“It is possible to see something good and to work for it and even dare to achieve it. Don’t be a spectator. You are needed in every corner of the community.”

—ELSIE HILLMAN

THE LEGACY OF ELSIE HILLMAN

a tribute
The Legacy of Elsie Hillman: A Tribute

The Institute of Politics, University of Pittsburgh

The development of the Elsie Hillman case study

Never a Spectator: The Political Life of Elsie Hillman

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

The development of the Elsie Hillman case study

A SHARED VISION

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

The development of the Elsie Hillman case study

A SHARED VISION

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

The development of the Elsie Hillman case study

A SHARED VISION

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

The development of the Elsie Hillman case study

A SHARED VISION

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

The development of the Elsie Hillman case study

A SHARED VISION

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

The development of the Elsie Hillman case study

A SHARED VISION

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

The development of the Elsie Hillman case study

A SHARED VISION

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

The development of the Elsie Hillman case study

A SHARED VISION

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.

The development of the Elsie Hillman case study

A SHARED VISION

Hillman Cancer Center is a perfect example. Is this actor for the Republican Party and others:

Never a Spectator

The development of the Elsie Hillman case study

The following quotes from the case study illustrate perfectly Elsie's work as a skilled social actor, "Their own sense of efficacy comes, not from some narrow conception of self-interest, but from the act of inducing cooperation and helping others attain ends." —Walter Fligstein

More specifically, readers of the case study can expect to learn how Elsie's political career exemplifies humanitarian deeds. The Institute counts among its friends Republicans and Democrats alike and helps to provide a neutral space for honest dialogue where partisan rhetoric can be put aside. Elsie treated everyone with respect and dignity and valued every person's opinion. The Institute models itself on the philosophy that all stakeholders need to be included and that everyone's voice is important.
The Legacy of Elsie Hillman: A Tribute

(continued on page 6)

describes the character of Elsie Hillman present in their work. Institute director Terry Miller noted

The term “collaborative leadership” defined the efforts of Cohon and Nordenberg and also

and competitiveness for generations to come.”

Nordenberg and Jerry Cohon. Their unprecedented collaboration not only brought two

of the occasion, Elsie stated that “no two men have impacted this region more than Mark

Lifetime Achievement Award for Excellence in Public Service in recognition of their service to

Mellon University President Emeritus Jared Cohon jointly received the Elsie Hilliard Hillman

humanitarian causes. Because of this, the Institute sought only to gift this award from time

Excellence in Public Service. She was gracious in her acceptance speech, acknowledging all of

the individuals who had made such an impact on her life, just as she had touched theirs.

For this reason, it may have come as a shock when, just two years later, an opportunity arose

to recognize a pair of leaders whose collaborative leadership of two landmark Pittsburgh

institutions resulted in unprecedented levels of economic development and growth in the region.

The uniqueness of this award is demonstrated by Elsie’s lifetime of commitment and dedication

to humanitarian causes. Never a Spectator

In May 2012, the Institute organized the release of the book Never a Spectator, which chronicles

Elsie’s determination and personal conviction were showcased not only in politics but in

While health care and

that what she did was build consensus, which, as Ridge eloquently stated, “ …is the ultimate goal

of a Republican government.”

For Elsie, however, the most impressive accomplishment of this time period was the founding of

the University of Pittsburgh Cancer Institute. In the late 1990s, she championed the creation of an aggressive and cutting-edge cancer research program when

the building. The panelists were at first in disagreement at the use of the word compromise to

describe what Elsie did because of the word’s negative connotation when paired with words like

innovative scholars program, allowing the University of Pittsburgh to recruit top research talent

from around the world. Since its opening in 2002, the Hillman Cancer Center has been regarded

as the region’s top-rated cancer research institute.

In 1998, Elsie’s determination and leadership went even further. Through the generous donations

of the Henry L. Hillman and the Hillman foundations, the University of Pittsburgh Cancer Institute was expanded to create the Hillman Cancer Center.

Since 2005, the Hillman Foundation has continued to donate to the center in support of an

O

E

C

A

R

U

E

H

S

T

H

L

I

C

A

E

V

A

I

R

E

A

W

R

E

S

T

H

E

F

O

N

T

S

C

A

N

C

C

E

N

T

C

E

n (continued on page 6)
As servant leaders, the Institute's board members and staff recognize and honor the humility with which Elsie carried out her work, using her rank and influence not ever for her own benefit but solely to benefit those causes in which and those people in whom she believed.

It also is important to note that, throughout these years of working together, Institute staff members began to think of Elsie as a friend more than a colleague or a benefactor. It is in that respect that she will be missed most. As President George H.W. Bush wrote in a letter that was shared at the 2012 event, what he and most people appreciated about Elsie were her joy, her laughter, and her friendship. Elsie remained committed to and involved in the work of the Institute, making decisions on design concepts and programming ideas for the Elsie Hillman Civic Forum just weeks before her death. Her caring involvement in this project, and all others before it, will serve as her legacy and an inspiration to others.

As Miller states in the foreword to Elsie's case study, "The Institute of Politics at the University of Pittsburgh has a long and rich history of creating opportunities to help regional leaders and the general public to see and understand our shared responsibility for improving the quality of the lives of those in our home region." The Institute takes that mission seriously, as do many others, and Elsie's legacy will continue as long as there are those in this region who follow her example of caring more about the welfare and well-being of others than they do about wealth, power, or personal ambition.

Elsie carried out her work, using her rank and influence not ever for her own benefit but solely to benefit those causes in which and those people in whom she believed. (continued from page 5)