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About the University of Pittsburgh

The University of Pittsburgh, a member of the Association of American Universities (AAU), invites applications and nominations for the position of Chancellor, to succeed Patrick Gallagher, who has served the University superbly for the last eight years.

The University has achieved ambitious goals and made remarkable progress in recent years. In the spirit of accelerating its current momentum and reaching for the highest levels of excellence and integrity, the University of Pittsburgh enthusiastically embarks on a search for its 19th Chancellor.

The University of Pittsburgh, one of America’s premier academic and research centers, is in the midst of an unprecedented two-decade ascension among the nation’s elite public universities. The University’s externally funded research exceeds $1 billion annually, placing it among the highest in the country. The impressive endowment of $5.6 billion ranks among the largest for U.S. public institutions. Pitt also has become an institution of choice. The student body has become increasingly diverse—moving from 17 percent to 27 percent BIPOC in the past nine years—and outstanding in its academic profile. The incoming class GPA average is 4.16. With the last four Chancellors serving more than 55 years, the University has a long history of stable leadership. Pittsburgh also is at the center of economic innovation with its mix of high-tech ventures and its partnership with UPMC. All told, Pitt is uniquely positioned to boldly lead the future.
Values, Mission, and Vision

The University of Pittsburgh is guided by its values of academic excellence, collaboration, community, inclusion, innovation, and sustainability.

The University of Pittsburgh’s mission is to:

• provide high-quality undergraduate programs in the arts and sciences and professional fields, with emphasis upon those of special benefit to the citizens of Pennsylvania;

• offer superior graduate programs in the arts and sciences and the professions that respond to the needs of Pennsylvania, as well as to the broader needs of the nation and the world;

• engage in research, artistic, and scholarly activities that advance learning through the extension of the frontiers of knowledge and creative endeavor;

• cooperate with industrial and governmental institutions to transfer knowledge in science, technology, and health care;

• offer continuing education programs adapted to the personal enrichment, professional upgrading, and career advancement interests and needs of adult Pennsylvanians; and

• make available to local communities and public agencies the expertise of the University in ways that are consistent with the primary teaching and research functions and contribute to social, intellectual, and economic development in the Commonwealth, the nation, and the world.

The University’s mission focuses success in three areas:

Our People

Who We Are: We are a diverse community of scholars, learners, partners, and leaders dedicated to a common cause: the pursuit of knowledge.

Our Programs

What We Do: Our initiatives and operations fuel opportunities of the highest quality in three key areas: academic excellence, research and scholarship, and community service.

Our Purpose

The Difference We Make: We improve lives and communities—at every scale—by creating knowledge and leveraging our expertise to tackle some of society’s greatest and most pressing challenges.
Institutional Overview

Since 1787, Pitt has never stopped pushing the edge of what is possible. From research achievements to the quality of its academic programs, the University of Pittsburgh ranks among the best in higher education. As one of the largest and oldest institutions of higher education in Pennsylvania, the University is a state-related public institution and a member of the Association of American Universities. With a total enrollment of more than 34,000 students on all of its campuses, Pitt is internationally respected as a center for learning and research that is consistently ranked by the Wall Street Journal/Times Higher Education College Rankings as the top public university in the Northeast.

Pitt is one of only 21 American universities with annual research expenditures rising above the billion-dollar mark, according to the most recent survey by the National Science Foundation. Sitting at No. 15 on this list, Pitt is outranked by just one other Pennsylvania peer—the University of Pennsylvania—and outperforms institutions like Yale and Georgia Institute of Technology. Pitt is also ranked 20th among public institutions in the U.S., 9th in federal science funding, among the top three percent of best global universities. Pitt’s health sciences programs rank among the very best in the nation. U.S. News & World Report’s most recent rankings place the School of Medicine at number 14 in research, 10 in primary care, 10 in surgery and seven in psychiatry. The School of Nursing’s Doctor of Nursing Practice is 7th nationally, and within the School of Health and Rehabilitation Sciences (SHRS), Physical Therapy shares the #1 spot, while Occupational Therapy and Speech-Language Pathology both rank #3. Audiology is ranked #7. No other Pennsylvania school’s AuD, OT, PT, or SLP programs outrank those provided by SHRS. Numerous other programs at the institution are highly ranked, including the department of Philosophy, which ranks third, according to the latest QS World University Rankings, and the Pitt Business program, which ranks in the top ten business programs nationally.

With four regional campuses in Bradford, Greensburg, Johnstown, and Titusville, Pitt offers a vast array of opportunities and more than 490 degree and certificate programs. More than 13,600 faculty, research associates, and staff members are employed on the Pittsburgh campus, and another 800 work at the University’s four regional campuses. Faculty members have made notable advances in the humanities, social sciences, and sciences, earning such prestigious honors as the National Medal of Science, the John D. and Catherine T. MacArthur Foundation “genius grant,” the Lasker-DeBakey Clinical Medical Research Award, and election to the National Academy of Sciences, the National Academy of Engineering and the National...
Academy of Medicine. Alumni have won Nobel and Pulitzer Prizes; led corporations and universities; served in government and the military; pioneered in areas such as MRI and television; conquered Hollywood and The New York Times best sellers list; won Super Bowls, NBA championships, and Olympic gold medals; and been inducted into multiple halls of fame.

The 132-acre Pittsburgh campus, in the vibrant and beautiful Oakland neighborhood, is co-located with UPMC (formerly University of Pittsburgh Medical Center), a world-renowned health care provider and insurer. UPMC is the nation’s largest academic health system and the largest non-governmental employer in Pennsylvania. Through its affiliation with UPMC, the University offers students opportunities for clinical training, educational experiences, and research in virtually any health sciences specialty and in many related fields. Although legally separate and distinct entities, the University and UPMC share mutual interdependence and a synergy that is reflected in a common commitment to excellence in education, research, and clinical care.

Diversity, Equity, Inclusion, and Anti-Racism

The University of Pittsburgh is dedicated to changing internal practices, structures, and attitudes in pursuit of a more equitable and just Pitt. This is a comprehensive and crosscutting effort, requiring action from all areas of the University, and Pitt is committed to sustaining this transformation over time. To ensure transparency and accountability, the Office for Equity, Diversity, and Inclusion (OEDI) was established in 2015 to help build the University into a world-class model of diversity and inclusion defined by inclusive excellence and an environment that allows everyone to thrive. OEDI’s anti-racism statement affirms its commitment to recognizing, addressing, and eradicating all forms of racism and ethnic oppression. Among its numerous initiatives, OEDI maintains a social justice website, which includes public diversity dashboards, hosts an annual diversity forum, and features “monthly celebrations” to recognize key diverse initiatives and celebrate the campus community.

Efforts to support a diverse and inclusive faculty include a cluster hiring initiative focused on Race and Social Determinants of Equity, Health and Well-being, as well as a broader faculty Diversity Recruitment Initiative. A Latinx faculty cluster hiring initiative recently concluded. The University Center for Teaching and Learning hosts the Provost's Diversity Institute for Faculty Development and oversees the Provost's Award for Diversity in the Curriculum. The Office of Health Sciences Diversity, Equity, and Inclusion offers programs and resources aimed at fostering an inclusive environment within the schools of the health professions.

In 2019, the University launched the Pitt Success Pell Match Program—which matches Federal Pell Grants awarded to undergraduate students on all campuses—to increase access to, and the affordability of, a Pitt education. Associated programming, such as the summer Provost Academy, and a strong focus on personalized mentoring and advising help all students to succeed in their studies. In the fall of 2020, Pitt developed an Anti-Black Racism course, and much of the course content is freely available to the public.

On the Pittsburgh campus, the Division of Student Affairs has a Racial Justice, Diversity, Equity, and Inclusion Action Plan, and Pitt Athletics has a variety of efforts underway via Panthers United. The Pitt community recognizes that fostering diversity, equity, and inclusion is a collective effort, and the majority of schools, campuses, and business offices have initiatives in place that support their specific populations.

With four regional campuses in Bradford, Greensburg, Johnstown, and Titusville, Pitt offers a vast array of opportunities and more than 490 degree and certificate programs.
The City of Pittsburgh

The city of Pittsburgh is located in Western Pennsylvania. Pittsburgh is a vibrant, mid-sized city that has the feel of a small town. Its approachability can be seen on the faces of its energetic, hard-working, and proud people. Its Gilded Age sites, including the Carnegie Museum of Natural History, the Carnegie Museum of Art, and the Phipps Conservatory and Botanical Gardens, speak to its history as an early-20th-century industrial capital. Located on the North Shore are the modern Andy Warhol Museum, the Carnegie Science Center, Acrisure football stadium, and PNC Park baseball stadium. One can bike, walk, or rollerblade miles of riverfront trails, and soak in fantastic urban views, including the city's famed downtown skyline. Wrapped in rivers, intertwined with trails, and packed with parks, Pittsburgh is a green and outdoor city in close contact with its surrounding countryside.

The greater Pittsburgh area is a metropolitan region of more than 2.3 million residents that encompasses Allegheny County and six adjacent counties. One-fifth of Pennsylvania's residents live in the region. Many of Western Pennsylvania's industries are interconnected with northeastern Ohio, effectively forming a mega-metropolitan area. Western Pennsylvania is a sports-loving community, and the University of Pittsburgh's athletic teams are supported with great fanfare by alumni as well as longtime fans with no formal connection to the institution.

With a population of more than 300,000, the strength of Pittsburgh lies in the friendliness of its people and the beauty of its landscape. In the eyes of its many visitors, Pittsburgh offers a surprising and unexpected experience, with natural beauty, unique terrain, and diverse offerings at every turn. Pittsburgh's history and blue-collar image make the city and its inhabitants approachable and unpretentious. A city built on innovation, Pittsburgh continues to push the envelope with major contributions in technology, education, medicine, and beyond. In fact, in 2022, WalletHub named Greater Pittsburgh in the top ten for metro-area STEM professionals. Pittsburgh also boasts a vibrant art and music scene including a renowned symphony orchestra, opera, ballet, and modern dance company—there's always something happening in Pittsburgh!

Pittsburgh hosts a high concentration of influential nonprofits, such as the Richard King Mellon Foundation, Hillman Family Foundations, Heinz Endowments and Pittsburgh Foundation and, as an international center of emerging information technology, it is home to companies such as Duolingo, one of Google's national offices, a Facebook Reality Lab, and multiple autonomous vehicle development efforts. The city also has a long history in banking and manufacturing and is becoming a leader in advanced manufacturing technologies and nanotechnology.

Pittsburgh's reinvention since its days as a smoky steel town has received national acclaim. LinkedIn named Pittsburgh a top city to launch a career, and U.S. News & World Report lists it as a top place to retire. With an extensive network of urban parks, as well as world-class arts and cultural institutions, Pittsburgh feels like a big small town, with all the advantages of a major city and combines Midwestern friendliness with East Coast vibrancy. Pittsburgh was named the most affordable housing market in the 2022 edition of Demographia International Housing Affordability, a survey by the Urban Reform Institute and the Frontier Centre for Public Policy. Thanks to the combination of Pittsburgh's diverse communities and location, community members thrive in forging new paths to mold brighter futures.
**Pittsburgh** feels like a big small town, with all the advantages of a major city and combines Midwestern friendliness with East Coast vibrancy.
University Engagement in the Region

The University of Pittsburgh has served as an integral partner and key player in driving the growth of the education and health services super sector in the city’s metropolitan region with $5.2 billion in economic impact and support for more than 47,000 jobs in the state. One out of every 32 employees in Pennsylvania is a Pitt graduate. The University views the city as an extension of its campus, and its students recognize that Pittsburgh is no ordinary college town. Pittsburgh is ever evolving from an industrial capital to a center of education, research, and innovation. Pitt actively engages with the surrounding community through its Community Engagement Centers, community-driven partnerships, and volunteer service.

The University was recently awarded the Carnegie Foundation’s Classification for Community Engagement in recognition of its institutional commitment to community engagement. Where community-facing matters were once seen as the purview of a university’s public relations function, true partnerships between communities and universities and deep co-developed work between researchers and community-based collaborators are now the norm. This is true of the scope of community work at the University of Pittsburgh. As a point of central support, the Office of Engagement and Community Affairs (ECA) spearheads the University’s community-facing work through facilitation, collaboration, and celebration of community engagement university-wide. ECA, along with Pitt’s expansive and growing network of partnerships, breadth of engaged scholarship, and long-term commitments to be an economic anchor, positions Pitt as a premier engaged institution. Pitt’s Engagement and Outreach Map counts 214 active community-based partnerships across the region.
Students

Students come to Pitt from all 50 states, three territories, the District of Columbia, and more than 100 countries. Pitt’s inclusive community is an essential component of its excellence.

Whatever their aspirations may be, students can pursue them at Pitt. They find mentors to encourage them and extracurricular activities and internship opportunities that excite and challenge them. Pitt’s campus is a place where the energy of progress and pride in tradition meet. Pitt’s goal is to provide students with support and challenges to prepare them for career achievement, well-being, and a great life. There are more than 700 student organizations on campus, and the University received a Five Stars campus pride index, an indicator of the institution’s overall commitment to LGBTQIA+ inclusive policy, program, and practice.

Pitt also provides an Outside the Classroom Curriculum (OCC), which is a collection of experiences, programs, and events that help students make the most of their collegiate experience. Open to all Pitt students, regardless of major or career path, the OCC helps students develop highly desirable character traits and life skills. Student organizations play a major role in the University’s active and vibrant campus community. Pitt’s Student Organization Resource Center (SORC) is here to ensure that the student organizations have the support they need to operate at the highest level. Additionally, the Pitt Program Council provides hundreds of events in art and film, recreation, travel, and more to the Pitt student community.

The University of Pittsburgh is also home to a vibrant fraternity and sorority life including the Interfraternity Council, Collegiate Panhellenic Association, and National Pan-Hellenic Council. As a Tri-Council with just over 2,400 members—who achieve in the classroom, in the community, and among their peers—each organization has its individual attributes. The Tri-Council is also deeply committed to academics, service, and diversity and inclusion. Furthermore, the mission of the Office of Fraternity and Sorority Life is to enhance the intellectual, personal, and social development of students in Greek-letter organizations in harmony with the mission of the University.

Pitt scholars have earned some of the most prestigious scholarships, including Goldwater, Rhodes, Fulbright, and others. For nine out of the past eleven years, Pitt was named one of the nation’s top institutions for producing Fulbright scholars by the U.S. Department of State’s Bureau of Educational and Cultural Affairs. This year, two Pitt doctoral students—one undergraduate student, and six recent graduates—were named Fulbright scholars. Since the program’s founding in 1946, 308 Pitt students and alumni have participated. The Fulbright Fellowship is one of the most prestigious and competitive awards available to American citizens and is awarded to the most talented scholars in the nation.
In fall of 2022, first-year students on the Pittsburgh campus arrived with an average weighted **GPA of 4.16** — the highest score yet in the institution’s long history.
In 2022, four University of Pittsburgh students earned the Obama Foundation Voyager Scholarship, making Pitt among the institutions with the most students to receive this highly selective honor. Designed to help shape leaders pursuing careers in public service, the scholarship includes financial aid for the junior and senior years and postgraduate benefits, such as a 10-year travel stipend.

In fall of 2021, the University of Pittsburgh had a total enrollment of 33,861 students: undergraduate (24,603), graduate (6,804), and doctoral/professional practice (2,454). Also in the fall of 2021, 33.8 percent of Pitt students identified as people of color. First-year undergraduate admissions diversity has steadily increased in recent years, with 48.1 percent of fall 2021 admitted undergraduate students identifying as people of color. The fall 2021 class reflected an increase in enrollment of Black/African American, Hispanic/Latinx, and overall under-represented minority (URM) students, and Pitt was on track to do so again for the fall 2022 class. The University is making significant progress on the goal to enroll, educate, and graduate students in numbers that are in line with its peer groups and without achievement gaps due to social, cultural, or economic factors. Retention and other outcomes data can be found here. With regard to gender, 56 percent of students identify as female, and 43 percent identify as male. In spring of 2022, 10,131 degrees and certificates were awarded to students at the institution.

In recent years, the University has seen an extraordinary rise in demand, with the number of first-year applications for the Pittsburgh campus jumping 92 percent, from 27,643 submissions in fall 2013 to 53,062 submissions in fall 2022. Systemwide, Pitt received more than 73,100 undergraduate applications for admission in fall 2022—an all-time high for the institution.

As the demand for a Pitt education increases, so do the academic credentials of incoming students. In fall of 2022, first-year students on the Pittsburgh campus arrived with an average weighted GPA of 4.16—the highest score yet in the institution’s long history. On the regional campuses, Pitt’s incoming classes were similarly impressive, with a combined weighted GPA of 4.0.

Students across all five Pitt campuses are also finishing their academic careers strong, according to career outcomes data, which tracks the portion of each class that is employed, engaged in service or in school six months post-graduation. For the Class of 2021, the career outcomes rate was 97 percent for bachelor’s degree recipients on the Pittsburgh campus. This metric is a three-percentage point improvement over the career outcomes rate of classes from 2014 to 2020. On the regional campuses, this statistic is similarly strong, with Pitt-Bradford boasting a career outcomes rate of 93 percent, Pitt-Greensburg 94 percent, and Pitt-Johnstown 96 percent.
Faculty and Staff

Since 1787, Pitt faculty have been at the forefront of innovation and forward momentum. Pitt faculty have defeated polio, unlocked the secrets of DNA, led the world in organ transplantation, and pioneered TV and heavier-than-air flight. Pitt is home to 5,734 faculty members and 699 research and postdoctoral associates. As of fall 2021, 25.5 percent of faculty identify as people of color. With regard to gender, 53 percent identify as male, 46 percent identify as female. Comprehensive faculty diversity data is available on this website. The University of Pittsburgh is currently home to six National Academy of Sciences members, 22 National Academy of Medicine members, three National Academy of Engineering members and three American Academy of Arts and Sciences members. Pitt faculty have received three Lasker awards.

The remarkable contributions of Pitt’s faculty to their fields of study include:

- Pitt’s Freddie Fu was a renowned orthopedic surgeon who received the Elizabeth Winston Lanier Award for his career contribution to anterior cruciate ligament (ACL) reconstruction and advances in patient care, an accolade considered the Nobel Prize of orthopedic research.

- In 1947, the University of Pittsburgh recruited Jonas Salk—an expert in influenza whose flu vaccine is still in use today—to develop a virus program at Pitt. For more than seven years, his team worked tirelessly to develop an effective killed-virus vaccine. The efforts of Pitt’s polio research team culminated in the largest national controlled field trial in history. At the trial’s successful conclusion, the federal government approved the vaccine for the public on April 12, 1955, an action that Newsweek called “a summit moment in history.”

- A long-time faculty member in Pitt’s Department of Pathology, Maud Menten’s research helped to lay the groundwork for modern drug therapy and biochemistry. Menten was a leader in enzyme kinetics and worked with Leonor Michaelis to develop the Michaelis-Menten equation.

- Bernard Fisher, Distinguished Service Professor at the University of Pittsburgh School of Medicine, was a two-time University of Pittsburgh alumnus. Following his training as a surgeon, he joined the faculty at the School of Medicine as its first full-time member of the Department of Surgery. A role model for the surgeon-scientist, he advanced the understanding of the clinical biology of breast cancer and pioneered the design and implementation of large-scale multi-institutional randomized clinical trials.

- Anna Balazs, Distinguished Professor of Chemical Engineering, was named the 2013 Mines Medalist for her pioneering work in predicting the behavior of complex polymeric materials through theoretical modeling and was elected to the National Academy of Sciences in 2021.
The University of Pittsburgh is currently home to six National Academy of Sciences members, 22 National Academy of Medicine members, three National Academy of Engineering members and three American Academy of Arts and Sciences members.
• **Thomas E. Starzl**, Distinguished Service Professor of Surgery, received the 2012 Lasker-DeBakey Clinical Medical Research Award—one of the world's most prestigious medical science prizes—for his pioneering work in liver transplantation. Among Starzl's other honors is the National Medal of Science, the nation's highest honor for science and engineering, and election to the National Academy of Sciences (2014), the Institute of Medicine of the National Academy of Sciences (1999), and the American Academy of Arts and Sciences (1971).

• Recently **Rory Cooper** of the School of Health and Rehabilitation Sciences (SHRS) was named a Fellow of the National Academy of Inventors. He was awarded the Outstanding Civilian Service Medal by the U.S. Army for his extraordinary contributions to veterans by leveraging science, clinical research, and advanced technology to improve the mobility of wounded and disabled veterans. Cooper directs SHRS's Human Engineering Research Laboratories.

• **Lewis Kuller**, professor emeritus at the School of Public Health, received the John Snow Award from the American Public Health Association and Britain's Royal Society for Public Health. Kuller was awarded the American Heart Association's 2013 Population Prize for outstanding contributions to the advancement of cardiovascular science.

More than 8,000 full- and part-time employees make up the dedicated and indispensable staff and administration of the University of Pittsburgh. Their enthusiasm, talent, and dedication to the University's mission are critical to ensuring smooth and effective operations and an exceptional student experience, the conducting of life-changing research, and actively engaging the community. Staff members impact every aspect of life at Pitt, from providing programmatic and administrative support to academic programs and initiatives, as well as the research enterprise to span grant administration to lab management. Staff members participate in University shared governance and also serve on various University-wide committees. Staff are recipients of multiple University awards, including awards from Staff Council and the Chancellor. Staff members also present on their expertise at professional conferences, such as the National Council of University Research Administrators (NCURA), the Society of Research Administrators International (SRA), Quality Matters, the Associate for Educational Communications and Technology (AECT), and more. Pitt staff also publish books and in scholarly journals such as Journal of Research Administration, the Society of Research Administrators International (SRAI)’s Catalyst, Inside Higher Education, and others.

As of fall 2021, 19.7 percent of staff identify as people of color. With regard to gender, 38.6 percent identify as male; 61 percent identify as female.

In recognition of their essential contributions, the University offers a wide range of benefits to its faculty and staff employees, including tuition remission and professional development support, and values strong work-life balance.
Alumni

Boasting more than 330,000 living alumni and representing a variety of disciplines and departments, Pitt alumni are widely recognized for their academic excellence and social contributions, and alumni from across the years have made notable impacts on their chosen fields and in their communities. Pitt alumni have excelled in nearly every profession, from arts and entertainment (poet Terrance Hayes, Walt Disney Company chair Susan E. Arnold, novelist Michael Chabon, Hollywood legend Gene Kelly) to environmentalism (Nobel Peace Prize winner Wangari Muta Maathai) and from science and technology (breast cancer research pioneer Bernard Fisher, MRI developer Paul Lauterbur and “Father of Television” Vladimir Zworykin) to sports (football icons Dan Marino, Tony Dorsett and Aaron Donald). Pitt’s alumni giving rate is 6.4 percent. Additionally, Pitt alumni inject $17.9 billion into the state’s economy every year, and 1 in 32 workers across Pennsylvania is a Pitt graduate.

Founded in 1866, the Pitt Alumni Association (PAA) provides opportunities for alumni worldwide to engage with the University of Pittsburgh and to connect with one another through participation in enriching programs and events that strengthen the Pitt community. With respect for each other and the University's rich traditions, the PAA embraces its core values of accountability, diversity, excellence, relationships, and traditions. To advance its mission and vision, the PAA has defined a set of strategic priorities that will be the foundation of its plan to strengthen the Pitt alumni community and the contributions it will make to the continual advancement of the University of Pittsburgh. These priorities are to: engage alumni, build alumni community strength, enhance student alumni experience, build effective partnerships, and manage the growth of the Association.

The Pitt Alumni Association is also the keeper of Pitt’s traditions. The PAA strives to enrich the student experience on campus by providing opportunities to participate in traditions such as Lantern Night, Homecoming, and many more. As students become alumni, these memories are shared through generations. Each year, dedicated alumni are officially recognized for their outstanding service to the Pitt Alumni Association during Homecoming week.
Board of Trustees and Shared Governance

The Board of Trustees oversees all charitable, scientific, and academic activities at the University of Pittsburgh. Specific responsibilities include the approval of the University mission; the recruitment, appointment, and evaluation of the Chancellor; and stewardship of Pitt resources and assets. General administrative, academic, and management authority is delegated to the Chancellor. The Board consists of 36 voting members, including 12 who are appointed by Commonwealth of Pennsylvania officials, as well as ex officio, special, and emeritus trustees. The 14 standing committees of the Board meet periodically throughout the year, and the full Board holds three regular meetings a year. Official action, by a quorum of the members of the Board or Committee, takes place at meetings open to the public unless otherwise closed as permitted by the Pennsylvania Sunshine Act.

Shared governance is the bedrock of the University of Pittsburgh’s operations. The Senate Council—a subgroup of the University Senate—is an official University body for shared governance. It makes recommendations concerning educational policies and other matters of Universitywide concern. Shared governance enables discussions to take place among key campus groups prior to decisions being made. Members of upper administration, faculty, and students all participate in these discussions.
Academics and Research

In the latest Carnegie Classification of Institutions of Higher Education, Pitt is designated in the “highest research activity” category, or R1, one of only six universities in Pennsylvania in this category. Pitt’s 16 Pittsburgh-campus schools and colleges and four regional campuses combine to create one of the nation’s most comprehensive and diverse learning environments. Across four regional campuses and the Pittsburgh campus, the University offers a comprehensive range of more than 490 degree and certificate programs. From the Advanced Imaging Center to the World History Center, hundreds of Pitt centers and institutes push the boundaries of knowledge. Recognized for excellence and value, premier internship, research, and extracurricular opportunities are available for students, and exceptional research opportunities and awards are garnered by outstanding faculty scholars. As a result of this rich academic environment, Pitt students outperform their peers in employment rates, higher levels of satisfaction in their work, and overall well-being. Recent graduates have gone on to exciting careers in journalism, publishing, law, engineering, business, medicine, public health, cinematography, education, marketing, and much more.

The University of Pittsburgh is composed of the following schools and colleges:

- Kenneth P. Dietrich School of Arts and Sciences
- Joseph M. Katz Graduate School of Business and College of Business Administration
- School of Computing and Information
- School of Dental Medicine
- School of Education
- Swanson School of Engineering
- College of General Studies
- School of Health and Rehabilitation Sciences
- David C. Frederick Honors College
- School of Law
- School of Medicine
- School of Nursing
- School of Pharmacy
- Graduate School of Public and International Affairs
- School of Public Health
- School of Social Work
Pitt's opportunities for international study enrich cultural education, provide life experiences to enhance personal and professional happiness and success, and help students develop critical life skills to become engaged global citizens. With more than 350 programs in 75 countries, Pitt Global Experiences has something for everyone. Pitt students can study abroad in almost any country around the world through the University's programs, exchanges, and partnerships with external programs. A recent gift established the David C. Frederick Honors College at Pitt and will focus on students and fund high-impact learning experiences including study abroad and study away scholarships, stipends for internships and research experiences, and participation in academic and professional conferences.

The University of Pittsburgh ranks among the top universities in the world for its exceptional research strength and academic programs that focus on areas of great societal need and preparing students for productive and meaningful lives. Research is a major source of external investment in the University, and Pitt research has a substantial economic impact on society and the world. External expenditures for research were $1.07 billion in FY 2022, and there was $597.8 million in NIH-funded research (2020-21). Pitt's research expenditures have increased 53 percent since 2014. Pitt researchers submitted a new invention disclosure nearly every day of the year last year. Pitt Research couples the research efforts of faculty and students to funding agencies, corporate sponsors, other institutions, and government entities, and assures integrity, compliance, and excellence. Pitt is committed to expanding human understanding, improving health, spurring innovation and entrepreneurship, and stimulating solutions to the greatest needs of modern society.

Among the University's distinctive research efforts, Pitt's Center for Research Computing supports more than 150 grants, which translates to $124.4 million of research funding. Additionally, the Pittsburgh Supercomputing Center, a joint center between Pitt and Carnegie Mellon University, supports an estimated $1.5 billion of research funding with collaborators nationally. Last year Pitt researchers submitted 11,090 funding proposals and received 3,313 new sponsored project awards. Through small business consulting offered by Pitt's Institute for Entrepreneurial Excellence, 1,549 western Pennsylvania businesses benefited from 11,848 consulting hours. The consulting engagements resulted in the businesses raising $17.48 million in capital, launching 61 new enterprises, and supporting 9,196 jobs, as well as the creation of 353 new jobs.

A leader in producing new technologies and capturing commercialization opportunities, in 2021-22 the University of Pittsburgh brokered 273 agreements with industry partners to transfer technologies, initiating a pathway to commercial impact. Additionally, 649 new invention disclosures and 229 new U.S. patents were issued. The 229 patents in FY 2021-22 were the most in a single year in Pitt's history. Twenty-eight new companies spun out from technologies developed on campus last year. All told, the University ranked 18th by National Academy of Inventors for utility patents in its 2021 Annual Top 100 report.
Global Focus

International education at Pitt is another area of strength and pride. All six area and global studies centers at Pitt are recognized and funded as Title VI National Resource Centers (NRCs) by the U.S. Department of Education, making Pitt one of the top five universities in the nation in terms of Title VI funding. The same six centers have also earned Foreign Language and Area Studies (FLAS) funding to award students with academic year and summer fellowships. Pitt’s NRC and FLAS awards place the University in an elite group of institutions nationwide—the University is number one in Pennsylvania and in the top five nationwide for the number earned during this funding cycle. In 2017, Pitt received NAFSA’s Senator Paul Simon Award for Campus Internationalization (comprehensive award); NAFSA is the Association of International Educators and is the world’s leading professional international education association. Additionally, in 2020, the Association of Public and Land-grant Universities (APLU) awarded Pitt the Gold Level Award for Global Engagement.
Athletics

The University of Pittsburgh, a Division I institution, has a longstanding tradition of athletic achievement. The vision of comprehensive excellence is a guiding principle for the Pitt Athletics Department. The University is committed to academic success as well as the holistic development of its student-athletes. Programming and mentorship in the areas of life skills, career and graduate school preparation, leadership development, and financial education are among the offerings the Cathy & John Pelusi Family Life Skills Program supports.

The commitment to fostering excellence across all sports resulted in unprecedented success as Pitt scored the highest number of Directors’ Cup points in its history last year. The Directors’ Cup standings honor institutions maintaining broad-based success in both men's and women's sports. In FY 2021 and in FY 2022, Pitt ranked 73rd, which are the highest rankings in Pitt's history.

To provide more female student-athletes with opportunities to compete in college athletics, Pitt announced the addition of women's lacrosse, the fastest growing team sport in the country, in 2018. Women's lacrosse competed in its inaugural season in the spring of 2022 and advanced to the quarterfinal game of the ACC Tournament. Arguably the best league in the country for women's lacrosse, six ACC teams went on to compete in the NCAA Tournament with Boston College and University of North Carolina vying for the national title. The launch of women's lacrosse at Pitt also included a strong partnership with the United Soccer League's Pittsburgh Riverhounds for use of Highmark Stadium to serve as Pitt Lacrosse's home field.

Other notable accomplishments of Pitt athletic teams in FY 2022 include:

- Pitt Football made national headlines after winning its first ever ACC Championship and competed in the Chick-fil-A-Peach Bowl in Atlanta, Georgia, against Michigan State. Quarterback Kenny Pickett, the 2021 ACC Player of the Year, was named a Heisman Trophy finalist, to become the fifth Pitt finalist since NFL wide receiver Larry Fitzgerald in 2003. Pickett remains in Pittsburgh after being selected as the 20th overall pick in the 2022 NFL Draft by the Pittsburgh Steelers.

- The women's volleyball program had a historic season and advanced to the NCAA national semifinal for the first time in program history. The season included back-to-back NCAA Round of Eight appearances and a ranking as high as No. 4 in the country by the American Volleyball Coaches Association. The appearance in the national semifinal stretched the streak of NCAA postseason appearances for the program to six seasons.

- The men's soccer program advanced to the NCAA Quarterfinal to mark its return to the "Elite Eight" for the second consecutive season. The Panthers are now 6-2 in NCAA postseason action. Valentin Noel was named a national finalist for the prestigious MAC Hermann Trophy award which recognizes the top collegiate soccer player in the country.

- Pitt Wrestling achieved another top-25 team finish at the NCAA Championships in 2021-22, placing 24th overall behind ACC champion and All-American Cole Matthews. Jake Wentzel became Pitt's first three-time ACC champion, while Nino Bonaccorsi also won a repeat conference title for the Panthers. The Panthers were ranked throughout the year.

- The men's cross-country program posted the highest team finish in program history at the NCAA Mid-Atlantic regionals, finishing fifth in the 10K race. Jack Miller placed in the top 25, breaking a personal record in the 10K by nearly a minute.

Efforts in athletics fundraising resulted in more than $40 million in pledges and one-time gifts to Athletics, marking a 231 percent increase from FY 2021 and the highest fundraising year in the history of Athletics. Athletics also saw a significant rise in the number of donors, climbing from 7,000 in FY 2021 to more than 12,000 this year and was the only campus unit to report an increase in donor count year over year. In September, Pitt Football received a historic $20 million gift from alumnus Chris Bickell, the largest single donation in Pitt Athletics history. The gift will fund significant capital improvements that will benefit the total Pitt football student-athlete experience. In recognition, the head football coaching position at Pitt has been named “Chris Bickell ’97 Head Football Coach,” marking the first named coaching position in the history of Pitt Athletics.
The vision of comprehensive excellence is a guiding principle for the Pitt Athletics Department.
As of June 30, 2022, the University of Pittsburgh has a $2.7 billion annual operating budget and a $5.6 billion endowment. With an AA+ Standard and Poor's Rating, the University is in excellent financial standing.

On the fundraising side, new gifts and commitments have risen 138 percent, and athletics fundraising alone jumped 294 percent since 2014. In the same timeframe, the number of major gifts to Pitt ($100,000+) has risen 43 percent, and Pitt has recorded nine transformative gifts ($10 million+) since 2014, seven of which have occurred in the last two years.

Pitt’s average institutional aid award per student jumped 117 percent in the last eight years to more than $5,000 per student. When this year’s preliminary data is taken into account, the rate rises to 144 percent. The number of students receiving support from Pitt grew 112 percent in the same timeframe. Accordingly, the number of Pitt students with unmet financial need fell more than 15 percent, and across Pitt’s regional campuses, the drop is even greater at 41 percent.

Undergirding the University’s standing as a state-related institution is the nearly 60-year partnership between Pitt and the Commonwealth of Pennsylvania. State lawmakers must pass an annual appropriation for the University—more than $150 million in 2022. This financial relationship is key to providing in-state tuition discounts to the nearly 65 percent of Pitt students who are Pennsylvania residents. This discount is significant—saving each in-state student approximately $60,000 in tuition costs over a four-year undergraduate career.

At the undergraduate level, more than 16,000 in-state students utilize this discount, including 88 percent of students on the four regional campuses. More than 4,000 graduate and professional students rely on the in-state tuition discount. Overall, the state appropriation covers approximately 60 percent of the in-state tuition discount, and Pitt covers the remainder.
Strategic Priorities

Reflecting the University’s strategic goals and endorsed by the Board of Trustees, the Plan for Pitt is a road map for adding to Pitt’s impressive achievements in improving lives and making the world better through knowledge. The strategic plan defines the way forward for the University, providing strategic objectives that quantify the goals and aspirations of the students, faculty, and staff as well as the communities served by the University. With Board oversight, the University provides financial underpinnings for the many objectives of the institution and ensures that resources are leveraged strategically, effectively, and efficiently by providing exceptional expertise, enabling collaborative stewardship of financial resources, and building lasting partnerships across Pitt. The University’s Global Plan is closely aligned with the Plan for Pitt, and it charts objectives and metrics for Pitt’s international teaching, research, service, economic development, and community engagement. The new plan builds on the accomplishments of the Inaugural Embracing the World: A Global Plan for Pitt (2016-2020).

The University’s Campus Master Plan represents a road map for envisioning the future, guided by input from faculty, students, and staff, along with community members. Since the master planning process began in summer 2017, Pitt has given public presentations on the plan and invited input during forums and focus groups for local residents as well as the campus community. Pitt’s Master Plan prioritized 14 projects between 2019 and 2026; seven are already complete or underway. The plan represents the culmination and refinement of planning concepts that have been vetted and assessed by a wide group of community stakeholders. These concepts can be summarized into five overarching core ideas:

- hosting academic excellence and innovation;
- providing an enriching student experience;
- fostering a distinctive, welcoming, and attractive urban campus;
- engendering a more connected, outward-looking, engaged University; and
- affirming Pitt as a place that seeks synergy and efficiency.

New projects include a state-of-the-art Campus Recreation and Wellness Center on O’Hara Street in Oakland, slated to open in 2024. Since 2014, Pitt has completed 1,498 projects across all campuses.

The first ever Pitt Climate Action Plan (Pitt CAP) for the University’s Pittsburgh campus presents the University’s strategy, approach, and details to achieve carbon neutrality by 2037, the 250th anniversary of our founding. This carbon neutrality strategy fulfills Pitt’s full sustainability aspirations of reaching toward environmental solutions while balancing and addressing the academic mission, pursuing equitable outcomes, and helping create economic resilience for the University and communities. The Pitt CAP directly supports achieving the Pitt Sustainability Plan, which identifies 15 impact areas that focus the University’s 60+ sustainability goals and key performance indicators organized around three themes: stewardship, exploration, and community and culture.
The Next Chancellor

Reporting to the University of Pittsburgh’s Board of Trustees, the Chancellor is the Chief Executive Officer of the University, providing leadership and vision in planning, developing, and implementing the strategic direction of the University and ensuring the quality and growth of the research, teaching, and health missions of the institution.

The next Chancellor of the University of Pittsburgh will be a seasoned leader with experience advancing a large and highly complex organization. They will possess: a commitment to the research and teaching mission of an AAU and R1 institution, a strong track record of supporting and advancing diversity, equity, and inclusion; successful experience with fundraising, friendraising; a demonstrated record of leading institutional and community development, and constituent engagement; a record of success respecting and promoting shared governance; a demonstrated ability to source, secure, and steward resources to the benefit of an institution and its community; a strong political acumen and diplomatic savvy; an understanding of how to develop and support campus infrastructure; an ability to effectively serve, advance, and partner with the health enterprise of the University; and substantive fiscal and personnel management experience.

The Chancellor will join an enterprising and engaged leadership team and a vibrant community both on campus and off. The Chancellor’s direct reports include:

- Senior Vice Chancellor and Provost
- Senior Vice Chancellor and Chief Financial Officer
- Senior Vice Chancellor, Health Sciences and John and Gertrude Petersen Dean, School of Medicine
- Senior Vice Chancellor and Chief Legal Officer
- Senior Vice Chancellor Business and Operations
- Senior Vice Chancellor Research
- Senior Vice Chancellor Philanthropic and Alumni Engagement
- Vice Chancellor, Equity, Diversity, and Inclusion
- Vice Chancellor and Secretary of the Board of Trustees
- Chief Information Officer and Vice Chancellor
- Director, Internal Audit
- Athletic Director
- Senior Vice Chancellor for University Relations and Chief of Staff
The next Chancellor will join the University of Pittsburgh in a moment of exciting advancement and growth.
Opportunities and Challenges

The next Chancellor will join the University of Pittsburgh in a moment of exciting advancement and growth. Emerging strong from the challenges of the COVID-19 pandemic, while reinvesting in the future of higher education and its service to society, the University of Pittsburgh seeks a leader who can help the institution implement an agenda that is intellectually exciting, entrepreneurial, focused on civic engagement, student-centric, builds community and ownership, thinks strategically about the future of enrollment and curriculum, and promotes and supports faculty and student research. The next Chancellor will support, engage, and lead all members of the University’s diverse community—including students; faculty; staff; leadership; alumni; friends; trustees; local community members; and business, educational, and governmental partners—in an ongoing and transformative dialogue about continuous service and growth, as the University faces regional and national challenges ahead. They will be a highly visible and approachable presence both for the community on campus and for friends and donors of the University. Embodying this spirit of innovation, tenacity, and inclusive excellence, the next Chancellor will create and implement a vision for higher education at the University of Pittsburgh that will move the University forward and create leaders who will positively impact the region, the country, and the world.

In addition, the University of Pittsburgh’s next Chancellor will:

- **Enhance and expand Pitt’s commitment to diversity, equity, and inclusion both on campus and within the communities the University is a constituent member:** The University of Pittsburgh has a longstanding record of engagement with issues of diversity, equity, and inclusion, and the University has prioritized DEI efforts as understandings of their centrality to the University’s mission grow. In supporting initiatives already underway and devising new approaches for impact, the Chancellor will foster a culture of inclusive excellence. The Chancellor will work to grow and empower a diverse community whose values of academic excellence, collaboration, community, inclusion, innovation, and sustainability ground the community’s identities and actions. Additionally, the Chancellor will ensure that DEI efforts and impact are charted and transparent to those within the University and beyond. Finally, the Chancellor will recognize and act on the University’s ability to develop the region’s workforce and provide for social mobility for our community.

- **Attract and secure support to advance the University:** The next Chancellor will work expeditiously toward the launch of a major comprehensive campaign, inspiring alumni, parents, and friends to contribute to Pitt’s future and success. The Chancellor will engage alumni,
the community, friends, foundations, the Board of Trustees, UPMC, political supporters, and other key partners and will be a passionate, persuasive, and articulate voice who builds a compelling case in support of Pitt’s needs and aspirations.

The next Chancellor will channel Pitt’s momentum, fostering higher alumni and parent participation rates in the annual fund and establishing a stronger major gifts program. To complement increased fundraising, the next Chancellor, working collaboratively with the University’s leadership team, will capitalize on a new Responsibility Centered Management budget model to promote the active management of mission-relevant revenue opportunities and the expenses incurred by each unit.

• **Measurably enhance the University’s research profile and opportunities for academic innovation and excellence:** The Chancellor will help provide a futuristic, entrepreneurial vision for the University, and in doing so, they will identify and promote opportunities to expand the University’s research activity, with particular focus on garnering additional resources from grant-making government and non-government agencies. The nation’s most research active institutions are engaged in a level of team science that Pitt is preparing for—Pitt has the talent but not the infrastructure and experience teaming researchers from across the University to be awarded major grants. Pitt has more than $1 billion annually in extramural research, and the path to greater success in this area is through multiple-PI grants that harness Pitt’s unique combination of exceptional world-class faculty and research expertise. The Chancellor will drive academic excellence in the University’s research and teaching missions, with a particular focus on interdisciplinary research and community engaged scholarship.

The Chancellor will provide the vision and expertise to lead a successful research enterprise while supporting innovation in research and the commercialization of new technologies and intellectual property. The Chancellor will help existing faculty and staff to build and sustain programs that will attract and retain highly accomplished scholars and researchers. Opportunities for regional impact with Western Pennsylvania’s mix of industries, including health sciences and computing, are robust. In all the Chancellor does in this area, they will ensure that the University maintains and extends its reputation as an incubator for ideas and exploration that will lead to practical solutions for the challenges faced by the citizens of the region, the nation, and the world.

• **Oversee the student recruitment, enrollment, and retention strategies at the highest level:** In an increasingly competitive higher education landscape, and with growing economic and demographic challenges, the Chancellor will
help identify opportunities to attract talented undergraduate and graduate students from across the country and around the world by developing and fostering compelling and innovative academic programs. The Chancellor will also collaborate with student affairs leaders to promote a student-centered approach to leadership, and to implement measures designed to provide support for students inside and outside the classroom, with the goals of maximizing student success and increasing retention and graduation rates. The Chancellor’s efforts to position Pitt as an institution of choice nationally and internationally will be balanced by a particular focus on increasing access to a Pitt education and growing resources in support of financial aid.

Pitt’s brand and the quality of a Pitt education have become increasingly prominent nationally over the past several decades. While the next Chancellor will ensure that this trend continues, they will also appreciate that a meaningful portion of a Pitt education is the peer effect students have on one another in and out of classrooms. With this in mind, the Chancellor will cultivate the type of educational experience that will attract admittees to choose Pitt over many other fine options.

• **Serve as advocate-in-chief for the University, Western Pennsylvania, and beyond:** The University of Pittsburgh is an anchor institution and a stabilizing force in Western Pennsylvania. The next Chancellor will be politically savvy, collaborative, and bold in their advancement of the institution. The Chancellor will also seize the opportunity to connect Pitt’s academic agenda with its mission to serve the public and the communities in its region and to be an economic driver in the region and the state. Pittsburgh has become a world-class hub for the technology and computing sector and the home to countless AI advancements and companies. Perhaps foremost among its allies and current partners, UPMC is the largest employer in Pennsylvania and a major health care and insurance provider that extends Pitt’s reach to the lives of millions of Americans annually.

The Chancellor will think creatively with leadership partners about how to continue to bring enterprises and valuable organizations to the region. The Chancellor will also drive advocacy on behalf of the University for resources and opportunities both internally as well as publicly and to the Commonwealth of Pennsylvania. The next Chancellor will recognize the intrinsic connection between the strongest version of Pittsburgh and the strongest version of the University in the region. Finally, the Chancellor will ensure that all voices at the University are valued, and that the broader community is a compelling contributor to the institution’s mission.

• **Support and retain faculty and staff:** Like many institutions of higher education, the COVID pandemic bore an especially heavy toll on the University’s faculty and staff. As the nation emerges from the pandemic, valued staff are exploring opportunities beyond the University with compensation offers that increasingly are challenging to match. Fostering career growth within the University will be a major initiative for the Chancellor, and one that will pay dividends for decades. The Chancellor will cultivate a climate that couples academic success with job satisfaction. The Chancellor will also foster tangible efforts to recognize, support, and retain talented faculty and staff by leveraging existing infrastructure that facilitates work-life balance, thereby maximizing academic success and job satisfaction.

Simultaneously, Pitt’s growth, while a source of great pride, has exposed the limits of existing IT and related systems that play a material role in many faculty and staff members’ days. The Chancellor will consider infrastructure investments that will allow faculty and staff to continue to thrive in their contributions. In all of the Chancellor’s efforts, an appreciation for the role of shared governance will be present and visible.

Finally, the University’s faculty recently voted to unionize, and the administration is the process of negotiating the first collective bargaining agreement. The Chancellor will set the tone for the relationship with this new union as well as the existing unions, which represent certain staff. The Chancellor will value open, cooperative relationships with these collective bargaining units, and any that may emerge in the years ahead. The Chancellor will promote an environment of internal partnership and transparency.
Qualifications and Personal Characteristics

Pitt seeks a bold, innovative, creative, and visionary Chancellor and leader who embodies an entrepreneurial spirit, has an unwavering commitment to diversity and inclusion as an imperative, demonstrates a creative problem-solving approach, possesses exceptional listening and transparent communication skills, holds a foundational understanding of—and deep respect for—shared governance and faculty engagement, has a demonstrated record of engaging with and advancing external communities in an urban setting, can remain agile in a highly complex and variable environment, and possesses deep personal and professional integrity.

The ideal candidate will also possess the following qualities, experiences, and characteristics:

- demonstrated record of collaborative, transparent leadership within the context of a highly complex organization;
- a track record of leading with empathy and the highest level of integrity;
- a deep and broad history of demonstrated and measurable results in a wide range of initiatives that prioritize diversity, equity, inclusion, belonging, and creating broadly welcoming environments, preferably in a campus setting;
- a strong track record of engaging with colleagues in shared governance;
- appreciation for the prominent role athletics plays in the education and experience of students at an Atlantic Coast Conference (ACC) University, as well as the experience and ability to navigate intercollegiate athletics in an unprecedented era;
- a record of commitment to student success, student-centered decision-making, and a clear understanding of, and appreciation for, the evolving needs of undergraduate and graduate students;
- a demonstrated ability to fundraise and friendraise from private donors, foundations, and government agencies in support of advancing institutional goals;
- successful experience advancing and innovating the physical infrastructure of an institution's buildings and facilities, ideally including classroom and laboratory space and other areas that support community members;
- understanding of how to support the management of a complex academic enterprise, including schools of medicine, dentistry, nursing, pharmacy, and rehabilitation sciences, while partnering with a complex hospital and healthcare provider system;
- a clear record of thinking systematically and strategically to develop and communicate a shared vision, fostering innovation, and a willingness to challenge the status quo thoughtfully and deliberately;
- demonstrated understanding of, and appreciation for, a world-class research university that anchors a large metropolitan community far beyond its daily teaching, research, and service activities;
- an orientation to their work and others that is authentic, curious, compassionate, and ambitious in all aspects of leadership;
- a nuanced understanding of the higher education landscape, political considerations, and the many factors that affect change within it;
- demonstrated ability to communicate effectively across myriad constituent groups;
- a track record of hiring, retaining, and developing strong leaders with particular emphasis on building a cohesive team that is able to unite a community around a set of institutional priorities and common goals;
- a successful history of effective external engagement and building strong partnerships between an institution and its larger community;
- an exceptional record of working collaboratively with a Board;
- exceptional fiscal and business acumen with an ability to find the resources to deliver on the mission of the University; and
- approachability, a strong sense of humor, and an ability to build meaningful relationships with a wide range of constituents.

For more information, please visit pitt.edu.
For best consideration, please send all nominations and applications—electronically and in confidence—to:

Shelly Weiss Storbeck, Global Education Practice Lead and Managing Director
Jim Sirianni, Managing Director
Carly Rose DiGiovanni, Managing Associate
Abby Kallin, Associate
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The University of Pittsburgh is committed to championing all aspects of diversity, equity, inclusion, and accessibility within our community. This commitment is a fundamental value of the University and is crucial in helping us advance our mission, which includes attracting and retaining diverse workforces. We will continue to create and maintain an environment that allows individuals to discover, belong, contribute, and grow, while honoring the experiences, perspectives, and unique identities of all.