as a means of realizing health equity

### **OBJECTIVE 2: DIVERSIFY THE RESEARCH FUNDING PORTFOLIO**

#### *Aims:*

- Increase support from foundations and federal agencies other than NIH
- Broaden research collaborations internationally, within the University, across departments within Pitt Public Health, and with the Commonwealth of Pennsylvania
- Expand our research portfolio's focus on global health
- Increase the use of supplemental funding to NIH R01 grants for support of students and junior faculty members from underrepresented minority groups

### **OBJECTIVE 3: ENHANCE THE REPUTATION OF RESEARCH EXCELLENCE THROUGH GREATER FACULTY RECOGNITION**

#### *Aims:*

- Create additional endowed faculty positions
- Increase the number of awards, elected fellowships, officer positions in scientific and professional organizations, and appointments on editorial and advisory boards
- Increase the number of publications in top peer-reviewed journals
- Enlarge the availability of fellowships to train and recruit underrepresented minority faculty members

### **OBJECTIVE 4: INCREASE THE QUALITY OF RESEARCH TRAINING AND SUPPORT FOR DOCTORAL STUDENTS AND POSTDOCTORAL FELLOWS**

#### *Aims:*

- Expand the number of training grants (NIH 'T awards')
- Increase the number of individual training grants (NIH 'F awards')
- Maintain and build opportunities for global health experiences for students
- Partner with University of Pittsburgh's Clinical and Translational Sciences Institute (CTSI) and other schools of the health sciences to train postdoctoral fellows

### **OBJECTIVE 5: INTEGRATE UNIQUE RESEARCH CONCEPTS INTO THE PITT PUBLIC HEALTH RESEARCH PORTFOLIO**

#### *Aims:*

- Integrate research projects across the full human lifespan
- Apply computation and simulation approaches to research and policy
- Position the institution to take the lead on comparative effectiveness research and patient-centered outcomes research
- Take a leadership role in the use of large publicly available datasets to assess the health of populations
- Provide decision-making support for governmental agencies at the county, commonwealth, and federal levels to aid in decision making



### **GOAL 3 ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS**

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. Pitt Public Health will build and foster strategic partnerships in its efforts to create a healthier world.

#### **OBJECTIVE 1: ENGAGE FACULTY IN SERVICE THAT IMPROVES THE HEALTH OF POPULATIONS**

##### *Aims:*

- Provide services to local and international organizations that are dedicated to reducing health disparities
- Advocate for the use of high quality research studies across the lifespan to guide public policies
- Develop criteria to evaluate the quality and impact of scholarly service for use in faculty performance and promotion reviews
- Mentor faculty in the development of service portfolios and the documentation of impact for their service activities
- Train faculty for participation in technical assistance and policy advocacy

#### **OBJECTIVE 2: CONTRIBUTE TO THE REDUCTION OF PREMATURE MORTALITY IN LOCAL AND REGIONAL POPULATIONS AS A MEANS OF REALIZING HEALTH EQUITY**

##### *Aims:*

- Strengthen relationships with county and commonwealth organizations that hold responsibility for public health
- Reduce premature mortality through service on local and regional policy-setting boards and advisory bodies
- Assist nonprofit hospitals in channeling community benefit funds towards targeted public health interventions
- Collaborate with health care providers, governments, and communities to implement and monitor targeted interventions

#### **OBJECTIVE 3: IMPROVE POLICIES AND PRACTICE FOR PUBLIC HEALTH AMONG PROFESSIONALS, AGENCIES, AND ORGANIZATIONS**

##### *Aims:*

- Build relationships with the medical and public health practice community to sustain monitoring, surveillance, and data collection for public health practice
- Provide technical assistance using methodologies grounded in computation and simulation to advance public health policy and practice
- Train the public health workforce and agencies for performance improvement, professional certification, and organizational accreditation
- Provide advice and technical assistance to codify, revise, and update Pennsylvania's public health laws



## GOAL 4 SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONAL EFFECTIVENESS

### OBJECTIVE 1: IMPLEMENT A FINANCIAL PLAN THAT MOVES PITT PUBLIC HEALTH TOWARDS LONG-TERM SUSTAINABILITY

#### *Aims:*

- Integrate assessment, budgeting, and strategic planning to support institutional improvement
- Reform and implement a new Pitt Public Health budget model
- Set competitive tuition rates for maximizing revenue
- Identify revenue and expense benchmarks for comparable institutions

### OBJECTIVE 2: BUILD AND RETAIN A DIVERSE, OUTSTANDING WORKFORCE

#### *Aims:*

- Promote competitive faculty/staff salaries and benefits
- Enhance faculty/staff training and development opportunities
- Ensure appropriate levels of staff support in academic and administrative departments
- Recruit diverse faculty through development of formal guidelines for search committees
- Establish relationships with foreign institutions for the recruitment of faculty
- Mentor junior faculty by utilizing resources of the University, including services provided by Clinical and Translational Sciences Institute (CTSI) and the schools of the health sciences

### OBJECTIVE 3: FOSTER DEVELOPMENT AMONG ALUMNI, DONORS, GOVERNMENT, INDUSTRY, AND OTHER EXTERNAL FUNDING SOURCES TO SUPPORT THE GROWTH OF PITT PUBLIC HEALTH

#### *Aims:*

- Identify potential sources of funds for endowed chairs/directors
- Increase the number of large (>\$100K) donors to the school
- Increase the number and amount of scholarship awards
- Implement a development plan with participation by all stakeholders
- Achieve a capital campaign goal of \$15 million

### OBJECTIVE 4: DESIGN A STRATEGY TO ENHANCE THE VISIBILITY OF THE SCHOOL AMONG TARGET AUDIENCES

#### *Aims:*

- Develop and implement an integrated communications plan to provide a consistent image and message about the school with specific attention to prospective students, faculty, and alumni
- Redesign the school's Web site to make it a reliable destination for all audiences
- Engage our audiences in conversation through the use of new and developing media
- Promote the research work of underrepresented faculty members in Pitt Public Health

### OBJECTIVE 5: COMMIT TO CONTINUOUS IMPROVEMENT IN INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE

#### *Aims:*

- Conduct an IT assessment and inventory for compliance with University data security
- Work towards the development of an integrated school-wide IT system through the continuous improvement of IT infrastructure and school-wide use of servers, data storage, and backup
- Increase the number of digital classrooms and provide ongoing funding for the renewal of existing digital classrooms
- Ensure that computing resources are adequate to address the growing computational needs of public health researchers and educators



## OBJECTIVE 6: PROVIDE ACCESS TO STATE OF THE ART FACILITIES

### *Aims:*

- Complete and occupy the newly constructed laboratory pavilion
- Renovate Parran and Crabtree halls
  - Consolidate and develop start-of-the-art educational space
  - Provide contiguous space for departments
  - Allocate departmental space to assure laboratory space is adjacent to office and support space
- Integrate research across departments to address the strategic themes (improving health across the lifespan, engaging partners in global health, realizing health equity, promoting public health dynamics)
- Assure compliance with Americans with Disabilities Act specifications
- Create a healthy work environment that promotes and encourages healthy lifestyles among the faculty, students, and staff

## OBJECTIVE 7: ENSURE THE SAFETY AND SECURITY OF THE PITT PUBLIC HEALTH COMMUNITY

### *Aims:*

- Update and implement emergency preparedness procedures for the school
- Review and upgrade existing security systems including intercom communications



## DEPARTMENT OF BEHAVIORAL AND COMMUNITY HEALTH SCIENCES

### GOAL 1

PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Develop a strong MPH alumni network to advise faculty on quality of training for career opportunities and for student networking in behavioral and community health sciences
- Increase selectivity of doctoral admissions from top 30% to top 10% and increase number of applicants from 30 to 60 yearly

### GOAL 2

EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Invest in new faculty working on the frontiers of behavioral and community health sciences:
  - computational modeling and simulation of health behavior
  - neural basis of behavior, including experimental paradigms for studying health behavior
  - social determinants of health, with focus on reduction of health disparities

### GOAL 3

ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Reinvigorate Center for Health Equity through new partnerships with community stakeholders and new initiatives to reduce health disparities by focusing on excess mortality at critical points in the lifespan: infancy (low birth weight, preterm birth), adolescence (community violence), and midlife (cardiovascular disease)

### GOAL 4

SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Increase proportion of faculty with externally funded research annually from 50% to 80%; increase NIH component of department-funded research from 20% to 40%



## DEPARTMENT OF BIOSTATISTICS

### GOAL 1

PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Implement a unique educational vision that addresses “big data,” emphasizing high dimensional data analysis, computational modeling and simulation, neuroimaging, statistical genetics, and comparative effectiveness research
- Augment student experiences, including the implementation of a statistical genetics certificate, greater interaction with the Public Health Dynamics Laboratory, and increased linkages to behavioral and health services research programs
- Recruit a diverse spectrum of students and equip them to make substantial scientific and professional contributions

### GOAL 2

EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Be leaders within the University and externally in “big data” through the development and application of novel biostatistical methods
- Create a vital research environment via a departmental program for scientific collaboration and review, and provision of administrative and technical resources
- Develop faculty through improved mentoring to increase high-impact publications, external service, and awards received
- Increase the intellectual and professional productivity of students, and maintain contact with our alumni throughout their careers

### GOAL 3

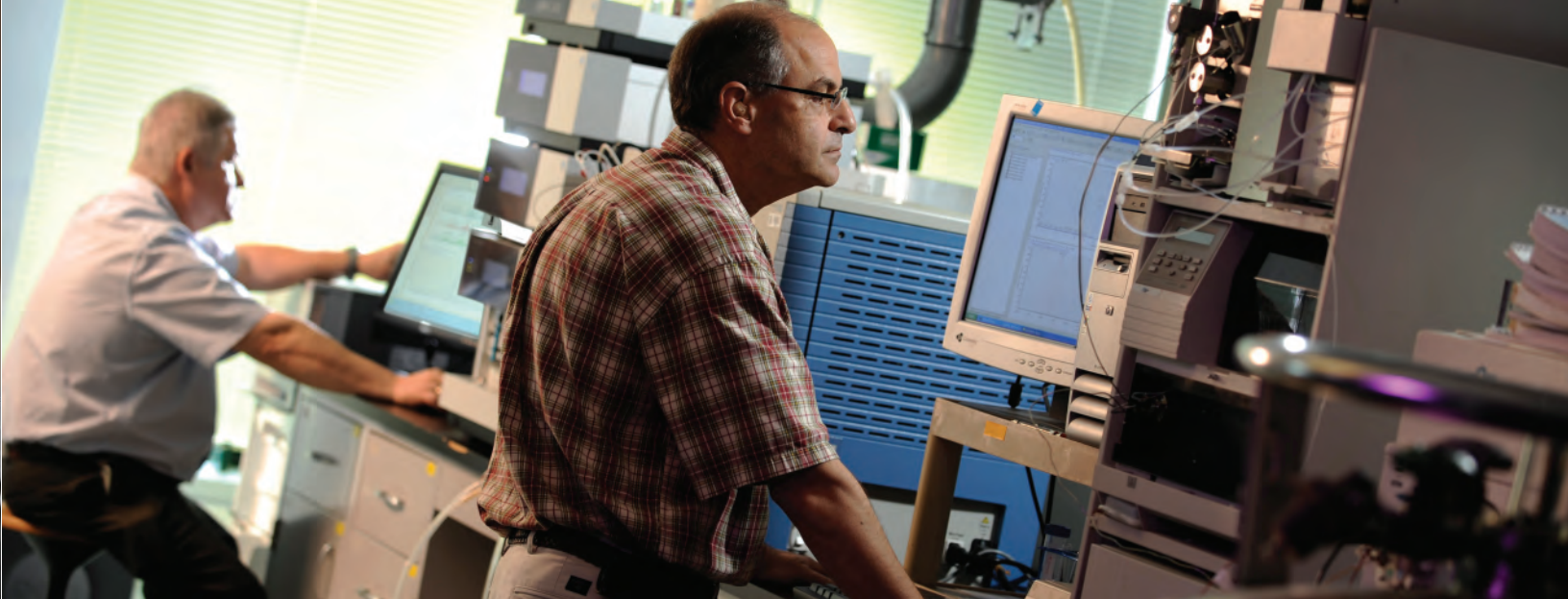
ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Develop innovative linkages with private and public organizations and agencies requiring biostatistical support for local, national, and international public health initiatives
- Provide training for faculty in the professional skills required for effective policy advocacy and actively support their participation in advisory and scientific capacities

### GOAL 4

SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Develop a state-of-the-art information technology infrastructure
- Develop a formal departmental marketing program, including an improved Web site, recruitment materials, newsletter, and annual report



## DEPARTMENT OF ENVIRONMENTAL AND OCCUPATIONAL HEALTH

### GOAL 1

PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Introduce new course material on topics of emerging interest, such as global public health dynamics across the lifespan, impacts of climate change, newly recognized toxicological and modern physical hazards
- Further increase practicum opportunities with regional government agencies, industries, and other organizations
- Promote and expand our recently implemented DrPH program, improve the matriculation rate of MPH applicants, and increase the diversity of students enrolled

### GOAL 2

EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Maintain a clear focus on impact of chemical, physical, and biological agents on common human disorders including:
  - mechanistic studies in model systems on signaling pathways affected by these agents
  - gene x environment interactions to identify susceptibility as a function of gender, age, inherited, and acquired contributions
- Broaden scope of contributing factors (lifestyles and behavior including violence and stress, tobacco, diet and nutrition) into mechanistic studies of role of environment in common human disorders
- Further increase search for biomarkers of exposure
- Develop projects in computational modeling to resolve environmental health inter-relationships and their dynamics
- Expand analytical biochemical capabilities (lipidomics, genomics, telomere) to enable high throughput efforts for population studies

### GOAL 3

ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Participate in and advise local environmental groups to promote improved health equality, responding to environmental issues of particular regional concern by developing and communicating relevant scientific information
- Assume leadership role and active investigation in regional and statewide emerging public health concerns (unconventional energy procurement and hydrofracturing)

### GOAL 4

SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Re-organize laboratory facilities for teaching students cutting-edge techniques in environmental assessment, molecular pathophysiology, functional genomics, and quantitative environmental health modeling
- Further increase the number of students enrolled in our MPH and certificate programs by obtaining a training grant



## DEPARTMENT OF EPIDEMIOLOGY

### GOAL 1

PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Promote epidemiology as a core science of public health by training professionals who are skilled in the conduct of research and the translation of research into practice and policy
- Recruit and enroll a diverse group of high quality students with strong quantitative skills and strong backgrounds in relevant disciplines
- Ensure that epidemiology courses are contemporary and comprehensive and that the curriculum incorporates problem-based approaches and systems thinking into all advanced courses
- Develop and implement collaborative programs across departments and schools such as a statistical genetics concentration with the departments of human genetics and biostatistics and other collaborative programs with other schools
- Address and integrate the study of regional and global health disparities with a view of the full lifespan in all courses

### GOAL 2

EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Lead in the design and conduct of observational cohort studies that are grounded in a deep understanding of human health and that use state-of-the-art methods to assess exposures and health outcomes at the molecular, physiological, psychosocial, clinical, and population levels
- Lead in the design, coordination, and analysis of clinical trials that test strategies for medical, surgical, and behavioral interventions
- Lead translational research that addresses effectiveness, implementation, and dissemination, leading to health equity
- Continue and enhance collaborative research between the Department of Epidemiology and other departments in the Graduate School of Public Health, other schools, departments, and centers at the University of Pittsburgh, and external institutions and governmental agencies

### GOAL 3

ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Provide leadership to the public health community on the integration of biological research with large health databases to guide public health policies and interventions
- Provide a broad range of expertise to communicate and translate research findings to diverse communities and to local, commonwealth, federal, and international agencies

### GOAL 4

SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Provide contiguous and secure space for the Department of Epidemiology for program development and expansion including dedicated space for students
- Ensure adequate laboratory space and upgrade the equipment in the clinical laboratories for programmatic development and expansion in the assessment of molecular pathways for health
- Provide a teaching environment that includes state-of-the-art classrooms, a computer laboratory, and a bench-research teaching laboratory
- Provide secure information technology support for all faculty, students, and staff



## DEPARTMENT OF HEALTH POLICY & MANAGEMENT

### GOAL 1

PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Train future leaders in the application of high quality, multidisciplinary analytic methods and prediction tools for assessing policy decisions
- Improve the prominence of the department in national and international health policy and management organizations
- Continue to improve the quality and diversity of our student population
- Obtain a T-32 or similar grant to fund PhD students

### GOAL 2

EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Become a nationally recognized leader in the application of high quality, multidisciplinary analytic methods, simulation, and research tools to assess the impact of health policy decisions
  - Expand the research capability through ongoing recruitment of excellent junior and established faculty members with quantitative, multidisciplinary skills
  - Develop research programs with the University's Comparative Effectiveness Research Center, concentrating in methods for observational data and simulation modeling
  - Fully integrate the research activities and implementation mission of the Center for Public Health Practice into the departmental research agenda
- Increase external funding by 100%
- Advance the national and international visibility and reputation of our research faculty through high impact journal publications, policy and advisory committees, study sections, and leadership in national organizations

### GOAL 3

ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Enhance population health through the provision of evidenced based policy analysis and management practices
- Incorporate the concepts and activities of public health practice and policy implementation into the external service activities of the department
- Develop professional relationships with institutions in other countries to improve global public policy capacity and improve global health

### GOAL 4

SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Develop sustainable faculty and research partners that support new program growth
- Develop a more active alumni association for the department to support student scholarships, travel awards, and adjunct faculty
- Develop a department-specific criteria for measurement of academic productivity
- Explore the development of executive education, health care management consulting, and other practice-based avenues to expand departmental resources



## DEPARTMENT OF HUMAN GENETICS

### GOAL 1

PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Establish a mentoring program for doctoral and post-doctoral students
- Institute a summer research in progress seminar series for students
- Implement a formal statistical genetics certificate in collaboration with the departments of biostatistics and epidemiology
- Update the human genetics Web site to facilitate recruitment, including up-to-date information on faculty interests, thesis abstracts, and student funding
- Incorporate systems thinking and health equity issues into our existing curriculum
- Implement a computational genetics track in the new PhD program in computational modeling and simulation

### GOAL 2

EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Recruit additional junior faculty in the area of genetic epidemiology
- Implement a system for mentoring junior faculty
- Increase, continue, and enhance grant applications and manuscripts
- Continue and expand our current research into innovative areas such as emerging genetic technologies, personalized genomic medicine, and the genetics of aging
- Continue and expand our current research into factors that affect health at different ages (ranging from newborns to long-lived individuals) and in populations with different geographic ancestry

### GOAL 3

ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Continue and enhance interaction with other schools of the health sciences, Children's Hospital, Magee-Womens Hospital, Pennsylvania Huntington Disease Society, University of Pittsburgh Cancer Institute, Alzheimer Disease Research Center, and similar health organizations
- Develop connections with the new Center for Innovative Science to explore personalized genomic medicine
- Continue and expand our studies and interactions, including providing training opportunities, with researchers and organizations in other countries to enhance the utilization of genetics in global health

### GOAL 4

SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Restore and maintain our departmental administrative structure to promote operational effectiveness
- Implement and maintain a virtual machine infrastructure to help meet our departmental computing needs
- Expand existing efforts to generate and maintain alumni and student databases



## DEPARTMENT OF INFECTIOUS DISEASES AND MICROBIOLOGY

### GOAL 1

PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Modify existing courses within three years to include major emphasis on bioinformatics and computational analysis of infectious diseases
- Interface infectious diseases and microbiology (IDM) systems biology with other Pitt Public Health informatics systems via scientific collaborations
- Aggressively recruit minority students and faculty to establish an annual 1:5 minority to non-minority ratio by 2015

### GOAL 2

EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Recruit two faculty members by 2014 into the IDM infectious disease education/prevention program with high potential to obtain NIH or Centers for Disease Control (CDC) funding in the first three years
- Recruit one faculty member with expertise in HIV immunopathogenesis by 2014 into the IDM bioscience program with high potential to obtain NIH funding in the first three years
- Obtain a new NIH T32 HIV training grant in global infectious diseases in the next three years
- Publish at least one major new scientific discovery in top-tier journals (e.g., *Science*, *Nature*, *Cell*, *NEJM*, *AJPH*) annually on HIV, SIV, EBV, HHV-8, MTB, DENV, malaria, or trypanosomiasis

### GOAL 3

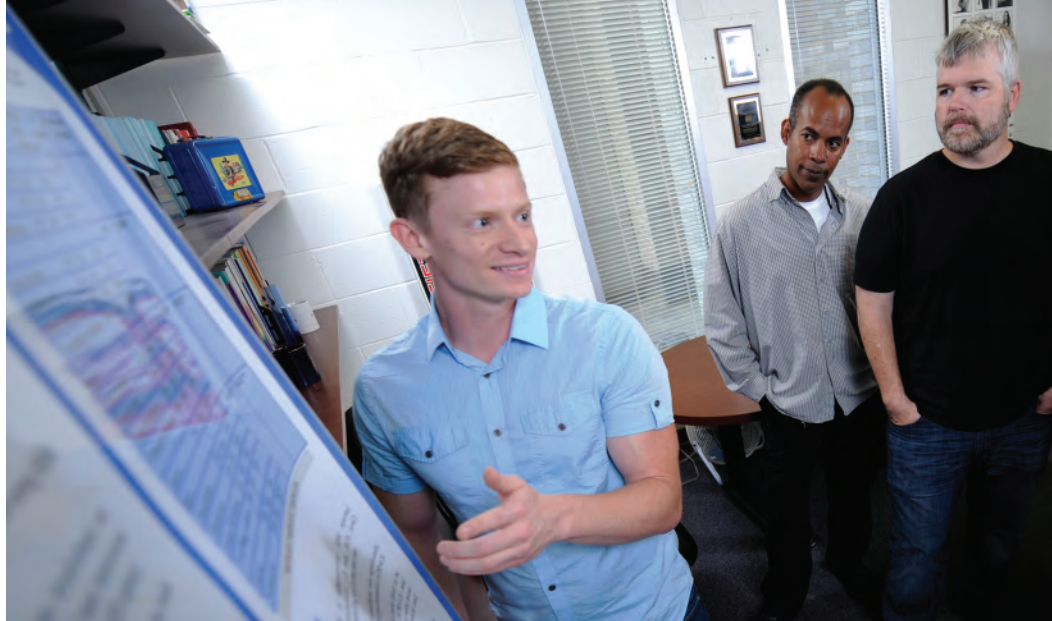
ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Increase one new faculty member per year serving on local/state/national health advisory committees
- Increase partnerships with the Allegheny County Health Department through student practica
- Develop a new course by fall 2013 in infectious disease global policy

### GOAL 4

SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Occupy and efficiently integrate IDM "open" laboratory space in new Pitt Public Health lab pavilion in 2013
- Expand the IDM MPH and MS student populations by 25 percent in next three years



## RESEARCH AND PRACTICE CENTERS

In addition to seven departments, Pitt Public Health has a number of centers, each of which has developed a detailed strategic plan. The strategic plans for four of these centers are now presented.

### CENTER FOR HEALTH EQUITY

#### GOAL 1

#### PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Re-organize the journal club to serve as a forum for dialogue among faculty, students, and staff in areas related to health equity and health disparities. Faculty-student collaborations in facilitating the meetings will be encouraged
- Once a year, provide two competitive awards to help students cover the costs of a thesis or dissertation on health equity. One of these awards will focus on the application of computation and simulation to health equity issues

#### GOAL 2

#### EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Enhance the contribution of the Community Research Advisory Board (CRAB) by (a) using the Web site to advertise to all Pitt Public Health faculty the CRAB's services of assisting in tailoring studies and reaching

to underserved communities for research studies; (b) expand the CRAB to include members of even more diverse ethnic and professional backgrounds

- Once a year provide a competitive award for faculty in the health sciences schools who are working with community organizations in assessment, evaluation, or in doing the groundwork to secure larger funding
- Encourage collaborations among faculty in grant submissions by, twice a year, convening representatives (a) from across campus to work on health equity and/or (b) from underrepresented backgrounds to network and discuss options for collaborative work
- Collaborate with the Center for Global Health to identify areas for joint work

#### GOAL 3

#### ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Once a year, provide funding for small community organizations to enhance their work on health equity issues
- Participate in initiatives to decrease excess mortality across the lifespan by fostering projects that engage community, government, and academic partners to address (a) violence in communities, (b) maternal and child health with a focus on infant mortality, and (c) cardiovascular disease
- Develop a board of advisors composed of community leaders and faculty who belong to or work with populations experiencing inequities

#### GOAL 4

#### SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Build a Web site to automate several center functions to increase efficiency and to promote the center's events and achievements
- Develop a brochure directed to both academic and community audiences to be used at academic meetings and student recruitment events
- Explore options to raise funds for a scholarship for underrepresented students

### CENTER FOR LESBIAN, GAY, BI-SEXUAL, AND TRANSGENDER HEALTH RESEARCH

#### GOAL 1

#### PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Expand certificate program enrollment
  - Expand the presence of the certificate program via an improved Web site
  - Continue collaborations with national training partners to ensure that the reputation of the program remains high
  - Create the largest and most prominent training program in lesbian, gay, bisexual, and transgender (LGBT) health research in the United States
- Improve the quality of course offerings even further
  - Continue ongoing evaluation and improvement of course offerings



- Host occasional “town hall meetings” to get student feedback on course quality
- Expand the existing T32 pre-doctoral training program
- Ensure publication and employment success of doctoral students to prepare for a resubmission of the T32 training program
- Focus on high quality mentorship of certificate students
  - Hold Wednesday lab meetings, monthly center meetings, and the summer institute
  - Ensure that the record for publication and grant submissions by MPH and doctoral students remains high
  - Continue the tradition of the LGBT Summer Institute and expand topics to include activism for LGBT health, international research in LGBT health, and raising levels of health among Black LGBT populations

## GOAL 2

### EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Create an environment in which innovative research can be conducted
  - Define new research agendas through the Wednesday morning labs and strategic planning exercises with doctoral and postdoctoral scholars
  - Ensure a strong tradition of research diversity that goes well beyond the study of HIV risk among men who have sex with men (MSM) to include research on the health of lesbian women, bisexual men and women, transgendered populations, and the attitudes of heterosexual populations (e.g., health care providers) as they impact the health of LGBT populations

- Find resources to support successful grant applications
  - Identify existing data sets already collected by national and local partners (especially in HIV research at Pitt) to support novel analyses and new research endeavors
  - Continue successful program of internal peer review and ongoing grant submission support to create fundable NIH grant applications
- Partner to create a focus in LGBT health as a global health endeavor
  - Apply to foundation funders (e.g., amfAR) for an international training program on HIV research among MSM that would be part of the certificate training program

## GOAL 3

### ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Provide interdisciplinary education/service for colleagues across the Pitt campus through monthly meetings
- Continue to provide testimony/public hearing presentations to inform policy at federal, state, and local levels
- Continue study section representation across a range of federal, state, and foundation funders

- Continue study section representation and consultancies at the Centers for Disease Control and Prevention and other federal agencies as well as influential foundations (e.g., amfAR)

## GOAL 4

### SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Work with the Pitt Public Health development officer to find foundation support
- Help doctoral students write K applications so that they can continue collaboration as junior faculty

## CENTER FOR PUBLIC HEALTH PRACTICE

### GOAL 1

#### PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Increase the availability of management internships in state and local public health agencies and in organizations serving vulnerable populations

### GOAL 2

#### EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Build its portfolio of applied research in law, management, and policy for public health systems
- Establish research collaborations with faculty in the Department of Health Policy & Management, the School of Medicine, and the Swanson School of Engineering



### GOAL 3

ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Develop faculty members' competencies in policy advocacy and practice applications to equal their competencies in research
- Develop and facilitate opportunities for faculty members to engage in scholarly service to local, state, national, and global organizations
- Establish programs to support the performance improvement and accreditation readiness of state and local public health agencies

### GOAL 4

SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Work with the Pitt Public Health development officer to find foundation support
- Help doctoral students write K applications so that they can continue collaboration as junior faculty

## PUBLIC HEALTH DYNAMICS LABORATORY

### GOAL 1

PREPARE THE NEXT GENERATION OF PUBLIC HEALTH LEADERS THROUGH RIGOROUS EDUCATIONAL PROGRAMS AND ROBUST STUDENT SUPPORT SERVICES

- Promote systems thinking and the use of computational modeling and simulation throughout the Pitt Public Health curriculum

- Achieve leadership in innovative educational programs by developing new degree and certificate options in computational simulation and modeling for public health
- Recruit students with diverse educational backgrounds including science, technology, engineering, and mathematics; and prepare these students to participate in our expanding portfolio of research programs

### GOAL 2

EXPAND KNOWLEDGE IN THE FIELD OF PUBLIC HEALTH THROUGH SCIENTIFIC INQUIRY AND INNOVATION

- Maintain and extend our international reputation for leadership in public health modeling through high-impact publications that provide new insights into disease dynamics and public health interventions
- Promote the goal of global open access to all public health data, and provide international leadership through the development of a globally linked and open database of reportable diseases at the highest possible spatial and temporal resolution
- Provide a new infrastructure for computational public health by developing and distributing innovative research tools, including open source software systems for complex systems modeling in public health

### GOAL 3

ADVANCE THE HEALTH OF POPULATIONS ACROSS THE LIFESPAN THROUGH FACULTY SERVICE, IN COOPERATION WITH PARTNERS AT THE REGIONAL, NATIONAL, AND GLOBAL LEVELS

- Create and maintain innovative partnerships with regional, national, and global public health agencies and foundations
- Address health disparities in the Pittsburgh region through innovative modeling of issues such as community crime and gang violence, domestic violence, obesity, and homelessness
- Build capacity for advancing public health decision support in developing countries through expansion of the Public Health International Modeling Fellows program

### GOAL 4

SECURE ADEQUATE RESOURCES AND PROMOTE OPERATIONS EFFECTIVENESS

- Develop an effective communications strategy to better inform the research community, potential donors, and the general public about new approaches and insights into public health that we are achieving through advanced computational methods
- Seek additional funding to support the growing academic mission of the Public Health Dynamics Laboratory, including training grants, and additional funds for postdocs and graduate student research positions





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