An invitation to apply for the position of Dean
Graduate School of Public Health
University of Pittsburgh
Pittsburgh, Pennsylvania

THE SEARCH

The University of Pittsburgh (Pitt) seeks a forward-thinking, collaborative leader to serve as the Dean of the Graduate School of Public Health (Pitt Public Health or GSPH). Consistently ranked among the top ten schools of public health nationally in annual research support from the National Institutes of Health, and nationally recognized for its significant contributions to multiple areas of public health, Pitt Public Health has advanced its impact and reputation since its founding to meet the needs of an industrial Pittsburgh in 1948. Today, the school is home to seven academic departments and a variety of public health, joint-degree, and certificate programs providing tangible and measurable impact on the health of the region and the world; improving health equity; and building interdisciplinary collaborations within the university and beyond to improve the wellbeing of people worldwide.

Centrally located near Pitt’s five other health sciences schools and the world-renowned University of Pittsburgh Medical Center (UPMC), as well as six universities and multiple government and community organizations, Pitt Public Health provides unparalleled opportunities for collaboration across the quadripartite mission (research, service, education, and public health practice). Well-documented disparities in social determinants of health in the surrounding region present tremendous opportunities to creatively work to improve the health of the whole populace—a challenge that closely aligns with Pitt and UPMC’s commitment to advancing the health of all people. Pitt Public Health’s growing reach positions it to improve overall health and wellbeing beyond the region; on a national and global level.

The Dean is supervised by and reports directly to the Senior Vice Chancellor for the Health Sciences (the hiring authority) for matters concerning budget, promotion and tenure, and clinical research and teaching for the Graduate School of Public Health. The Dean of the GSPH is a member of the Health Sciences Cabinet comprised of the deans of all health sciences schools and the associate senior vice chancellors for Health Sciences. The Provost is the chief academic officer of the university and as such recommends all promotion and tenure cases and approval of all academic programs to the Chancellor. The Provost convenes the Council of Deans, which is an integral governance and leadership body of the University consisting of all Deans, campus presidents, and the University Librarian.

The Dean has autonomy and authority for the management and coordination of Pitt Public Health and for implementing its plans, programs, services, and scholarly and research endeavors. The current pandemic is highlighting the critical importance of public health, and this new Dean must take advantage of this unprecedented moment to capitalize on this renaissance. The next Dean will be excited and energized by
the opportunities and challenges ahead and the impact of Pitt Public Health as a leading voice in the field. The Dean should be ready to respond to and create new opportunities generated by and in the wake of the coronavirus pandemic. The new Dean, working closely with leadership across Pitt and UPMC as well as other members of the Council of Deans, will be able to take advantage of and create opportunities for collaborations in research, education, and teaching.

To continue to elevate the school’s impact, the new Dean will: articulate a distinctive vision and develop and implement a new strategic plan for Pitt Public Health; recruit, mentor, and retain an excellent and diverse faculty and staff; be committed to creating an institutional culture of diversity and inclusion which is grounded in principles of equity; continue to promote each area of the quadripartite mission; oversee Pitt Public Health’s operations and financial and human resources; enhance interdisciplinarity; champion interprofessional education across the health sciences schools and beyond; partner broadly at Pitt, UPMC, and beyond with government, foundations, and non-profit sectors; and play a critical role in fundraising and revenue generation.

The University of Pittsburgh has retained Isaacson, Miller, a national executive search firm, to assist with this important recruitment. Confidential inquiries, nominations, and applications may be directed to the firm, as indicated at the end of this document.

THE HEALTH SCIENCES AT THE UNIVERSITY OF PITTSBURGH

The Health Sciences Division at the University of Pittsburgh is one of the most comprehensive clusters of health science schools in the country, boasting medicine, dentistry, rehabilitation sciences, nursing, pharmacy, and public health. (A description of each school can be found in Appendix A.) Given the close physical proximity and the commitment to collaboration at Pitt, there is incredible potential for interdisciplinary education and research, and for integration across the spectrum of research disciplines, from basic to applied research.

All six health sciences schools rank in the top 15 nationally (U.S. News & World Report 2020 rankings). Pitt is 5th in the nation for NIH funding (Blueridge 2019 rankings), and of the $577 million in NIH funding awarded to the university, the health sciences schools accounted for $529 million. Chancellor Patrick Gallagher and his entire leadership team see research integration with the health sciences schools as a high strategic priority for the university. (Notable enterprise-wide research efforts at Pitt can be found in Appendix B.)

Dr. Anantha Shekhar, MD, PhD, a nationally recognized educator, researcher, and entrepreneur, will begin as senior vice chancellor for the health sciences and John and Gertrude Petersen Dean of the School of Medicine at the University of Pittsburgh in June 2020. Dr. Shekhar’s top priority is to build on Pitt’s exceptional record of health sciences education, innovation, clinical excellence, and research preeminence in partnership with UPMC.

THE GRADUATE SCHOOL OF PUBLIC HEALTH

The University of Pittsburgh Graduate School of Public Health was founded in 1948 with a $13.6 million grant from the A. W. Mellon Educational and Charitable Trust. At first, the school focused on occupational and industrial health and hygiene, mostly to address the public health needs of the industrialized City of
Pittsburgh. As Pittsburgh’s economy shifted to service and high-tech industries, the school broadened its efforts to address chronic disease and aging. Pitt Public Health now has a broad scope including global health, health equity, infectious disease, workplace and environment problems, and epidemiology. Notable contributions of Pitt Public Health include the following:

- Pitt was the leader of early trials in the 1950s on immunization, showing gamma globulin injection was effective in preventing polio. These trials laid the theoretical groundwork for the subsequent development of the first Salk polio vaccine at the University of Pittsburgh.
- Faculty from Pitt Public Health provided the biostatistical leadership in seminal clinical trials of surgical and systemic treatments for breast cancer which led to adoption of lesser surgery (lumpectomy) and fewer radical mastectomies, and which improved survival through widespread use of effective chemotherapies and hormonal therapies, such as tamoxifen, for treatment of early-stage breast cancer. Recent trials focus on testing genetically targeted therapies.
- The concept of gender-based biology in the 1990s—which highlighted the underrepresentation of women in biological studies and shed light on differences in rates of illness, metabolism of medications, and lifestyle-related health issues between men and women—was established at Pitt Public Health.
- Pitt Public Health researchers led the study that evaluated the health care provided to uninsured low-income children in southwestern Pennsylvania, which ultimately swayed Congress to expand the Children’s Health Insurance Program (CHIP) to all 50 states.
- Pitt is home to the Center for Lesbian, Gay, Bisexual and Transgendered (LGBT) Health Research, and the world’s first certificate program geared toward LGBT health, whose studies found that HIV/AIDS risk factors are fueled by other behaviors, such as drug use, violence, child sexual abuse, and mental health issues, such as depression and social stigma.
- One of the longest-running studies in Pitt history, the Pitt Men’s Study, was developed in 1983 and continues to this day. It serves as one of the nation’s earliest and most extensive investigations into AIDS, contributing data that has transformed one of the world’s most deadly epidemics into a chronic illness.
- Pitt Public Health was the site of genetic discoveries and advances that have led to the development of molecular genetics testing that has identified and characterized the cystic fibrosis gene, genes that predispose for primary lymphedema, six new Alzheimer’s genes, three new systemic lupus erythematosus genes, and a new biomarker for genetic defects in tumor cells that are chemo- and radiation-resistant. The school is also home to one of the nation’s oldest genetic counseling programs.

Today, 160 faculty and 320 staff support 640 students across ever-expanding areas of expertise at Pitt Public Health. To support this growth, the school recently completed a $77 million, multi-year expansion and renovation project which includes a state-of-the-art 58,000 square foot laboratory facility.

**COMMITMENT TO DIVERSITY AND INCLUSION**

The University of Pittsburgh is committed to diversity and inclusion across a spectrum of characteristics and issues. The health sciences schools’ philosophy on diversity, equity, and inclusion includes a five-pronged approach: starting early in the pipeline; working along multiple segments of the pipeline; cross-collaborating among health sciences schools; developing a culture to increase retention of faculty, staff and
students; and effectively leveraging and integrating partnerships. Closing the diversity gap in the health professions and improving the quality of healthcare for underserved communities are primary programming objectives. Pitt and UPMC have an unusual opportunity to move the needle on the health of a populace and to demonstrably reduce the disparities in health outcomes in the Pitt/UPMC catchment area. The health system and the six schools—with members serving as educators, researchers, providers, and payers—can directly target health care outcome disparities, reducing cost and equalizing care. The combined effort could become a national model.

Pitt Public Health is intentionally involved in the university’s diversity, equity, and inclusion efforts. The school’s associate dean for diversity and inclusion provides direction and leadership in developing and implementing strategic diversity and inclusion goals that align with the Dean's identified priorities. In partnership, the Pitt Public Health Faculty Diversity Committee (FDC) focuses on identifying and implementing activities to increase faculty diversity, assuring that appropriate processes are in place for enhancing diversity in faculty recruitment, promotion, and award of tenure. These efforts are complimented by an array of student organizations also focused on diversity, equity, and inclusion goals.

Education at the Graduate School of Public Health

A top-ranked learning and research center, Pitt Public Health prepares students to influence public health practice and to improve the health of populations across the country and around the world. With over two dozen specialized master's and doctoral programs across seven academic departments, described below, Pitt public health offers courses of study across the vast array of public health disciplines.

- **The Department of Behavioral and Community Health Sciences** applies theories, concepts, and methods of the various social and behavioral science disciplines to the development, implementation, and evaluation of programs that prevent illness and promote health. Health is largely shaped by behavioral and sociocultural factors, and it must be understood as a function of individuals, families, organizations, communities, and public policy. BCHS emphasizes community-based programs and works with grassroots, nonprofit, private, philanthropic, and governmental organizations. Key research and training areas in the department include evaluation, social dynamics, concept mapping, LGBT health, and health equity.

- **The Department of Biostatistics** is involved in the design, analysis, and interpretation of data for studies in public health and medicine, and in the development of cutting-edge methodologies for such studies. Current areas of methodological research include survival analysis, statistical data mining and modeling, missing data analysis, statistical genetics, and health services research. The broad range of applied research includes clinical trials, genomic studies, epidemiological studies, and more.

- **The Environmental and Occupational Health Department** is engaged in research and training aimed at identifying agents that affect health, studying the long-term effects of environmental and occupational health risks, and determining the molecular mechanisms of toxic agents that contribute to the development of certain illnesses and diseases. Faculty, staff, and students work to find ways to promote healthier environments and minimize risks that increase the incidence of respiratory, cardiovascular, and musculoskeletal diseases, asthma, lower respiratory infections, road traffic injuries, poisonings, and drownings.

- **The Department of Epidemiology** is leading research and prevention activities that impact public health and training students to evaluate and respond to important public health issues. Areas of
strength include aging, cancer, cardiovascular disease, molecular epidemiology, obesity and nutrition, psychiatric epidemiology, chronic disease prevention, reproductive health, environmental health, and infectious diseases. Faculty, staff, and students are deeply involved in both clinical interventions and observational studies that have a major impact on the health of populations.

- **The Department of Health Policy and Management** has had a rich history of educating individuals for careers in health policy and management since its inception in 1950. Its strengths include the areas of health system governance and management, long-term care, Medicare and Medicaid policy, pharmaceutical policy, mathematical modeling and simulation, and health economics. Students learn to develop and advocate for public policies, create policy regulation, and work in governmental and public health sectors.

- **The Department of Human Genetics** is dedicated to genetics research and graduate programs. The graduate programs include an emphasis on public health, clinical practice, and laboratory or quantitative genetics research. Departmental research is focused on how genes influence human traits, diseases, and behaviors, including how genetic and non-genetic factors interact. This research includes the study of genetic mechanisms related to the transition from normal to disease states, and studies how genes and the environment interact to affect the distribution of health and disease in human populations.

- **The Department of Infectious Diseases and Microbiology** is committed to training the next generation of scientists and public health professionals to enhance the control of infectious diseases in the human population, and to studying the science behind the spread and control of those diseases. Integrated microbiology programs are devoted to the study of various molecular, immunologic, epidemiologic, and biologic aspects of microbial pathogenesis, as well as infectious diseases control, prevention, and education.

Recognizing the importance of interdisciplinarity in the rapidly evolving field of public health, Pitt Public Health also offers a Multidisciplinary Master's of Public Health for doctoral-level clinicians and a variety of joint degrees with other Pitt schools including medicine, business, law, public and international affairs, arts and sciences, and social work. Constantly working to address the changing needs to public health professionals, Pitt Public Health also offers several certificate programs focusing on the most pressing areas of public health.

Pitt Public Health faculty are international thought leaders; they are a diverse faculty with cutting-edge research interests, broad involvement in public health practice, and a commitment to teaching and mentoring. Pitt Public Health is among the top schools in the country in research dollars per faculty member, which is a testament to the quality of its teaching staff who are consistently thinking of ways to innovate in the classroom. Whether it is through reinventing curricula, fostering new interdisciplinary educational opportunities, or developing new degree programs (three new master’s programs emerged fall 2019 and a variety of additional joint-degree programs are in development), the Pitt Public Health faculty are energized by the continuous evolution and improvement of public health education.

**RESEARCH AT PITT PUBLIC HEALTH**

Research has long been a strength of Pitt Public Health, and the school has a rich history of conducting groundbreaking studies, with current funding at about $55 million annually, $34 million of which comes from the NIH. The faculty are actively involved in scientific inquiry and innovation, and the new Public
Health Dynamics Laboratory has championed the role of computation and simulation in public health on the local, national, and international fronts. Below are some achievements that define the Pitt Public Health research program:

- In FY19, Pitt Public Health had a total of 310 primary and 449 sub-awarded grants and contracts that generated a total of $46 million dollars in direct costs.
- An additional $8 million in funding is realized through sponsored research that originates through cross-collaboration with other schools and institutes at the University.
- Federal awards comprise 89% of grant and contract funding at Pitt Public Health, and of that figure 75% is strictly NIH funding. Other federal sponsors include HRSA, AHRQ, CDC, VA, NSF, and DOD agencies.
- Of the 759 active research projects in Pitt Public Health, 23 are major multi-center cooperative agreements and program projects that include international collaborations worldwide, 143 have annual budgets over $100,000 per year, 31 are training and/or career development, and 52 are programs that are for public service to the community and for the greater good.

Pitt Public Health supports collaborative public health initiatives through 38 centers which promote both practice and scholarship in public health through close working relationships with community partners, research, practice-based teaching, and service. The research centers advance scientific inquiry, serve local communities, strengthen the public health system, and further the advancement of public health. *(A list of school-wide centers can be found in Appendix C.)*

**Public Health Practice**

Through the application of evidence-based science and knowledge, Pitt Public Health faculty, staff, students, and alumni are involved in collaborative projects with public health agencies and organizations locally, nationally, and internationally. The school partners with the following organizations and institutions: hospitals, to help them comply with the requirements of community health under the new federal tax laws; county health departments, by providing students as interns; area non-profits, where students promote public health in under-served communities; senior centers, where faculty apply scientific evaluation to help leaders make decisions about staff training, staff guidance, care planning, and care delivery; and international non-profits, through which faculty conduct AIDS health training. It also provides local training for public health professionals and the public through the Center for Public Health Practice, and for students through practicum experiences with hospitals, health organizations, and senior centers.

In order to have a meaningful impact on the health of the local populace, Pitt Public Health has a serious opportunity to partner with UPMC *(more information can be found in Appendix D)* and other providers, insurers, and sectors in the region, such as Allegheny Health Network and Highmark.

**The Structure and Governance**

Health science at the University of Pittsburgh is split into two divisions: (1) the School of Medicine Division, and (2) the Health Sciences Division. The School of Medicine Division operates financially independently within the university on a full responsibility centered management basis. The Health Sciences Division operates on a centralized budget model with individual programmatic incentives built in
but is shifting to new budget models that will give deans more budgeting and revenue generating responsibility. *(Organizational charts can be found in Appendix E.)*

At Pitt Public Health, the governance activities of the administration and faculty are unified, and all standing committees report to one principal body: the Pitt Public Health Council. The Pitt Public Health Council is a union of the school's key administrators, faculty leadership, elected faculty representation from all academic departments, the chairs of the standing committees, and representatives from the student body. Standing committees reporting to the Pitt Public Health Council include: the Faculty Appointment, Promotion, and Tenure Committee; the Faculty Diversity Committee; the Planning and Budget Policies Committee; the Educational Policies and Curriculum Committee; and the Faculty Senate Executive Committee (Pitt Public Health faculty have a faculty senate in addition to the university-wide faculty senate at Pitt). Pitt Public Health also has its own Board of Visitors.

**The Opportunities and Challenges for the Next Dean**

The next Dean has an unprecedented opportunity to lead a world-renowned school of public health in these turbulent times when the importance of public health is again coming into focus. Pitt Public Health has the opportunity to stand apart, using each aspect of its mission to support faculty, students, and staff to reach new heights in their work and to succeed as part of an inclusive community that is strengthened by its diversity across many different dimensions. To do so, a successful Dean will address the following opportunities and challenges.

*Articulate a distinctive vision and develop and implement a new strategic plan for Pitt Public Health*  

The next Dean, working in close collaboration with its many stakeholders, will be expected to outline a clear vision for Pitt Public Health’s future as a preeminent institution of public health education, research, and practice. The vision must reflect all aspects of Pitt Public Health’s quadripartite mission—education, research, service, and practice—and address the public health challenges facing the Commonwealth of Pennsylvania and beyond. The Dean must incorporate the deep expertise in and around the school to take advantage of the unique moment in time, both in terms of the pandemic response and wealth of faculty research expertise across numerous disciplines. In pursuit of its aspirations, the Dean will chart a direction for Pitt Public Health through a collaborative strategic planning process that engages all stakeholders, ensuring alignment with strategic university priorities.

*Enhance and promote an authentic commitment to diversity, equity, and inclusion of all kinds*  

As a discipline devoted to reducing disparities, it is paramount for the next Dean to build on Pitt Public Health’s ongoing efforts to diversify the faculty, staff, and student body and be equally vigilant in modeling and ensuring Pitt Public Health’s commitment to inclusion and equity. The Dean must foster an environment in which all members of the Pitt Public Health community are valued, are heard, and have the ability to reach their individual and collective potential. This leader must be committed to culture change and create structures, programs, and policies to achieve equity. The Dean is responsible for creating community where possible; finding venues that draw people across roles together; creating organizational structures that are personal and responsive; ensuring transparency about critical decisions; messaging frequently and consistently to the community; and implementing best practices that will ensure these values are upheld. The Dean sets the tone, and the Dean’s actions lead the school.
Strengthen a culture that equally embraces teaching, research, and engagement and enhances interprofessional education and interdisciplinary partnerships at Pitt and beyond

The Dean is expected to continue growing Pitt Public Health’s robust research enterprise. Equally important, the Dean will inspire a commitment to excellence in teaching and learning through curricular and pedagogical innovation and new modes of course delivery and educational technology. Channeling gains in these areas and translating research to practice in service of local, national, and global public health needs will help ensure that each member of the Pitt Public Health community sees their place in the vision for the future, and will forge a strong, cohesive Pitt Public Health community.

With all six health sciences schools and an academic medical center on one campus—and within a few hundred yards of the full university—Pitt has the resources and the opportunity to lead the country in developing innovative modes of interprofessional education, collaborative research, and interdisciplinary practice. Developing a robust interprofessional education curriculum across all of the health sciences schools will be a major focus of education reform by the senior vice chancellor of Health Sciences, and the Dean of GSPH will be key partner in making this transformation. The next Dean will continue to inspire Pitt Public Health as both a catalyst and hub for connecting all parts of the University of Pittsburgh with public health and promoting public health across the institution. The next Dean must proactively establish key relationships with university schools and UPMC, identifying opportunities to share resources, and to approach collectively large public health issues best addressed through a multidisciplinary approach.

The Dean will seek to establish new, mutually beneficial partnerships with community organizations in pursuit of a shared mission to address societal challenges. Pitt Public Health’s continued growth will also require additional opportunities for meaningful student practicum and internship experiences. Pitt Public Health is poised to be an influential resource to government leaders. The Dean will work to maintain these bonds and establish new ones, building on the relationships faculty have established with community, government, and industry partners.

Provide strong stewardship of Pitt Public Health operations and infrastructure

As the leader of Pitt Public Health, the Dean must balance outward-facing responsibilities with an equally important commitment to the functioning of the school, including ultimate oversight of policies, procedures, school-wide administrative matters, strategic infrastructure needs, and, in particular, the well-being of staff and faculty. The Dean will be in a unique position to bring a fresh, holistic view of Pitt Public Health and to critically assess current practices and existing processes and systems employed in carrying out the work of this multi-faceted school. To that end, the Dean must identify opportunities for creating efficiencies, streamlining processes, and consolidating the work of the various units within the school. The next Dean will re-examine Pitt Public Health’s current structure in partnership with departmental leaders to maximize and balance the benefits of both departmental autonomy and centralized policies, procedures, and operations. The Dean will explore this and other efforts to encourage innovation and support leadership across Pitt Public Health, positioning it for continued growth and success. The Dean will be openminded and thoughtful about creating new degree or certificate programs, including considering the potential for an undergraduate degree.
**Generate and manage new resources, especially through fundraising**

To enable its growth and success, the Dean will play a critical role in attracting external financial support for Pitt Public Health, particularly to support students and faculty needs. The Dean must think critically about diversifying revenue streams as the health sciences schools move closer to a Responsibility Centered Management (RCM) budgeting model.

Pitt has recently built a robust and professional development group. Two years ago, Pitt’s chancellor and UPMC’s CEO reorganized development into one position serving both organizations with the understanding that UPMC does not seek much in the way of philanthropy—especially from grateful patients—and is eager to see donors support transformative science at Pitt. Today, development at Pitt raises roughly $150 million annually, a number that grows steadily, with approximately $60 million a year from the health sciences schools. The Dean will steward existing supporters and build new relationships.

**Recruit, mentor, and retain an excellent and diverse faculty and staff**

Working closely with department chairs, the Dean must address strategies for recruiting, mentoring, and retaining a world-renowned, diverse faculty and staff. While recruiting top talent is vital, the Dean must also be a leader who identifies and implements real pathways for growth by prioritizing the development of existing talent. The Dean must galvanize and inspire continued success across all missions, serving as a champion for faculty and staff, and connecting their work to the broader missions of the University of Pittsburgh and UPMC.

**QUALIFICATIONS AND EXPERIENCE**

The ideal candidate will have demonstrated intellectual leadership in public health, a substantial record of scholarly or health policy achievement, strong visibility in the public health research community, and the capacity to exercise policy leadership at the local, state, national and/or international levels. Candidates must have qualifications commensurate with tenure at the rank of Professor in Pitt Public Health. In addition, the ideal candidate will possess the following qualities and qualifications:

- A track record of partnering with a breadth of stakeholders to develop, inspire, communicate, and operationalize a shared vision and strategic plan
- Commitment to excellence and innovation across the quadripartite mission: research, service, public health practice, and education
- Demonstrated personal and professional commitment to diversity, equity, inclusion, and addressing health disparities; most importantly, must have a record of leadership in acting on those core values
- Excellent listening, communication, and interpersonal skills, grounded in transparency and the spirit of shared governance
- A track record of providing a meaningful and innovative educational experience that helps recruit and retain students while providing them with skills to make them successful members of the future public health workforce
- Deep commitment to continuous learning about the international landscape of public health; the capacity to ensure that the school leads and/or participates in important national conversations on the future of public health
• A track record of supporting collaboration across institutions, departments, or divisions to unite diverse stakeholders around a shared vision
• Success leading or supporting faculty recruitment, retention, and development efforts that enhance academic excellence, diversity, equity, and inclusion
• Ability to develop a strong leadership team and to delegate authority to streamline policies, processes, and procedures within a complex, evolving, and dynamic environment
• Experience managing complex budgets and generating revenue, including through fundraising

TO APPLY

The University of Pittsburgh Graduate School of Public Health has retained the national executive search firm Isaacson, Miller to assist in this search. All inquiries, nominations, referrals, and applications should be sent in confidence to:

Stephanie Fidel - Partner
Ariannah Mirick - Partner
Randi Alberry - Managing Associate
Isaacson, Miller
(617) 262-6500
http://www.imsearch.com/7453

University of Pittsburgh considers applicants for employment without regard to, and does not discriminate on the basis of, an individual’s sex, race, color, religion, age, disability, status as a veteran, or national or ethnic origin; nor does University of Pittsburgh discriminate on the basis of sexual orientation or gender identity or expression.

EEO/A/M/F/Vets/Disabled

Title IX of the Education Amendments of 1972 protects people from sex discrimination in educational programs and activities at institutions that receive federal financial assistance. Questions regarding Title IX may be referred to the University’s Title IX Coordinator, at titleixcoordinator@pitt.edu or to the U.S. Department of Education, Office for Civil Rights, 8th Floor, Five Post Office Square, Boston MA 02109-3921. Telephone: 617.289.0111, Fax: 617.289.0150, TDD: 800.877.8339, or Email: ocr.boston@ed.gov

ABOUT PITTSBURGH

Once a city known for its steel mills and heavy industry, Pittsburgh has been transformed into what has been described as one of America’s “Most Livable Cities” by The Economist. Now known for its exemplary educational institutions, health care facilities, and high-tech companies, Pittsburgh is a vibrant, mid-sized, and affordable city that has the feel of a small town with big city culture—including leading art, science, and history museums; a range of theater production companies; professional sport teams; and the world-renowned Pittsburgh Symphony Orchestra. For more, please visit: https://publichealth.pitt.edu/pittsburgh
APPENDIX A: ADDITIONAL HEALTH SCIENCES SCHOOLS AT PITT

School of Medicine  Pitt Medicine is a rich environment in which to train and work. The School of Medicine credentials an outstanding faculty of 2,491. It recruits and trains a graduate student body of 499 as well as 597 Doctorate-Professional Practice Students. The School is also host to nationally ranked PhD and post-doc programs. The faculty body includes 50 members elected to the American Society for Clinical Investigation, 29 members of the Association of American Physicians, 22 members of the National Academy of Medicine, four members of the National Academy of Science, four members of the National Academy of Inventors, and two members of the American Academy of Arts and Sciences. In a generation, Pitt has successfully and entirely altered the profile of its faculty body.

School of Dental Medicine  Established in 1896 as the Pittsburgh Dental College, the School of Dental Medicine became part of the University of Pittsburgh in 1905. It is the only school in the Health Sciences Division to manage its own clinic. Across its general dental clinics and 11 specialty areas, the School’s clinical offerings include outpatient craniomaxillofacial and oral surgical services, the Multidisciplinary Implant Center, and the Center for Patients with Special Needs—one of the few centers in the country dedicated to training future dental professionals in caring for patients with disabilities. The School has research strengths in craniofacial genetics, craniofacial regenerative medicine, and public disparities in oral health. At the close of fiscal year 2018, the School of Dental Medicine ranked 5th among American schools of dentistry in NIH/NIDCR research funding. The School educates 325 pre-professional doctoral students, 60 dental hygiene students, 75 residents, and 12 graduate masters or PhD candidates.

School of Nursing  Since 1939, the School of Nursing has prepared students for increasingly demanding practice and academic environments through degree programs that incorporate rigorous theoretical and practical course work with progressively complex clinical experiences. Consistently ranked among the top graduate schools in the nation by U.S. News & World Report, high-ranking areas include: anesthesia (fourth), pediatric nurse practitioner (seventh), clinical nurse leader (seventh), psychiatric/mental health clinical nurse specialist (seventh), adult nurse practitioner (ninth), and nursing service administration (tenth). Pitt Nursing received more than $8.8 million from the NIH in 2018—ranking it fourth in the amount of funding received from the NIH—with particular strengths in genomics, sleep, cancer survivorship, and eHealth research. Sixty-three percent of tenure/tenure stream faculty have external support for research. Faculty actively participate in the leadership of the Hillman Cancer Center in the biobehavioral, diversity, and statistical areas. The School is building a nursing program in Kazakhstan and has educational partnerships with Capital Medical University in China and the Institute of Nursing Science at Basel University in Switzerland. Additionally, there is an active international visiting scholars program and a study abroad program. The School is currently educating 743 undergraduate students, 52 masters students, 248 doctor of nursing practice students, and 30 PhD students. The School has two NIH T32s to support the training of nurse scientists.

School of Pharmacy  Chartered in 1878, the School of Pharmacy is the oldest of Pitt’s schools of the health sciences. Pitt Pharmacy provides innovations and discoveries that solve complex medication-based problems. The faculty work to discover drug entities, develop drug delivery systems, identify ever more effective ways for pharmacists to deliver patient care, and define the future of pharmacy education. In the latest rankings by U.S. News & World Report, the School of Pharmacy ranked ninth among 143 PharmD-granting institutions. Research strengths include new medications and formulations for unmet medical needs, community health and wellness, clinical pharmaceutical sciences, and pharmacogenomics. In 2018, the School received $13.4 million in federal funding, of which $10.2 million originated from the NIH, and
ranked 11th among pharmacy schools in research funding. Pitt Pharmacy educates 536 students including 457 professional doctoral students, 49 PhD students, and 24 MS students, and 6 Master of Pharmacy Administration students.

School of Health and Rehabilitation Sciences The School of Health and Rehabilitation Sciences (SHRS) is a global leader in rehabilitation and disabilities studies with particular research strength in physical therapy, assistive technology development, and injury prevention and performance optimization. Its research, education, and training efforts focus on supporting children, adults, seniors with disabilities, active members of the armed services, veterans, and others with limited functionality, and rehabilitation or therapy needs. U.S. News and World Report has recognized SHRS graduate programs in physical therapy (first), occupational therapy (fourth), audiology (seventh), and speech-language pathology (seventh), as among the top 10% of programs in the country. In 2018, the school received $2.2 million in awards from NIH and was ranked 24th in funding among similar schools. The School educates 543 undergraduate students, 484 graduate students, and 318 doctoral students.
APPENDIX B: NOTABLE ENTERPRISE-WIDE RESEARCH EFFORTS AT PITT

Historically a single Principal Investigator culture, the University—including all of medicine and all the health sciences schools and explicitly including UPMC—has recently pivoted to investing in team-based or enterprise science, including but not limited to the following:

The Immune Transplant and Therapy Center, launched with an initial $200 million investment by UPMC, aims to dramatically accelerate the translation of immunotherapy research findings from the laboratory to the clinic—an effort that incents new initiatives and collaborations.

A Clinical and Transitional Science Institute, which has been continuously funded for 12 years and is one of the original and most successful institutes of its kind. In 2016, the NIH chose the Pittsburgh CTSI to build the foundational partnerships and infrastructure needed to launch NIH’s “All of Us Research Program.” This program aims to engage one million or more research participants to revolutionize how disease is prevented and treated based on individual differences in lifestyle, environment, and genetics. Pitt was awarded $4.2 million in the first year, with the potential of up to $46 million over five years. This program benefits all of the health sciences schools.

The Pittsburgh Health Data Alliance, which is leveraging big data to revolutionize health care and wellness. This Pitt-UPMC-CMU collaboration advances technology and creates data-heavy health care innovations. It has obvious implications across the university and all of the health science schools.

Early in 2015, Pitt and UPMC entered into an agreement designed to accelerate the commercialization of intellectual property arising from the research activity of university faculty. This partnership works to speed the commercialization of medical technologies and services, offering the dual benefit of bringing medical advances to the public more rapidly while supporting business startups and the accompanying economic benefits for the region. Pitt’s Innovation Institute, founded in 1996, has created 166 startups that are dependent upon the licensing of technologies developed at the university; a majority are life sciences companies.

The university and UPMC have made a large commitment to ophthalmic research and care based on promising research that could alter our understanding of genetic conditions, glaucoma, and macular degeneration. UPMC will build an eye hospital with research facilities embedded. The emerging science points to promising therapies that could alter our understanding of vision, blindness, and ophthalmic care.

Institute for Precision Medicine, established by Pitt and UPMC in 2013, aims to apply new knowledge in genetics, genomics, and other disciplines toward the advancement of evidence-based medicine and with the ultimate goal of improving disease prevention and treatment models for individuals and the population at large.
APPENDIX C: PITT PUBLIC HEALTH NOTABLE CENTERS

Centers for Public Health Practice: This center works to improve the health of Pennsylvanians through establishing strong linkages between the school's faculty and students and local, state, national, and global public health practice. CPHP is a catalyst for engaged scholarship in public health through applied research, practice-based teaching, and professional service. CPHP collaborates with governmental and other agencies in the community to conduct focused assessments, apply scholarly evidence to address public health issues, and provide evidence-based service to improve the impact of public health practice.

Public Health Dynamics Laboratory: This interdisciplinary activity center is focused on the development of computational modeling methods to improve public health theory and the practice. PHDL includes contributions from epidemiologists, biostatisticians, behavioral scientists, public health policy experts, and computational scientists to produce the next generation of analytical tools for critical public health research. Active investigations include infectious disease dynamics; spatial epidemiology; global open access public health databases; vaccine distribution in developing countries; public health response to epidemics and other emergencies; social networks and effects on obesity, smoking, and other health behaviors; and community violence dynamics.

Epidemiology Data Center: The Epidemiology Data Center (EDC) provides a research environment in which complex health questions can be explored using the combined tools of biology and statistics. EDC establishes collaborations with clinical researchers to design, conduct, and analyze multicenter, randomized clinical trials and epidemiologic studies. To contribute to the development of new knowledge, EDC develops and refines data collection, data management, computing, and statistical methods, with the ultimate goal of advancing treatment and prevention of disease.

Center for Lesbian, Gay, Bisexual, and Transgender Health Research: The center's mission is to understand and improve LGBT health by maintaining an infrastructure to support research concerning LGBT health and wellness needs. Faculty and students work to translate research findings into national, state, and local education, policy, and service by creating linkages with medical practices and local and state offices. To specifically address the conceptual and practical skills necessary to identify, analyze, and address LGBT individual wellness, the center established the first graduate-level certificate in Lesbian, Gay, Bisexual, and Transgender Individuals' Health and Wellness.

Center for Health Equity: CHE strives to expand knowledge by conducting research into health disparities and health equity issues. Its current work includes the study of violence prevention and peer-to-peer interventions among African Americans and Latinos. CHE also maintains the Community Research Advisory Board (CRAB), composed of community members and researchers who review research protocols to assist investigators in making their studies relevant and sensitive to communities and to successfully recruit participants from under-represented groups. CHE also designs, implements, and evaluates interventions that aim to reduce health inequities through extensive collaboration with community stakeholders and researchers. Currently, CHE conducts outreach in African American barbershops and organizes a student-based navigator program in local health centers. CHE also contributes to the development of future public health professionals by supporting students via mentorship, practice with community partners, participation in the CRAB, a journal club, and an Interdisciplinary Latino Research Interest Initiative.

Center for Global Health: The Center for Global Health (CGH) is a university-wide center that is physically located within GSPH. The center's mission is to effectively address health issues that affect populations...
around the globe. This mission is carried out through activities in support of goals to: foster innovative, interdisciplinary global health research; create the next generation of global health leaders and scholars; facilitate sustained global health partnerships; and promote translation of global health research findings into policy and practice. Through its partnership with GSPH, the center also offers a 15-credit certificate in global health studies.

Health Policy Institute: The University of Pittsburgh Health Policy Institute (HPI) is a health-sciences-wide center that has close ties to GSPH. HPI is committed to producing high quality, evidence-based policy research and programming for government, business, and the foundation community. HPI's goal is to engage students and content experts to help answer key policy questions facing the health system through multidisciplinary, scientific policy analysis and education. HPI is the only academic health policy institute in the U.S. that combines expertise across all of the health sciences - medicines, public health, pharmacy, nursing, dentistry, and the rehabilitation sciences - to conduct applied research and make policy recommendations.

Center for Aging and Population Health: CAPH is housed administratively in the Department of Epidemiology and is supported in part by the U.S. Centers for Disease Control and Prevention (CDC) as a Prevention Research Center. The center continues to expand established success in research on the epidemiology of aging and longevity by linking population-based research with new techniques in genetics, imaging, and advanced laboratory diagnostic methods. The center is also expanding its population base to other communities and developing an international collaborative study in India. A major research focus has been, and will continue to be, on maintenance of function and prevention of disability. Expertise in quantitative imaging and energy balance assessment is applied to define the impact of aging processes and health behaviors on mobility and body composition, including fat, muscle, and bone in older adults. Research areas relating to successful aging and the genetics of longevity and exceptional survival have been expanded. Other areas of active investigation include determinants of brain and cardiovascular aging, clinical trials in the prevention of physical and cognitive decline, and translation of these findings into community settings. Center for Aging and Population Health: CAPH is housed administratively in the Department of Epidemiology and is supported in part by the U.S. Centers for Disease Control and Prevention (CDC) as a Prevention Research Center. The center continues to expand established success in research on the epidemiology of aging and longevity by linking population-based research with new techniques in genetics, imaging, and advanced laboratory diagnostic methods.

Center for Social Dynamics and Community Health: The Center for Social Dynamics and Community Health (CSDCH) applies systems science and mixed methods approaches to better understand the mechanisms underlying community health issues. By studying the complex contexts of health behaviors and the dynamic interactions of individuals with their social and physical environments, researchers at the CSDCH seek to identify and inform multilevel public health intervention opportunities.
APPENDIX D: ABOUT UPMC

The health sciences schools’ academic and research eminence relies on its close partnership with UPMC—a prestigious nonprofit health system that grew out of the university. UPMC leadership sprang from academic posts within Pitt and shared the university’s mission as its own system evolved. Now an independent entity, UPMC is operationally integrated at every level with the health sciences schools. With a $20 billion entity spanning 40 hospitals, more than 700 doctor’s offices and ambulatory sites, and over 6,000 physicians (4,900 employed by UPMC), UPMC is the nation’s largest academic health center. Its growth rate—12% annually since 2001—has recently accelerated. UPMC has also built and embedded a $10 billion health plan into the enterprise. This plan covers 3.5 million insured lives—36% of the center’s market geography. With the exception of Kaiser, UPMC is the largest provider-payer organization in the nation. As UPMC turns vigorously to value-based care, all Pitt schools will have a rare opportunity for interprofessional education and new models of care giving.

In clinical care, UPMC and the Pitt faculty have taken a unique path. As the major insurer and provider in the region, the clinical practice has long made value-based care a priority. UPMC restructured physician compensation to reward value—not volume—and to take the burden of relative value unit production off the physicians. This plan went into effect in July of 2019. Today, Pitt and UPMC continue to lead the nation in focusing on population health and value, with large implications for the cost and quality of health in all of Western Pennsylvania. As they succeed over the next several years, they will chart the future of health care. There are enormous untapped opportunities for UPMC and Pitt Public Health to partner together on research to study the outcomes and effectiveness of true value-based care.
APPENDIX E: ORGANIZATIONAL CHART: SENIOR VICE CHANCELLOR FOR HEALTH SCIENCES—DEANS AND VICE CHANCELLORS

Senior Vice Chancellor
Health Sciences
Anantha Shekhar (6/1)

Senior Vice Chancellor and Provost
Ann E. Cudd

Associate Sr. Vice Chancellor Science
Strategy and Planning
Jeremy M. Berg

Associate Sr. Vice Chancellor
Administration
William J. Madden

Associate Vice Chancellor Academic Affairs
Margaret C. McDonald

Associate Vice Chancellor Clinical Research
Steven E. Reis

Associate Vice Chancellor Biomedical Research
Michelle S. Broido

Associate Sr. Vice Chancellor Industry Relations and Continuing Education
Barbara E. Barnes

Associate Vice Chancellor Cancer Research
Robert L. Ferris

Associate Vice Chancellor Health Policy and Planning
A. Everette James

Associate Vice Chancellor Informatics
Michael J. Becich

Associate Vice Chancellor Academic Career Development
Darlene F. Zellers

Assistant Vice Chancellor Strategic Space Planning and Management
Jaime R. Cerilli

Assistant Vice Chancellor Special Projects
Christopher O’Donnell

Assistant Vice Chancellor Faculty Excellence
Ora A. Weisz

Assistant Vice Chancellor Diversity
Paula K. Davis

Asst Vice Chancellor Clinical Research Education and Training
Doris M. Rubio

Assistant Vice Chancellor Commercial Translation
Donald P. Taylor

Director, Health Sciences Library System
Barbara A. Epstein

Dean, School of Dental Medicine
Bernard J. Costello

Dean, School of Health and Rehabilitation Sciences
Anthony Delitto

Interim Dean, Graduate School of Public Health
A. Everette James

Dean, School of Nursing
Jacqueline Dunbar-Jacob

Dean, School of Pharmacy
Patricia D. Kroboth

John and Gertrude Petersen Dean, School of Medicine
Anantha Shekhar (6/1)