THE PANDEMIC CENTER

IMPACT REPORT
2025 - 2026

BROWN

CONTENTS

MEDIA MENTIONS

6,201

Media Occurrences

ESTIMATED REACH

2.1B

Views

GLOBAL AUDIENCE

Webinar Attendees	Podcast Listeners	Media Hits	Tracking Report Subscribers
34 Countries	63 Countries	86 Countries	169 Countries

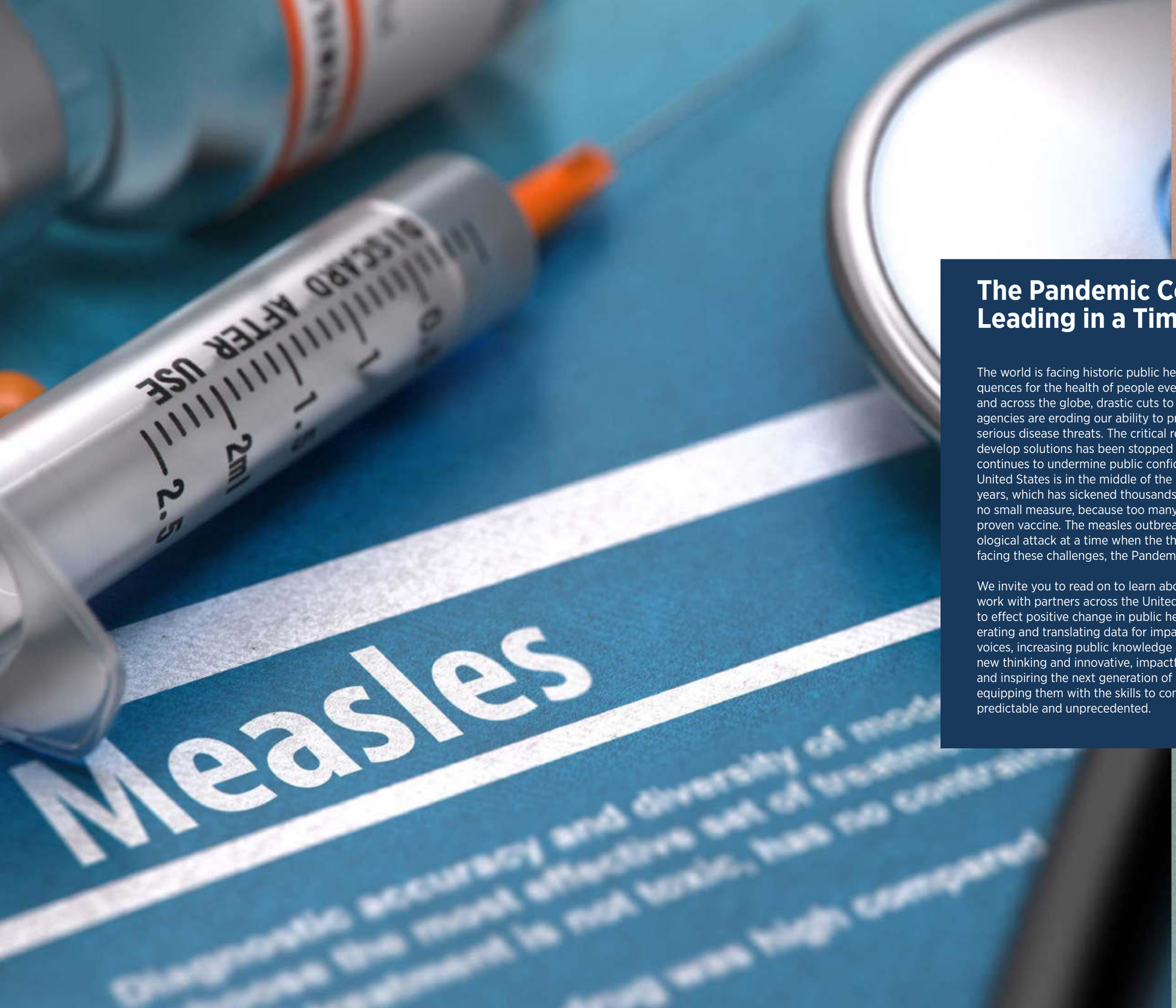
NEWSLETTER INSIGHTS

925% ↑

Subscriber growth over 1 year

NEWSLETTER DEMOS

19%	Healthcare Professionals & Clinicians
15.5%	Education & Research
14%	Business & Advocacy



The Pandemic Center: Leading in a Time of Challenge

The world is facing historic public health challenges, with consequences for the health of people everywhere. In the United States and across the globe, drastic cuts to public health programs and agencies are eroding our ability to prevent, detect and respond to serious disease threats. The critical research on which we depend to develop solutions has been stopped or left starving. Political rhetoric continues to undermine public confidence in science and data. The United States is in the middle of the worst measles outbreak in 25 years, which has sickened thousands and strained health systems, in no small measure, because too many people are not taking a safe and proven vaccine. The measles outbreak exposes our vulnerability to biological attack at a time when the threat is growing. At this moment, facing these challenges, the Pandemic Center is leading.

We invite you to read on to learn about the Center's 2025-2026 work with partners across the United States and around the world to effect positive change in public health and security. We are generating and translating data for impact, amplifying key public health voices, increasing public knowledge and understanding, advancing new thinking and innovative, impactful policy. And we are educating and inspiring the next generation of global public health leaders, equipping them with the skills to confront biosecurity challenges both predictable and unprecedented.

Jennifer Nuzzo, DrPH
Director of the Pandemic Center,
Professor of Epidemiology at the
Brown University School of Public Health

Letter from the Director

“Public distrust of government and public health guidance is being fueled by what seems a never-ending, ubiquitous– and dangerous — current of phony science and false claims.”

Dear Friends,

At a time of head-spinning change and challenge, we are moving forward, meeting this moment and preparing for the next, to help the world better understand and act against the threat of infectious diseases. At the Pandemic Center, we are working with partners around the world, bringing people together in new collaborations to generate and analyze data, innovate for solutions and implement positive change. Importantly, we are doing this all while we work to educate and inspire our students, the next generation of public health leaders.

The challenges are real and deadly. The United States is in the middle of a historic measles outbreak, a disease the nation had eliminated more than 25 years ago. A new Administration in the United States is upending policy and practice rooted in longstanding, proven research and science, making deep and lasting cuts in funding for public health agencies here and around the world. While mis- and disinformation spread, public confusion and doubt grew around what had been trusted government leaders, institutions and public health guidance.

The measles outbreak is a bellwether, sounding an alarm about our nation’s vulnerability to biological attacks. The fact is, the world is at risk at a moment when the global political calculus has changed. Biological weapons look better than ever to our enemies. And what better way to attack a democracy than with a weapon that makes people fear their neighbors?

In this moment in the world, we believe that if you have the skills, knowledge, and ability to speak up and bring about positive change, you have a moral responsibility to do so. That is the work of the Pandemic Center.

We are building new networks, working with international partners to find global solutions to global problems. We are creating a new model of broad collaboration to expand knowledge, understanding and impact.

We are bringing people together as a convenor of groundbreaking discussion and understanding of key issues and challenges. We are working across platforms, online and in person, through public comment and behind-the-scenes advice.

We are providing information, data, and analysis for real world impact. And we are doing it at a critical time of big gaps in information provided by the United States government’s public health agencies. We are working to address those gaps, true to the Brown University mission to generate knowledge and share it, in and beyond the classroom and lab, for real world impact. We recognize, as well, that there is no replacement for robust, government public health agencies and their ability to generate and share data to drive policy and action.

We are amplifying the voices of independent experts at a time when that is needed more than ever. Public distrust of government and public health guidance is being fueled by what seems a never-ending, ubiquitous — and dangerous — current of phony science and false claims. It is critical to ensure responsible voices are heard with impact.

We are educating the next generation of public health leaders, from undergraduates and graduate students to international fellows. Education is a critical part of our theory about how we bring about change and positive impact.

We are grateful for the contribution and collaboration of all our partners. The public health ground is shaking in a way that makes it easy to lose footing and focus. Your support allows us to continue this important work with you, building ever stronger partnerships, raising informed voices, generating data and deepening understanding, to provoke life-saving action here and around the world. I am proud to share with you the work of the Pandemic Center in 2025-2026.

Sincerely,
Jennifer Nuzzo

Evidence to Inform Action

From its inception, the Pandemic Center has prioritized creating, gathering, analyzing and sharing evidence to drive action to protect public health in the United States and around the world. That work is more important and urgent than ever. Wide-reaching budget cuts and policy changes have severely impacted national and international public health agencies, reducing frontline public health services and, importantly, hindering the creation of and access to trusted, verifiable data to inform policy and action. These changes have sowed confusion, forcing public health leaders, policy makers and even parents to search for information — credible science and data-driven information — to protect them amidst several serious disease outbreaks.

As the U.S. government is stepping back, the Pandemic Center is stepping up. Through collaborations and global partnerships, high-quality, practical evidence is being generated, collected, analyzed and shared to increase understanding and inform effective decision-making globally. This work spans borders and disciplines to track outbreaks and events that affect collective health while identifying best practices for preventing, detecting, and responding to health threats. Through these efforts, the Pandemic Center's work recognizes the importance of engaging and leading in the global conversation around public health, informed by the evidence it is building.

Providing new data to assess health security preparedness and response across the African continent

How do we know if the world is prepared for serious disease risks? How do we identify the gaps in our readiness and measure improvements over time? How do we keep the attention of political leaders on the need to build and sustain capacities to prevent, detect and respond to disease risks — especially in the face of declining health budgets and competing priorities? How do we guide investments in health, to ensure that we target limited resources where and how they are most needed and most effective?

"Our close collaboration with the Science for Africa Foundation, Africa Health Security Index Reference Group, and University partners has been critical to developing a resource that is responsive to the unique strengths and gaps in capacities on the African continent. I have learned so much from our partners and am so excited for the report to be released this summer."

Margaret Dunne
Ph.D. Student

These questions and more are guiding the Pandemic Center's work on the Africa Health Security Index (AHS Index). The Pandemic Center is a central and founding partner in the development of this new tool, designed to improve epidemic preparedness and bolster biosecurity throughout African countries. The Pandemic Center engages directly with African leaders and decision-makers at the highest levels to ensure the AHS Index provides information to direct action and investments to improve existing programs and develop new initiatives to build prevention and preparedness in their countries.

The AHS Index measures countries' public health and healthcare capacities to prevent, detect and respond to disease threats, as well as risk factors that would enable or prevent their use of these capacities. It also assesses countries' commitment to international norms and financing for health security. To do this, publicly available data are collected on a range of health security indicators, including existing policies and practices on biosafety and biosecurity, biosurveillance, medical countermeasures, and the impacts of climate change on health security on the African continent. The AHS Index assesses how the continent's five regions have developed the ability to strengthen national health infrastructure. The initiative builds on the Global Health Security Index, which measures the epidemic and pandemic preparedness of 195 countries around the world.

The Pandemic Center's partners on this work include leading public health experts across government, academia and nonprofit organizations in Africa and around the world, including NTI | bio and Economist Impact and in collaboration with the Science for Africa Foundation, University of the Witwatersrand (Johannesburg, South Africa), and University of Tunis El Manar (Tunis, Tunisia). The AHS Index is informed by a Reference Group made up of African experts providing strategic direction for the project, ensuring that it effectively serves the needs of African public health and health security leaders.

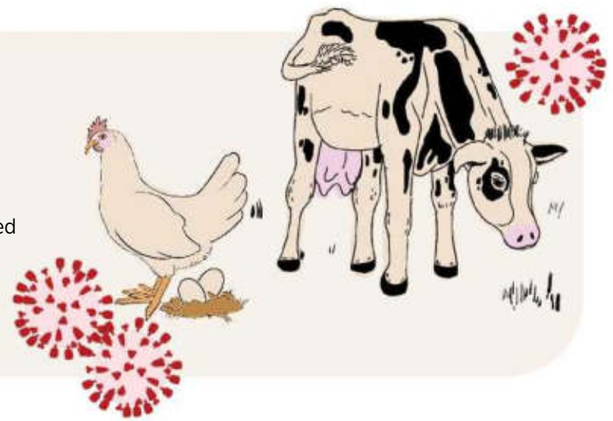
An initial study, co-authored by Pandemic Center faculty, staff, students and public health leaders on the African continent, was published in April 2026 in the International Journal of Infectious Diseases. This study laid important groundwork for the AHS Index by examining changes in health security capacities on the African continent between 2019 and 2021. Informed by this work, results from the AHS Index will be published in a report to be released in July 2026.

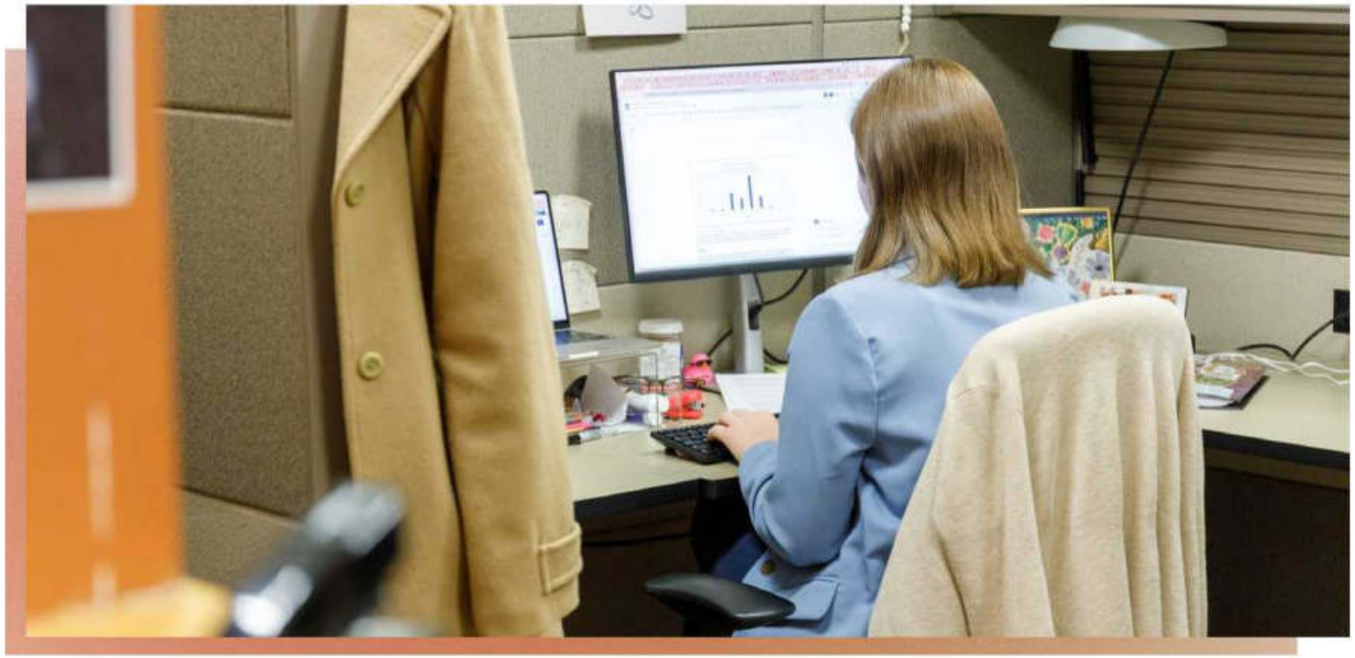
Gathering and analyzing lessons learned from disease outbreaks

The Outbreak Observatory at the Pandemic Center provides a critical platform for generating evidence and sharing data and information about ongoing and emerging infectious disease and health security threats. The Outbreak Observatory uniquely recognizes and provides the means to collect and share the critical operational insights gained by public health and health care practitioners in the work of preventing, preparing for and responding to infectious disease outbreaks in the United States and around the world.

The Outbreak Observatory (homepage shown) features real-time operational insights and data sharing.

The Outbreak Observatory team collaborates with U.S.-based and international partners to document and share their experiences during infectious disease crises to highlight best practices to improve future efforts to prepare for, prevent and respond to these crises. Most recently, the Outbreak Observatory team worked with state and local public health leaders and practitioners to analyze the United States' response to outbreaks of highly pathogenic avian influenza (HPAI) strain A(H5N1). H5N1 is a deadly disease that has long worried experts because of its potential to cause a pandemic.





Pandemic Center staff work to generate and share data about infectious disease and health security threats for the Outbreak Observatory.

The Outbreak Observatory analysis reveals challenges in responding to this particular disease and provides insights into how the United States might respond to other new infectious diseases, including those that have the potential to cause pandemics. Health department staff spoke to the Pandemic Center team about challenges in responding to a novel zoonotic pathogen with public health and economic implications in an environment of reduced resources, but also shared successes that could bolster the preparedness and response capacities of others. This analysis is expected to be published in 2026, jointly with the STAT Network, a peer learning network managed by the Brown University School of Public Health which includes more than 600 state leaders in 53 states and territories.

In addition to generating evidence around the operational aspects of outbreak responses, the Outbreak Observatory also tracks current and emerging infectious disease threats, translating epidemiologic data into graphics and data dashboards that are tailored for the general public. Currently, the team collects data from local and state health departments and the U.S. CDC on ongoing measles outbreaks, including case numbers and vaccination coverage. The data are aggregated to provide a comprehensive understanding of outbreak trends, and are interpreted each week in the Pandemic Center's Tracking Report.

The Pandemic Center's Lead Research Scientist, Diane Meyer, now directs the Outbreak Observatory with the support of Research Associate Andrea Uhlig.

AWARE Research Partners

University of São Paulo, São Paulo, Brazil

Principal Investigator: **Lorena G. Barberia, PhD**, Associate Professor, University of São Paulo

Washington State University Global Health-Kenya, Nairobi, Kenya

Principal Investigators: **M. Kariuki Njenga, PhD**, Professor and the Country Director, WSU Global Health Program and **Isaac Ngere, PhD**, Medical Epidemiologist and Research Assistant Professor, WSU Global Health Program

University of the Witwatersrand, Johannesburg, South Africa

Principal Investigator: **Janan Dietrich, PhD**, Associate Professor, University of the Witwatersrand

Oxford University Clinical Research Unit, Ho Chi Minh City, Vietnam

Principal Investigator: **Jennifer Ilo Van Nuil, PhD**, Associate Professor and Head of Social Science and Implementation Research Group, OUCRU

Advancing surveillance for outbreaks & climate-sensitive diseases

What would it take to detect infectious disease outbreaks early enough to stop them in their tracks? Or, better yet: can we anticipate outbreaks before they even occur and take action to prevent them? Traditional public health surveillance approaches may be too slow and too incomplete to identify outbreaks at their earliest stages, but new tools and data can help address these gaps — to detect outbreaks earlier and possibly, anticipate their occurrence before they even start. To realize this vision, we need to understand what tools and data work, why they work, and how, and then use this information to provide guidance to countries to implement these approaches.

The Pandemic Center's Advance Warning and Response Exemplars (AWARE) project meets this challenge through a research collaboration with the Exemplars in Global Health program of the Gates Foundation. Rooted in the Exemplars in Global Health program's core belief that the fastest path to success involves studying what works, the AWARE project identifies best practices for detecting and anticipating infectious disease outbreaks in low- and middle-income countries and shares them with countries around the globe with best-in-class examples to put to use in their own contexts. Funded by the Wellcome Trust, the Gates Foundation, and Gates Ventures, the Pandemic Center established leading-edge collaborations with research partners in Brazil, Kenya, South Africa and Vietnam to identify innovative and best practices in advance warning systems in each of those settings. These systems are the public health mechanisms and platforms designed to rapidly identify potential outbreaks of infectious diseases with epidemic and pandemic potential — even before a first case is detected.

The research team from Washington State University Global Health-Kenya, Nairobi, Kenya.

"The AWARE project was designed to help public health decision-makers around the world. Sharing our findings at Africa CDC's Directors of Surveillance Forum was a reminder of why that matters. These are the leaders who can take the best practices surfaced through this research and apply them across the continent."

Carly Gasca
Project Director at the Pandemic Center

WIth the research phase of the AWARE project complete, the Pandemic Center and its research partners are now taking its findings to leaders at health ministries, development banks and philanthropies to ensure they are acted upon. In April 2026, the Pandemic Center launched the AWARE Findings Report alongside Africa Centres for Disease Control and Prevention's (Africa CDC) Continental Directors of Surveillance Forum in Addis Ababa, Ethiopia. The AWARE team also has briefed the Global Fund, World Health Organization (WHO) Headquarters and the WHO Hub for Pandemic and Epidemic Intelligence. AWARE in-country research partners have held dissemination meetings with government stakeholders and local partners to ensure the research findings reach those who can act upon them most directly. Country-level briefs are being posted on the Exemplars in Global Health site, where more information on the topic of early warning systems can be found.

At the Pandemic Center, AWARE is led by Director Jennifer Nuzzo and Senior Adviser Wilmot James, alongside Associate Director Leah Lovgren, Project Director Carly Gasca, Research Associate Andrea Uhlig and Research Assistant (2024-2025) Anne Wang.

The AWARE team's findings from the initial phase of the project were published in a report (cover pictured) in April 2026.

"The lessons of the last few years have made one thing clear: we cannot afford to be reactive. The primary challenge I'm working to meet in the coming years remains early detection and advance warning. Our work is dedicated to building the global systems and local capacities necessary to identify threats before they spread, ensuring that science stays ahead of future biological threats."

Wilmot James
Senior Adviser to the Pandemic Center

Innovative research at Brown University

The Pandemic Center brings together a diverse group of faculty from across the University whose work aligns strategically with and advances the Center's mission. Each affiliated faculty member brings a unique perspective gained from decades on the frontlines of pandemic research, policy, preparedness, and response — ranging from local, community-based efforts to the highest levels of government and public health in the United States and around the world. Their work is central to helping advance new thinking and approaches to preparing for, preventing, and responding to biological emergencies.

Genomic Sequencing to Prevent Pandemics

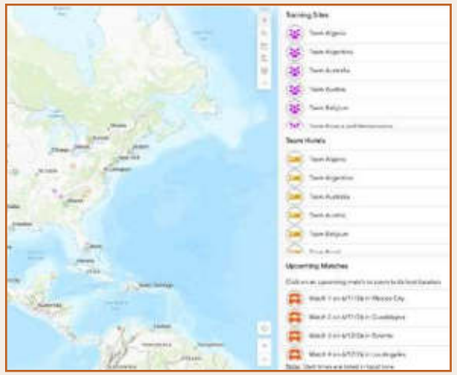
As genomic sequencing has led to dramatic breakthroughs in medicine and science, so too can it be used to learn about pathogens to stop future pandemics. Katie Siddle, assistant professor in the Department of Molecular Microbiology and Immunology in the Brown University Division of Biology and Medicine, is leading this research.

Impact of Environment and Social Factors on Disease Spread

Environmental and social factors cause diseases to spread differently across locations. Understanding these differences is central to understanding how diseases spread. Rachel Baker, the John and Elizabeth Irving Family Assistant Professor of Climate Health and assistant professor of epidemiology and environment and society, researches these differences, focusing on how climate change alters the patterns of infectious disease outbreaks. In November 2025, Baker co-authored a study in Science Advances which found that providing year-round access to RSV immunization would minimize the risk of large seasonal outbreaks across the United States.

Infectious Disease and Chronic Neurological Conditions

A critical shift in public health recognizes that chronic illness research must be connected to understanding infectious diseases and the power of vaccines to prevent disease. Shilo McBurney, assistant professor of epidemiology and the epidemiology concentration lead for the Master of Public Health program, is leading a broad review of this link with Pandemic Center Research Assistant Alice Im.



Spatial Science to Better Understand Disease Effects

Where and how best to deploy resources in a pandemic or infectious disease outbreak are central questions that must be driven by data and understanding different disease effects. William Goedel, associate professor of epidemiology, studies spatial science and mapping to understand ethnic differences in disease effects and how to best communicate risks and precautions. He uses the data he generates to create tools to help organizations and officials make better-informed public health decisions about where to deploy resources at times when they may be limited, as he did in helping Rhode Island state health officials during the COVID-19 pandemic.

Goedel is supporting the Pandemic Center's work to improve preparedness in the lead-up to the 2026 International Federation of Association Football (FIFA) World Cup soccer tournament. This edition of the tournament will be the first to feature an expanded field of 48 teams, including host countries Canada, Mexico, and the United States, and will attract fans from across the world at a time when the United States' capabilities to track diseases are weakened. **Goedel created a map (above) to track the movement of teams and fans**, coming from multiple destinations and then traveling to multiple game sites, to be used as a reference in the event of an outbreak. Pandemic Center student workers will support data analysis for health officials during the event, consistent with Goedel's mapping.

Advancing Effective Policies and Practices

The Pandemic Center exerts its greatest influence in translating complex data into actionable, effective policy. Amid major changes in the national and global health security landscape, with deep government budget cuts and dramatic policy changes decimating the will and ability of the United States to prevent, prepare, and respond to pandemic threats, the Pandemic Center works to provide expertise and leadership to advance positive change here and around the world.

Leading on public health financing and international collaboration

Sudden, steep cuts in United States foreign assistance have left low- and middle-income countries to face the challenge of preparing for, preventing and responding to the next infectious disease outbreak and pandemic with fewer resources and tools for public health. As the risks of serious disease emergencies continue to increase, how are countries going to prioritize the resources they need to enhance protections? What can countries do individually and collectively to fill gaps in financing for the improvements needed to keep countries — and the globe — safe?

The Pandemic Center is providing leadership and expertise in support of the High Level Independent Panel (HLIP) to identify and share innovative approaches to track, fund and sustain the ability of every country to be ready for the next outbreak or pandemic.

The G20, which brings together the world's 19 largest economies, the European Union and the African Union, established the HLIP in 2021 to improve how pandemic prevention and response are funded. In 2025, South Africa assumed the G20 Presidency — the first African country to lead this forum — with the challenge of addressing the global pandemic financing gap.

The Pandemic Center supports the HLIP secretariat, which is housed at the U.S. National Academy of Medicine, to provide critical expertise, data, analysis and deep experience in pandemic prevention and response and biosecurity to support the HLIP.

The Pandemic Center's Beth Cameron serves as the HLIP special advisor, and Seth Berkley is a member of the Panel. Both were instrumental to the effort, which issued a major new report in November 2025, "Closing the Deal: Financing Our Security Against Pandemic Threats." This report provides bold, practical, and operational recommendations for real-time impact to improve pandemic preparedness and response financing, especially in this time of deep spending cuts and uncertain future investments.

The HLIP's recommendations are designed for implementation by governments in advance of the September 2026 United Nations (UN) High-Level Meeting on Pandemic Prevention, Preparedness, and Response — a major diplomatic summit where heads of government will gather at the UN General Assembly. The HLIP has asked governments to use this High-Level Meeting to make specific commitments to finance and track pandemic preparedness and response capacities and to announce their intention to meet minimum benchmarks for pandemic financing across health and security budgets.

Pandemic Center & HLIP Action Plan

- Accelerate the implementation of the HLIP's five key 2025 recommendations.
- Implement minimum health security financing benchmarks and a global pandemic spending tracker to help define needed spending levels and identify and account for what is being spent.
- Identify new ways to expand surge financing and regional manufacturing and access to vaccines, treatments, tests, and personal protective equipment (PPE).
- Prioritize access to countermeasures that will be needed at the start of a biological emergency, like PPE and tests.
- Promote options for countries to obtain at-risk financing to overcome obstacles faced by many nations in obtaining necessary resources to buy vaccines during the COVID-19 pandemic.
- Strengthen and sustain the Pandemic Fund, a global financing partnership hosted by the World Bank.

Fostering collaboration between defense and health sectors

Beth Cameron, a senior adviser to the Pandemic Center, speaks at the 2025 Munich Security Conference. Also pictured is then-Biosecurity Game Changers Fellow Jon Arizti Sanz.

As biological risks continue to rise, now, more than ever, it is vital for the health and defense sectors to define common goals, finance shared biosecurity objectives and track progress. During last year's Munich Security Conference, the Pandemic Center, together with the Coalition for Epidemic Preparedness Innovations (CEPI) and the Nuclear Threat Initiative, hosted a first-of-its-kind cross-generational biosecurity convening. This convening resulted in a historic global south rising leaders' declaration, aimed at identifying specific steps to take biological threats off the table in an era of accelerating artificial intelligence and rising pandemic risk.

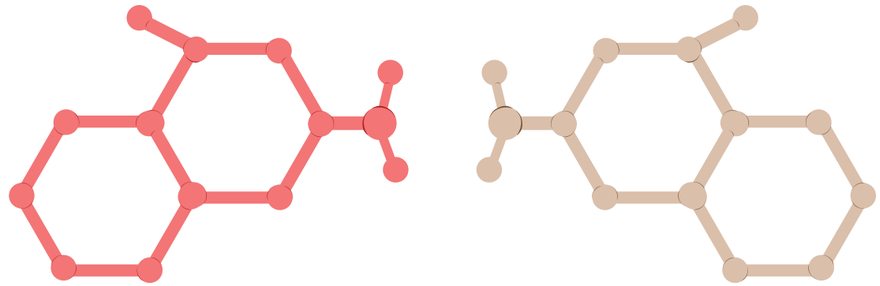
At the 2026 Munich Security Conference, Senior Adviser Cameron championed new biosecurity financing benchmarks for the defense, security and health sectors and led a senior leaders' roundtable aimed at accelerating progress to get prepared for the next pandemic, whether naturally occurring or the result of a deliberate or accidental release.

In 2026, the Pandemic Center expanded its partnership with CEPI toward defining shared goals for defense and health stakeholders to accelerate global access to medical countermeasures when outbreaks arise. This effort supports CEPI's strategy to accelerate vaccine research and development, as well as platforms and networks that expand access to vaccines and other elements of the 100 Days Mission, such as tests, treatments and personal protective equipment. The Pandemic Center will hold several convenings this year, in partnership with CEPI, to bring defense stakeholders — including governmental agencies, biodefense experts and other security partners — together with health agencies to identify mutual priorities and accelerate progress.

> *"Biosecurity cannot be treated as a secondary concern; it must be intentionally resourced and fully integrated into the core of our global security, public health, and policy frameworks. To safeguard our future, we also must ensure that health security remains a permanent, non-negotiable fixture of global governance. The rising risk of biological threats — including through deliberate or accidental release — demands that we build resilient systems now, before the next crisis occurs."*
>
> **Beth Cameron**
> **Senior Adviser to the Pandemic Center**

Building capacity and consensus to stop mirror bacteria

Advancements in scientific research are making it increasingly likely that synthetic "mirror" bacteria could be created that would entirely evade human immune systems, potentially causing unstoppable infections that jump across species with ease. Such "mirror" bacteria, built from "flipped" molecular building blocks, could pose unprecedented threats to health, agriculture, economies and more. But, despite these potential harms, until recently, few paid attention to the possible downsides of research involving the creation of mirror life.



Now, an increasing number of scientists, policy makers and research funders believe that research to enable the creation of any form of mirror life, including bacteria, should not be pursued. The Pandemic Center is at the vanguard of stopping this existential threat before it can come into existence. Senior Advisers Wilmot James and Cameron, with Research Assistant Alice Im, are driving conversations and policies to halt the creation of mirror life, ensuring global voices who share a stake in the outcomes of these convenings are not just included but empowered to define biosecurity standards.

In leading the Pandemic Center's work, they are partnering with the Science for Africa Foundation and the Southern Africa Association for the Advancement of Science to champion a global moratorium to stop funding for this research, to lead discussions in Africa about the risks and next steps and to create a system focused on prevention before the technology outpaces our ability to contain it.

James — an internationally recognized leader in biosecurity and former Member of Parliament and Shadow Minister of Health in South Africa — is leveraging his expertise and influence to build awareness of the risks and the methods to confront them as a primary author on a foundational Science paper outlining the risks of mirror life. Using his deep connections, he is collaborating with science academies and partners in Africa to build a coalition to broaden the global dialogue on the risks of mirror life.

Science, a leading journal based in the U.S., featured a paper on the risks of mirror life on which Wilmot James was a primary author.

Strengthening testing to better prepare for disease emergencies

The COVID-19 pandemic painfully demonstrated how a lack of adequate testing can severely undermine the ability to respond to a pandemic, with deadly human and economic costs. Public health experts widely cite the failure of the United States government to stand up adequate testing as the nation's primary initial mistake in that pandemic. While some of the lessons learned from COVID-19 have led to focused efforts to improve certain aspects of preparedness, less effort has been devoted to developing a system that can rapidly roll out diagnostic testing at the scale needed. The danger of future failure remains while continuing to meet this challenge.

A poster for a seminar organized by Pandemic Center Biosecurity Game Changer fellows on the 100 Days Mission and testing. Jon Arizti Sanz contributed insight from his work on the report "Advancing the 100 Days Mission for Diagnostics: 2025 Global Gap Assessment."

"Advancing the 100 Days Mission for Diagnostics: 2025 Global Gap Assessment" identified major interconnected barriers to increased testing around the world.

The 100 Days Mission, a global effort to improve preparedness in the critical first 100 days of a pandemic, focuses on building capacity to quickly reach scale in three essential areas: vaccines, therapeutics and testing. The Pandemic Center, through its leaders and students, worked to advance this mission, focusing specifically on testing, in collaboration with the International Pandemic Preparedness Secretariat (IPPS) and FIND (Foundation for Innovative New Diagnostics). IPPS serves as the convener for those supporting the 100 days mission, to advance and measure its progress. FIND is the global alliance for diagnostics working to make testing more available.

The result of this collaboration: "Advancing the 100 Days Mission for Diagnostics: 2025 Global Gap Assessment", a report identifying major interconnected barriers to increased testing around the world. These include limited research and development; fragmented and inconsistent regulation; highly concentrated manufacturing of tests, with limited production capacity in low- and middle-income countries; weak financing models; and poor coordination and integration with the development of vaccines and therapeutics.

This project also demonstrates the impact of the Pandemic Center's groundbreaking "Game Changers" program to prepare the next generation of public health leaders through coursework, internships and a global fellowship program. Jon Arizti Sanz, a Biosecurity Game Changers fellow in the 2024-2025 cohort, worked with Senior Adviser Cameron and Pandemic Center research assistant Yuliya Velhan to produce this report, drawing on structured interviews with more than 30 global stakeholders and case studies of Ebola, dengue and H5N1 influenza.

Building an AI platform for rapid response planning

When an outbreak or public health emergency strikes, health officials must make quick, in-the-moment decisions to protect lives and livelihoods. They must navigate a sea of information to find credible evidence to support their decision-making. The COVID pandemic showed that decisions made without sufficient evidence can be harmful to communities. Recognizing the urgent need to do better, the Pandemic Center is working to develop new tools to help decisionmakers use the best available evidence to examine trade-offs and take proactive action in a crisis. By harnessing the power of artificial intelligence, we can more efficiently and effectively identify credible data needed to inform the high stakes decisions that must be made to prevent, detect and respond to health crises.

The Pandemic Center's groundbreaking 2024 report: "American Democracy and Health Security Initiative: Lighting A Path Forward Amid Pandemic Polarization," identified, highlighted and shared exemplary United States responses to the COVID-19 pandemic, where innovative, collaborative, community-based decisionmaking met the pandemic challenge at the state and local level. That work and leadership continues with the BINDER project — Bringing Intelligence, Navigation, and Data for Emergency Response — to improve the ability of U.S. states and communities to respond to public health crises.

The BINDER initiative aims to develop a broadly available AI-enabled platform to inform and accelerate state and local health emergency response. BINDER will harness existing evidence by accessing data, toolkits, playbooks and communications materials to transform them into useful summaries to direct action for decision makers. The platform will prioritize serving state and local public health agencies and healthcare leaders in the first phase and expand to supporting businesses and schools in subsequent phases. Ultimately, BINDER seeks to help officials build trust and make faster and locally-adapted decisions to minimize the economic, educational and health impacts of public health threats.

Through BINDER, the Pandemic Center collaborates with Yale University School of Public Health; the Common Health Coalition, a not-for-profit organization created to help improve the health system through better partnerships between healthcare and public health; Ariadne Labs, a joint center for health systems innovation at Brigham and Women's Hospital, the Harvard T.H. Chan School of Public Health; the CDC Foundation; and the STAT Network.

BINDER is coordinated by a Pandemic Center team led by Senior Adviser Cameron, working with Research Assistant Alice Im; Lead Research Scientist Diane Meyer; and Alyssa Bilinski, the Peterson Family Assistant Professor of Health Policy in the Department of Health Services, Policy & Practice and Biostatistics at the Brown University School of Public Health.

Sharing expert insight to inform global policy

The Pandemic Center works to impact and inform policy across key global and national public health issues. At a time when mis- and disinformation — and even communications from United States public health leaders — sow confusion, this work of elevating trusted, data-driven voices is more important than ever.

To that end, Pandemic Center leaders and faculty frequently brief Members of Congress and their staff, World Bank leaders and other decision-makers on a broad range of critical global and domestic public health issues. The Pandemic Center provides leadership and unique expertise to inform how the United States meets biosecurity challenges, including the oversight of dual-use research of concern — research that may provide benefits but could be directly misapplied to pose a significant threat to health, safety or national security — to AI-enabled biological risks and the risks posed by the creation of mirror life.

In 2025, Senior Adviser Cameron was named a non-resident senior advisor to the Center for Strategic and International Studies (CSIS) Global Health Policy Center, a globally recognized leading research institution focused on shaping United States policy regarding global health issues and national security. Cameron, who held key biosecurity leadership roles across Democratic and Republican Administrations, has offered critical insights and understanding as a speaker in policy roundtables, podcasts and filmed events. Cameron also helped power an important new report in support of the CSIS Bipartisan Alliance for Global Health Security and briefed Congressional staff on new recommendations to bolster U.S. biodefense.

Senior Adviser Berkley continues to lead the charge on vaccine advocacy, building on his decades of leadership in vaccine access and dissemination. In the last year, he was invited to author three editorials in Science — the most prestigious science publication in the U.S. — and wrote about the destructive effects of policies in destroying vaccine coverage, prevention and research efforts and the impact of U.S. withdrawal from global institutions such as the WHO. He also warned of the effects of U.S. policy on pandemic preparedness in TIME. Recently, he has lobbied directly to members of Congress for the release of funds designated to support vaccination efforts and to brief them on the proven evidence undergirding vaccines.

“Public health is under attack, particularly vaccines. My role is to bring people together and drive through change to move vaccines forward, or at least prepare decision-makers to take a stand for them.”

Seth Berkley
Senior Adviser to the Pandemic Center

Jennifer Nuzzo at the 2025 Aspen Ideas Festival. Nuzzo (second-left) joined a panel discussion alongside (L-R): David Leonhardt, Editorial Director, The New York Times; Holden Thorp, Editor in Chief, Science; and Karel Mertens, Senior Vice President and Director of Research, Federal Reserve Bank of Dallas.

The Pandemic Center’s leadership also engages with high-level decision-makers around the world. Berkley has recently spoken in Parliament in the United Kingdom about the importance of vaccine manufacturing, at the African Health Agenda International Conference in Rwanda and regularly gives remarks on vaccines and global security at the World Economic Forum Annual Meeting in Davos, Switzerland. He is often a featured speaker on vaccines and pandemic preparedness at the World Vaccine Congress, an industry-focused development conference, and the World Health Summit, the world’s largest strategic gathering on global health, where he was asked to write an editorial on the need to bring defense and health efforts together for global security.

Cameron championed new cross-sector biosecurity financing standards and led a high-level roundtable on pandemic defense at the 2026 Munich Security Conference. Senior Adviser James fosters collaboration between the Pandemic Center and many international organizations, building new biodefense networks and bolstering existing ones.

Director Jennifer Nuzzo was a featured speaker at the 2025 Aspen Ideas Festival, a leading summit for policy and innovation, where she discussed the impacts of the United States’ dramatic cuts to health funding. Nuzzo serves on a number of influential and impactful councils and committees, including the Pandemic Fund’s External Advisory Council, a body of independent experts providing technical guidance to ensure global investments effectively strengthen pandemic defenses and the Centre for Long-Term Resilience’s Advisory Council, which provides guidance to the UK-based think tank on mitigating high-consequence global risks. In 2025, she served on the Advisory Committee to the Director of the Centers for Disease Control and Prevention, until this appointment was terminated by the Trump administration.

On September 23, 2025 Pandemic Center Senior Fellow Georgia Lagoudas co-facilitated the inaugural High-Level Side Event on Healthy Indoor Air on the sidelines of the UN General Assembly.

Advancing action for cleaner indoor air

Most individuals spend 90% of their time indoors, yet buildings aren't designed to protect the health of their occupants. Indoor air quality represents one of the greatest public health opportunities of our time to reduce premature mortality, strengthen pandemic resilience and improve cognitive performance. And yet, there are no national indoor air quality standards, nor globally recognized standards. Studies show that cleaner indoor air could cut respiratory disease by up to 80%, reduce student absences by 13% and boost workplace productivity by 11%. Health-based standards and interventions for cleaner indoor air are urgently needed. Over the past year, an expansion of the Pandemic Center's Clean Indoor Air Initiative has elevated indoor air quality as an essential public health topic and made healthy indoor air more accessible to individuals around the world.

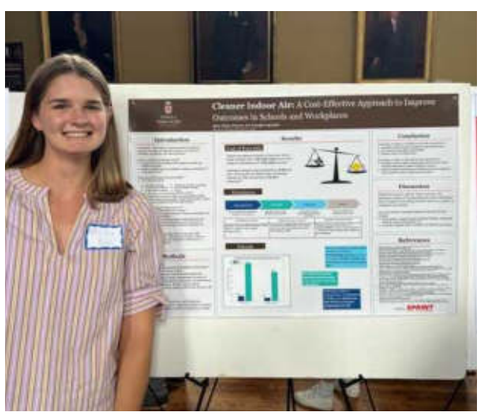
Real-time air quality monitors, such as these, are the first line of defense in creating healthier indoor enviroments.

In 2025, the Clean Indoor Air Initiative, led by Pandemic Center Senior Fellow Georgia Lagoudas and supported by Visiting Fellow Skandan Ananthasekar, achieved major milestones to improve indoor air quality. On the international level, the Initiative supported **the launch of the Global Pledge for Healthy Indoor Air at the United Nations High-Level Side Event on Healthy Indoor Air in September 2025** (pictured right), with France and Montenegro as the founding countries, catalyzing a global movement for healthy indoor air. The Pandemic Center Clean Indoor Air Initiative is also supporting the Montenegrin Initiative for Healthy Indoor Air to deploy indoor air quality monitors and portable air purifiers across all elementary grade classrooms nationwide. In partnership with the French Ministry of Health, as part of the French presidency of the G7, the Initiative co-hosted a High-Level Dialogue on Healthy Indoor Air in April 2026, engaging senior health leaders of the G7 Health Working Group to advance healthy indoor air as a priority issue. The Initiative published a peer-reviewed journal article to highlight the opportunity the European Union has to integrate healthy indoor air into national legislation.

At the state level, this initiative advanced policy action through the publication of the **"State Guide for Clean Indoor Air"** (pictured right), the State Clean Indoor Air Collaborative and technical assistance for school indoor air quality legislation in Rhode Island.

Through publications, media, events and the launch of Air Club — which Lagoudas helped found, creating a global coalition of researchers, innovators, policy makers, advocates, and individuals committed to improving indoor air quality — the Clean Indoor Air Initiative has elevated indoor air quality as a key topic at the intersection of health, sustainability and human rights. By helping build this coalition, the Initiative has reached thousands of people worldwide.

Looking forward, the Initiative plans to continue working to advance healthy indoor air at the national level, building on the Global Pledge for Healthy Indoor Air as a catalyst for action, and to create a global movement to accelerate awareness and action through gatherings at major international events, including reconvening on the sidelines of the United General Assembly in September 2026.



Brown undergrauate students, like Mary Claire Warren (pictured right at the Brown Summer Research Symposium), develop projects to advance clean air under the mentorship of Senior Fellow Georgia Lagoudas.

Engaging with the private sector as stakeholders in pandemic preparedness

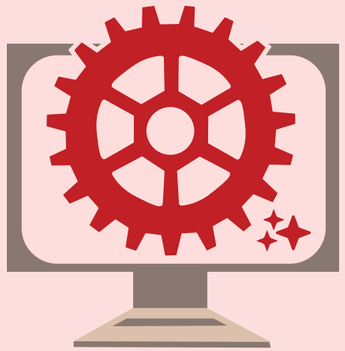
Businesses are a cornerstone of American society, driving economic growth and serving as essential partners in protecting public health and economic stability during crises. Employers are frequently the most well-trusted community messengers — particularly when public health guidance is fragmented. Recognizing this, in August of 2025 the Pandemic Center and the Private Sector Roundtable on Global Health Security brought together senior leaders from diverse U.S. sectors including finance, transportation and agriculture.

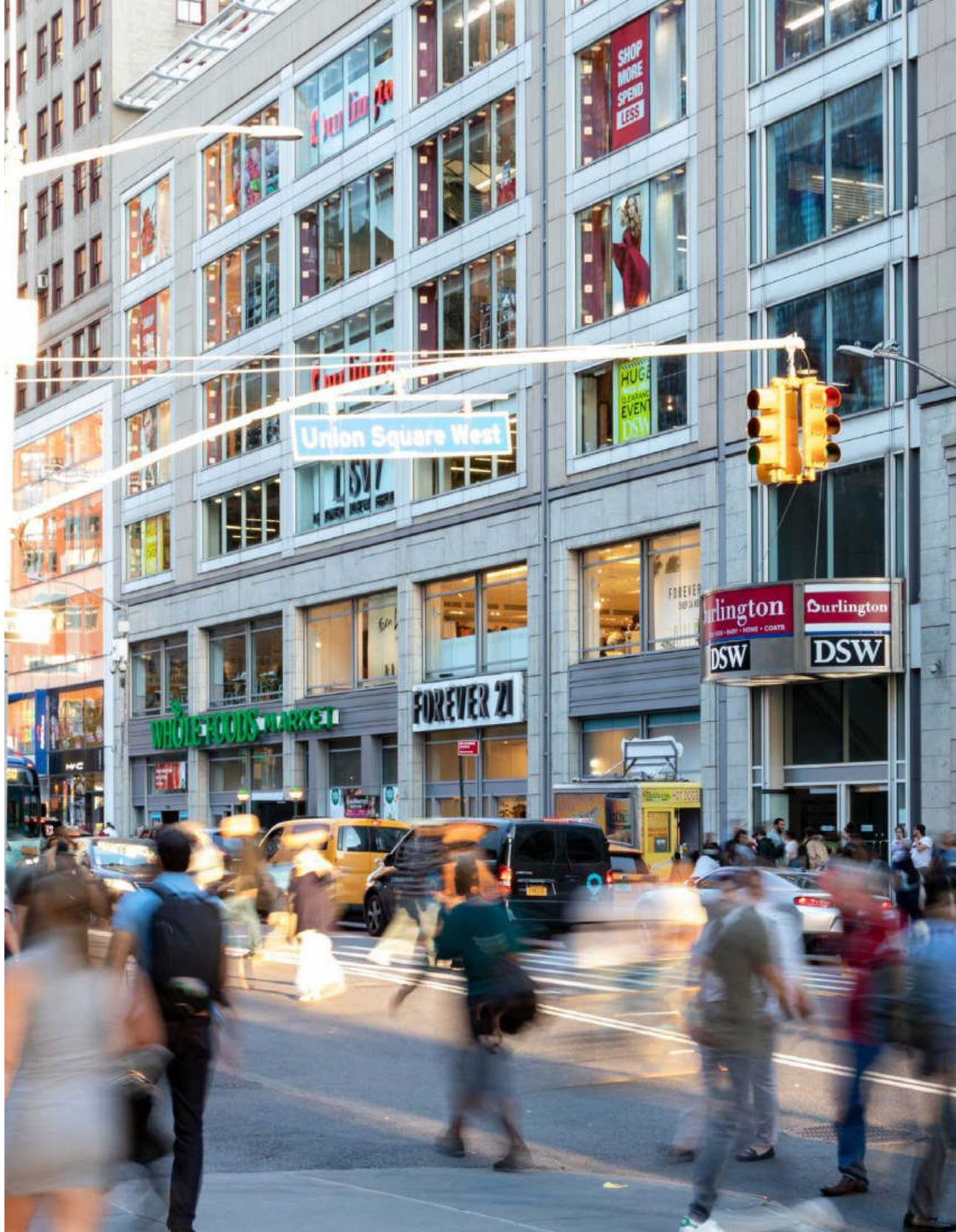
The event brought together a high-level cohort of senior executives and specialists from organizations such as 3M, Microsoft, United Airlines and the CDC Foundation. These participants — representing diverse roles in risk management, business continuity and corporate health — provided the expertise necessary to bridge the gap between private operations and public health policy.

The convening underlined the necessity of strengthening public-private coordination by formalizing relationships between public health officers and business leaders before the next emergency through dedicated liaisons, ongoing engagement and crisis planning. Participants highlighted the importance of creating clear policies that are easy to adapt to a variety of businesses and can be rapidly communicated by health officials to employers. They pointed to the potential benefits of leveraging the private sector's operational insights and logistical capacity to inform policy, while also identifying opportunities to use large language models to help small-to-medium businesses access predictive models and decision support tools.

Moving forward, the Pandemic Center is organizing a private sector steering committee to implement these recommendations; integrating private sector needs into the development of an AI-enabled public health assistant — this work will be encompassed by the BINDER project detailed earlier; and soliciting written best practices for scenario-based exercises focused on integrating businesses into the broader public health emergency infrastructure.

This high-level roundtable focused on capturing lessons from the COVID-19 pandemic to better equip the business sector for future health emergencies. Participants emphasized that static playbooks often fail during a crisis; instead, they advocated for the development of digital toolkits and interactive, **AI-powered platforms** that can translate complex public health guidance into actionable, tailored checklists for disparate workplaces.





A Year of Action & Progress!

This graphic represents highlights of our work over the last year.

2025

JAN

Pandemic Center (PC) **publishes a brief on wastewater surveillance** in the US & **an op-ed in STAT** on the importance of wastewater surveillance for tracking bird flu.

FEB

PC hosts 'Mission Possible!" eventwith the Game Changers fellows at the **Munich Security Conference** to discuss how to reduce biological threats.

MAR

PC & the **National Academy of Medicine** co-host forum on **Global Health Security Financing** to discuss urgent financing needs for emerging & future biological threats around the world.

On the 5th anniversary of when COVID-19 was declared a pandemic, **Director Jennifer Nuzzo**, at the request of **Brown President Chris Paxson**, delivers the **Presidential Faculty Award lecture** on "Pandemic-Proofing the Future."

APR

Pandemics & Society Webinar What we know (or don't) about **H5N1** transmission on farms.

MAY

PC Senior Adviser **Seth Berkley** attends the **World Vaccine Congress** in Washington, D.C. where he is an **opening plenary** on Global Health Security and **contributes to high-level panels** on biodefense and pandemic financing.

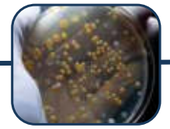
JUN

Faculty Affiliate & Associate Professor **William Goedel** awarded first annual **Fellowship in University History**

JUL

PC partners with **CDC Foundation**, **Common Health Coalition**, **Yale**, **Ariadne Labs**, & **the STAT Network**, for a roundtable on the use of digital/AI-enabled platforms to rapidly identify and respond to emerging public health threats.

AUG



Pandemic & Society Webinar Series - **Mirror Biology**: Global risks, national security concerns, and practical actions.

SEP

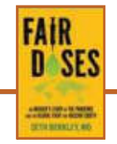
Convening Private Sector Roundtable on Global Health Security, bringing together to discuss lessons from COVID-19 pandemic & pragmatic, replicable models for the future to safeguard employees & respond to major health emergencies.

OCT

At the **United Nations General Assembly**, PC leaders drive recommendations to further pandemic prevention, preparedness & response, biosecurity, & clean indoor air.

PC **publishes "Clean Indoor Air: A Guide for State Leaders to Improve Indoor Air Quality"** with **20 contributing organizations** to provide evidence-based roadmap for state & local leaders to strengthen indoor air quality.

Jennifer Nuzzo inducted into the **American Academy of Arts and Sciences & The National Academy of Medicine.**



NOV

Seth Berkley joins **Katherine Bliss**, Senior Fellow at the Center for Strategic and International Studies, to discuss his new book, **"Fair Doses: An Insider's Story of the Pandemic and the Global Fight for Vaccine Equity."**

DEC

PC Senior Adviser **Wilmot James & the Coalition for Epidemic Preparedness Innovations (CEPI) publish** in **Epidemics Journal** - "Artificial intelligence for health security in Africa: Benefits, risks and opportunities."

Jennifer Nuzzo invited to publish in **American Journal of Public Health** - "Extreme Polarization Is a Threat to US Health."

2026

JAN

FEB

Pandemics & Society Webinar - **Measles**: Why it's back and what it means.

MAR

PC receives a milestone grant from the **Carnegie Corporation of New York** to support groundbreaking work to reduce biological threats in Africa.

APR

A novel PC report illustrates the uses, methods, and challenges in wastewater surveillance.

Meeting ALL the Moments EACH & EVERY DAY

Training Future Global Public Health Leaders

Biosecurity Game Changer Fellow Sana Masmoudi joined other rising leaders at the 2025 Munich Security Conference to discuss and advocate for a global shift in pandemic preparedness.

The biggest lever of change to advance global health security? Investing in the people who will make the decisions and run the programs that make the world safer from biological threats and other public health emergencies. The Pandemic Center is committed to training and educating the next generation of global public health leaders with the skills and knowledge to prevent, detect and respond to biological emergencies. But we have to do more than ensure that future leaders are technically savvy. We have to make sure they are equipped to be effective and connected to amplify the impact of their work. To that end, the Pandemic Center works to ensure that next-generation leaders are appropriately trained and connected across the globe. We are fostering a network of experts who can co-collaborate on biosecurity, biosafety and pandemic response initiatives across borders.

Transforming how we train future public health leaders

Future biological emergencies will require health security leaders able to envision, prepare for and prevent worst-case biological scenarios. This next generation of leaders will need to quickly recognize, halt and mitigate large-scale crises — seeing beyond surface-level threats and using strategic foresight to stay ahead of emerging risks. The benefit of building a pipeline of decision makers equipped to respond to future challenges is clear, yet few programs exist to address this need.

The Pandemic Center's flagship Biosecurity Game Changers Initiative provides fellowship opportunities, workshops, courses and seminars to train rising leaders, providing these leaders the tools necessary to excel in the evolving world of biosecurity and seeding a network of global collaboration. The program is led by Pandemic Center Senior Advisers Beth Cameron and Wilmot James.

In 2025, Biosecurity Game Changers graduated the first group of fellows. These rising leaders made major impacts working with the Coalition for Epidemic Preparedness Innovations (CEPI), the International Biosecurity and Biosafety Initiative for Science (IBBIS), the Biological Weapons Convention Implementation Support Unit, Gavi, the Vaccine Alliance, the Pandemic Action Network (now Resilience Action Network International, or rani) and the Brown Pandemic Center.

In August 2025, the Pandemic Center honored its inaugural class of Game Changers Fellows with a virtual graduation ceremony.

The Pandemic Center also convened, with CEPI and the Nuclear Threat Initiative (NTI), a major event during the 61st Munich Security Conference in February of 2025 led by rising biosecurity leaders from the Global South. This event produced a rising leaders' declaration, endorsed by experts from around the world, and an op-ed in the Bulletin of the Atomic Scientists, which advocated for a shift in how the world prepares for biological threats. In both the declaration and op-ed, these rising leaders emphasized that global safety depends on empowering local leadership and ensuring that biosecurity expertise is distributed equitably across the globe, rather than concentrated in a few regions.

Senior Advisers Cameron and James also continue to teach their signature Pandemic Game Changers course. They partner with the Brown in Washington program, offering this course to Brown undergraduates in Washington, D.C., for study and experience in public policy. The innovative course is offered simultaneously to students in Providence.

The Game Changers program launched a seminar series, podcast and journal club, which have given fellows the tools and skills to leverage these platforms to engage with a new audience and showcase their expertise while bolstering their network. The fellowship and workshops have provided fellows and attendees with hands-on experience in policy making, connecting them directly with senior leaders at the highest levels of global health security. Biosecurity Game Changers exemplifies the Pandemic Center's focus on ensuring that the next generation of public health professionals is technically proficient and also resilient and collaborative, ready to meet future challenges with a partnership-first mindset.

The 2025 “AIxBiosecurity Game Changers Workshop” at the Pandemic Center’s D.C. office. Over 50 rising leaders, including Brown students, engaged with experts to explore careers in biosecurity policy.

Senior Adviser Beth Cameron speaks at the 2025 “AIxBiosecurity Game Changers Workshop.”

Improving public health leadership in biosecurity

Rapid advancements in biotechnology and artificial intelligence offer immense potential to improve public health. But the speed of development of these new tools is outpacing existing policy frameworks aimed at optimizing the benefits of these technologies while preventing unintended harms. This has created a critical need for a new generation of leaders equipped to bridge these gaps while leveraging the potential benefits of these important advances.

The Horizon Institute for Public Service (Horizon) works to build pipelines into public service for specialists in emerging domains like artificial intelligence and biotechnology. Horizon provides programs to support aspiring public servants at all stages of their careers. The Pandemic Center has been partnering with Horizon since fall 2023, strengthening that partnership through hosting Horizon fellows Britt Lampert, Sabrina Chwalek, Temi Ibitoye, Sarah Winthrope and Oluwatosin Akande. These fellows have brought to the Pandemic Center deep technical knowledge in biotechnology, artificial intelligence and related areas. As they contribute to our work, they gain experience analyzing policies, writing for decision-makers and other skills essential to ensure that science policy is grounded in the latest technological knowledge.

In October 2025, the Pandemic Center partnered with Horizon and the Texas A&M Scowcroft Institute of International Affairs to offer the third annual “AIxBiosecurity Game Changers Workshop” at the Pandemic Center’s Washington, D.C., office. Involving early-to-mid career rising leaders — including Brown undergraduate and graduate students — from across the country who are considering careers in biosecurity policy, this workshop convened more than 50 participants for a three-day event where they engaged with more than two dozen experts from federal agencies, research institutions, non-governmental organizations and congressional offices through panels and discussions on current policy issues in biosecurity and biotechnology.

After the workshop, 81% of participants said they were more likely to pursue a career in biosecurity policy and 93% expressed increased excitement about contributing to the field.

> *“I was hesitant to enter biosecurity/government at first because I just had a general lack of understanding of what careers existed, but this workshop gave me a lot more confidence to know that someone with my background could find professional fulfillment in this space.”*
>
> *— Brown University Undergrad*

Equipping African leaders to combat biothreats

Effective defense against biological threats requires a global network of leaders, yet support for building these networks is not equally distributed to every region of the world. A weakness anywhere creates a threat everywhere in an epidemic or pandemic.

The Pandemic Center is taking action to expand and strengthen the pipeline of future leaders. A significant and first-of-its-kind grant from the Carnegie Corporation of New York to the Pandemic Center, is fueling a new three-year initiative launching in summer 2026 to develop a pipeline of experts in Africa to lead and implement a program to support sustainable biological threat reduction policies. The goal of this initiative is to provide rising African leaders with the skills and training to advance biological threat reduction policies on the continent in collaboration with global and regional institutions. Key components of this initiative include: launching a biological threat reduction training policy program for rising African biosecurity leaders; supporting operational placements, deeper education and training fellowships for participants; and strengthening threat reduction policies and protocols in Africa to prevent and deter the acquisition, development and use of biological weapons.

This initiative will build on the strong working relationship the Pandemic Center has established with institutions focused on solutions at the intersection of biosecurity and global health as well as international and other entities, including the Africa CDC, Science for Africa Foundation, the Biological Weapons Convention Implementation Support Unit, the Coalition for Epidemic Preparedness Innovations (CEPI) and the International Biosecurity and Biosafety Initiative for Science (IBBIS).

Preparing students to meet public health challenges ahead

Rapid shifts in public health require courses that look forward, preparing students to effectively meet the challenges of today and the future. Within Brown University's School of Public Health, Pandemic Center faculty are meeting this challenge with the development of innovative courses.

Associate Professor William Goedel leads a first-year seminar: Epidemiology of Hope: Historical Perspectives on Public Health in the Ocean State, focusing on what can be learned about the world's most pressing public health challenges by looking to the past, local public health challenges. The course is named both for Rhode Island's state motto — simply, "Hope" — and what Goedel sees as a necessary attribute for future leaders in the field.

Through getting students out of the classroom and meaningfully engaging with public health activities in local communities, Goedel's work is making the case that public health is worth studying and that students can contribute to and make an impact on their local community and the world.

"Hope is not just waiting for things to get better, it's a fighting spirit. It's what makes you keep going. The most significant challenge to the future of public health is apathy. If we don't believe in what we're doing, what do we instill in the next generation? We have to make the case that investing one's time and energy is still worth it."

William Goedel
Associate Professor of Epidemiology

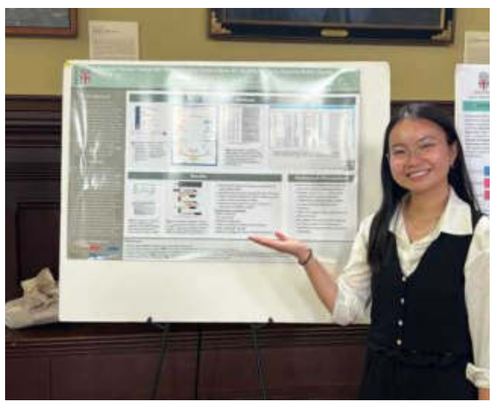
A One Health Approach to Emerging Public Health Issues offers training in an "integrated, unifying approach that aims to sustainably balance and optimize the health of people, animals and ecosystems." This course underlines the focus of its creator, Assistant Professor Shilo McBurney, ensuring students learn the skills necessary to contribute to the field. Through collaboration with veterinarians, botanists, and more, students learn to approach public health holistically. Through their work in the classroom, McBurney aims to ensure that the training students receive is relevant to where the field is today and that the next generation of leaders is able to think critically about key issues.

"The great majority of the students I come across want skills and want to be useful to their community. People are talking about the hard issues, and they want to work on them. People aren't giving up. We may not have the answers yet, but as long as we keep working collaboratively, we can come to a good place."

Shilo McBurney
Assistant Professor of Epidemiology

Outside of the classroom, Pandemic Center Director Jennifer Nuzzo contributed to the fourth edition of the textbook Infectious Disease Epidemiology: Theory and Practice. Nuzzo was a co-author of the chapter "Emerging Infections and Pandemic Preparedness" in the textbook, allowing her to share her insight with students everywhere. In her own classes at Brown, Nuzzo regularly hosts experts with real-world experience at the highest levels of epidemiological decision-making to engage directly with students. In April 2026, Nuzzo coordinated a workshop for students at Brown facilitated by Jason Gale, senior editor and biosecurity correspondent at Bloomberg News. The workshop, "Designing the First 60 Days of the Next Pandemic," challenged students from across the campus to think beyond transmission and mortality, and to consider how early decisions shape a pandemic's long-term health and societal consequences.

The Pandemic Center prioritizes hands-on experiences that equip students to meet public health's challenges. From leading-edge research to expert workshops, students are fully intergrated into the day-to-day operations of the center.

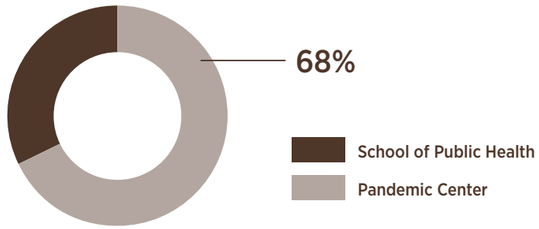


Educating and Engaging the Public

Engaging and informing the public is more essential than ever for building trust and understanding to advance public health. This year, the Pandemic Center's reach has expanded across platforms, through traditional news media, and more. It saw growth in audiences and impact across all social media platforms this year, including expanding to the production of short-form videos on TikTok. Its experts are highly sought after for comment on breaking news and insight on a variety of topics, including infectious disease spread, pandemic preparedness, vaccine policy, global health, and biosecurity. Pandemic Center experts direct their commentary to provide insight and credible, reliable, and evidence-backed voices at a time when such voices are more important than ever.

Providing informed and trusted commentary

Earning more than 6,000 news media mentions in the last year, the Pandemic Center is cited more than any other unit at the Brown University School of Public Health. Leadership and faculty of the Pandemic Center are regularly interviewed by or cited in The New York Times, CNN, The Washington Post, NPR, The Atlantic, CBS News, PBS, MSNBC, the Associated Press, Just Security, Axios and Politico, among others.



Media Hits at the Brown School of Public Health

Additionally, Pandemic Center leadership and affiliated faculty regularly share their insights in opinion pieces published in leading national and international news outlets, including The New York Times, Time magazine, Science, The Atlantic, STAT, Think Global Health, Daily Maverick, News24 (South Africa) and the Daily Mail. In November 2025, Senior Adviser Beth Cameron was included in Vox's Future Perfect 25 list, a list of "the undersung activists, organizers, and thinkers who are making the world a better place," who are "keeping progress on global health and development alive." Cameron was included in the "Movers and Shakers" category.

Senior Adviser Beth Cameron discussed pandemic preparedness on an April 2026 episode of PBS News' "Horizons."

Webinars to increase understanding and inform action

The Pandemic Center has expanded its public education, outreach and impact through the "Pandemics and Society Webinar Series" and the "Game Changers Seminar Series," which continue to attract an engaged and growing audience. These webinars bring together leading and expert voices on key and urgent public health issues to foster public discourse on the importance of health security to our daily lives and our democracy. The "Game Changers Seminar Series" alone attracted attendees from more than 60 countries over the past year.

Among the timely and vital topics covered in 2025 and 2026, the "Pandemics and Society Webinar Series" featured expert-level discussions on the state of biosecurity in the United States, the implications of measles' reemergence, and the impact of cuts to CDC's global health programs, while the "Game Changers Seminar Series" focused on major challenges to be faced by rising leaders, including building the next generation of decision-makers, regional policies for research on pathogens of pandemic potential, and harnessing AI while preventing its potential harms.

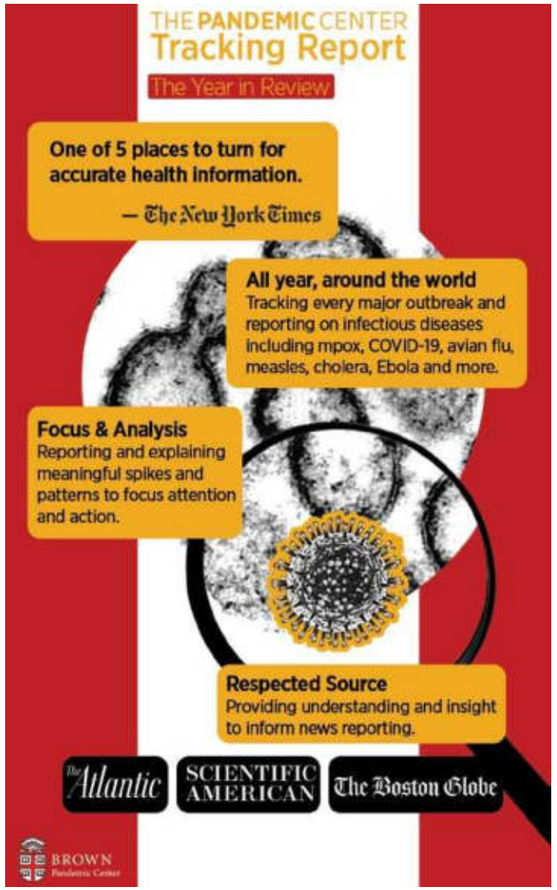
These events recognize and respond to the need and importance of meeting people where they are, communicating clearly and effectively.

The Pandemic Center hosts regular virtual events, creating a vital space for expert discussion on timely public health topics and emerging threats.

The Tracking Report: Accessible infectious disease outbreak data

In early 2025, soon after taking office, the Trump Administration ordered government organizations to remove or significantly alter approximately 3,000 public health datasets and 8,000 webpages, erasing from public view an unprecedented amount of data and information that had been used to drive public health decision-making across the country. These stunning changes immediately and profoundly demonstrated the importance of establishing independent, expert data analysis and communication efforts — to ensure that practitioners and the public have the information they need to make informed decisions.

The Pandemic Center started its weekly Tracking Report in November of 2024 as a way of keeping abreast of the increasing number of serious outbreaks that were occurring across the world. Today, the importance of the Tracking Report as a critical source of information tracking infectious diseases and analyzing data, robustly providing both to the public, are central to increasing public understanding and informing policy and action. Each week, the Pandemic Center's team of independent researchers and scientists, with decades of expertise in public health, health policy and epidemiology, gathers information and data from around the world. This includes local, state and national sources in the United States, including health departments and other governmental health agencies, international organizations, news and social media, published literature and other sources to identify ongoing or emerging public health threats. The Tracking Report each week aggregates, interprets, and contextualizes published data relevant to domestic and international infectious disease outbreaks to provide a concise, reader-friendly newsletter to increase understanding and inform action.



Subscribe NOW!

Who makes up our Subscriber base?

19% Healthcare Professionals & Clinicians

15.5% Business & Advocacy

14% Education & Research

In its first year, Tracking Report readership organically grew to more than 12,000 subscribers, becoming the most subscribed-to newsletter at Brown University's School of Public Health. The New York Times has cited the Tracking Report as one of "5 Places to Turn for Accurate Health Information," and an article in Scientific American referenced Illinois health officials who rely on the Tracking Report to monitor infectious threats. The weekly newsletter also has been featured in The Boston Globe, Axios and WBUR.

Through this key output, the Pandemic Center aims to provide critical information on health security threats, sound the alarm when necessary to provoke action and effective response and hold accountable those charged with protecting human health here and around the world. The Tracking Report distinguishes itself from other reports by aggregating all relevant topics into one concise newsletter and doing more than simply reporting current data, but also analyzing and providing context for the data.

The importance of this work is reflected in the growing list of infectious diseases highlighted by the Tracking Report each week. Beginning in November 2024, the Tracking Report followed just four infectious viruses — avian flu, mpox, COVID-19 and Marburg. The Tracking Report now tracks as many as 20 outbreaks in the United States and abroad in any given week. This growth, considering ongoing public health budget cuts and policy changes limiting or obfuscating information, underscores the critical need for this report. The growth in the number of subscribers reinforces the need for this independent review.

The unprecedented spread of measles in the United States since January 2025, also provides a powerful example of the importance of gathering and sharing information on the spread of infectious disease. Detailed reporting has been needed to guide measles response beyond the aggregate case numbers provided early on by the Centers for Disease Control and Prevention. Since the first measles cases were reported in early 2025, the Tracking Report has been providing timely and crucial information on which states have reported cases, the number of cases, and how those numbers are trending. In the Tracking Report, the Pandemic Center's team has paired measles case data to wastewater trends to identify potential and ongoing hotspots and collated weekly case data to understand and explain trends. Notably, these trends have at times differed from those referenced by federal health officials, reinforcing the continued need for unbiased, independent sources grounded in data.

The Pandemic Center collaborates with Unbiased Science, a nonprofit aimed at "bringing health & science data to life" while "driving critical scientific messages home amid an ocean of misinformation." Each week, the **Unbiased Science** team uses the raw data from the Tracking Report to create engaging graphics and social media content that is shared across their channels, reaching hundreds of thousands of followers.

The Tracking Report has inspired organic, grass-roots financial contributions from people who have never donated to Brown University, but recognize the value of this work to aggregate, analyze and make available vital health data. The Pandemic Center is abundantly grateful for their support.

25

Donors from **25 states**

1ST

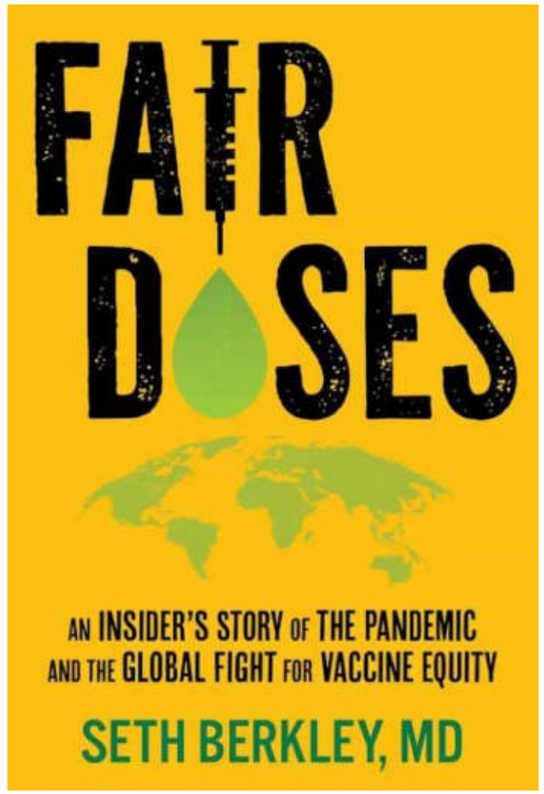
All donations came from **1st** time donors to the school

JAN

We average **8** donations in a month

Leadership to drive action

Pandemic Center Senior Adviser Seth Berkley released his book, "Fair Doses: An Insider's Story of the Pandemic and the Global Fight for Vaccine Equity," in October 2025. The book draws on insights from his long career at the forefront of global vaccination efforts. Dr. Berkley was the CEO of Gavi, the Vaccine Alliance, from 2011 to 2023, where he led a team that expanded access to vaccines, supporting countries to vaccinate more than half of the world's children annually. He also co-founded COVAX, which provided more than 2 billion COVID-19 vaccine doses to people in 146 countries, and founded the International AIDS Vaccine Initiative which began the Product Development Partnership movement. "Fair Doses" delves deep into the history of the quest for vaccine equity and into his experience in developing and disseminating vaccines across major public health challenges, providing illuminating insight from his perspective. The book concludes by documenting the lessons learned for the inevitable next pandemic.



"Fair Doses" was included in The Economist's "Best Books of 2025" list. It was also positively reviewed in Science, Lancet, Nature, and Health Affairs. Alongside the launch of the book, Berkley gave policy talks at the Center for Global Development, the Council on Foreign Relations, the Center for Strategic and International Studies, the Rockefeller Foundation, the Wellcome Trust, CEPI, and the London School of Hygiene & Tropical Medicine. He was also asked to speak at the Oxford Literary Festival, one of the premier literary festivals in the world.

Since the launch of the book, Berkley has had the opportunity to advocate for policies to advance vaccine manufacturing, dissemination and uptake to a large audience through appearances on television, radio and podcasts. These included high-profile interviews on the Freakonomics Radio Network, Eric Topol's "Ground Truths," the "Public Health Insight Podcast," "The Lancet Voice," and Stat's "First Opinion Podcast." His career was recently featured on an episode of BBC Radio 4's The Life Scientific.

Senior Adviser Seth Berkley joined Katherine Bliss of the CSIS Global Health Policy Center for an event to mark the launch of his book "Fair Doses," in October 2025

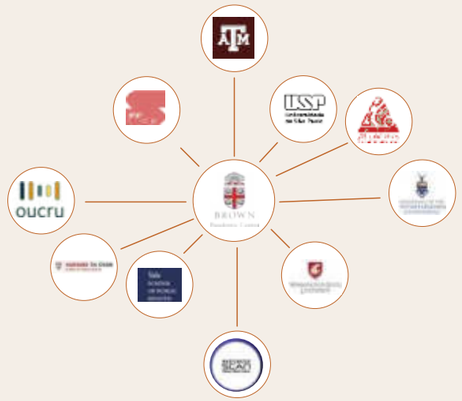
Partnerships

The Pandemic Center's achievements are made possible through a global network of partners. This year, the Pandemic Center has strengthened relationships with these partners, emphasizing a collaborative, cross-institutional approach to drive the ambitious projects mentioned throughout this report.

This work is made possible through the generous support of a diverse group of philanthropic organizations and institutions including: the Carnegie Corporation of New York; the Coalition for Epidemic Preparedness Innovation (CEPI); Coefficient Giving; the Gates Foundation; Gates Ventures; the Mirror Biology Dialogues Fund; Sentinel Bio and Wellcome Trust.

The Pandemic Center i**s building an international network** of academic organizations dedicated to high-impact, policy-relevant work. This network serves a dual purpose: bolstering the global evidence base for pandemic preparedness while standing ready to conduct real-time, rapid-response research during active health emergencies.

This network includes leading academic institutions and research centers such as: Harvard T.H. Chan School of Public Health; Oxford University Clinical Research Unit (Vietnam); the STAT Network at the Brown University School of Public Health; Texas A&M Scowcroft Institute of International Affairs; University of São Paulo (Brazil); University of Tunis El Manar (Tunisia); University of the Witwatersrand (South Africa); Washington State University Global Health-Kenya; WastewaterSCAN; and Yale University School of Public Health.



Representatives from the Science for Africa Foundation met with the Pandemic Center to discuss shared goals and collaboration, March 2026.

The Center's efforts to inform action and drive change are bolstered by partnerships with organizations focused on global health and policy such as: Ariadne Labs; the Center for Strategic and International Studies (CSIS); CEPI; Economist Impact; FIND (Foundation for Innovative New Diagnostics); Horizon Institute for Public Service; International Biosecurity and Biosafety Initiative for Science (IBBIS); International Pandemic Preparedness Secretariat (IPPS); NTI | bio (Nuclear Threat Initiative), rani (Resilience Action Network International); and the Science for Africa Foundation.

The Pandemic Center engages deeply with national and international governmental bodies, including: the Africa Centres for Disease Control and Prevention (Africa CDC); Biological Weapons Convention (BWC) Implementation Support Unit; CDC Foundation; G7 Health Working Group; the Global Partnership Against the Spread of Weapons and Materials of Mass Destruction; the Pandemic Fund, hosted at the World Bank; and World Health Organization (WHO).

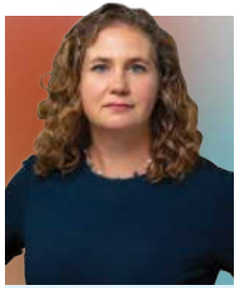
Senior Adviser Wilmot James (center) regularly meets with Africa CDC to collaborate on work for a variety of projects and initiatives.

The Pandemic Center also works with industry leaders and professional societies such as: the American Academy of Arts and Sciences (AAAS); Common Health Coalition; the National Academy of Medicine (NAM); the Private Sector Roundtable on Global Health Security; and the Southern Africa Association for the Advancement of Science (S2A3).

This year marked the launch of an impactful collaboration between the Pandemic Center and **Unbiased Science** — a multi-platform initiative focused on providing evidence to counter misinformation and making data more accessible — to share insights from the Tracking Report with a significant audience on social media.

Pandemic Center faculty, fellows, staff and students

Director



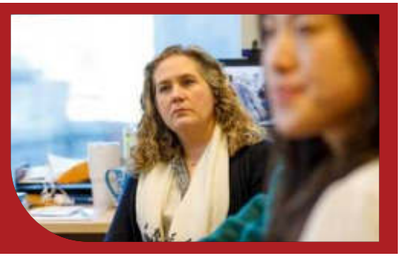
Jennifer Nuzzo, DrPH
Director of the Pandemic Center, Professor of Epidemiology at the Brown University School of Public Health

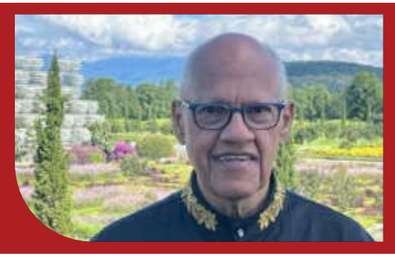
Jennifer Nuzzo is a nationally and globally recognized leader on global health security, public health preparedness and response and health systems resilience. Elected to the U.S. National Academy of Medicin in 2024 and the American Academy of Arts and Sciences in 2025, she was a leader in the development of the first-ever Global Health Security Index, which continues to benchmark key public health indicators in 195 countries around the world.

Senior Advisers

A global health pioneer, Seth Berkley is a champion of equitable access to vaccines and a driving force to improve the way the world prevents and responds to infectious diseases. As CEO of Gavi, the Vaccine Alliance, Berkley led a team that broadened access to vaccines, resulting in more than half of the world's children being vaccinated annually. In co-founding COVAX, Berkley led an initiative that facilitated the distribution of more than 2 billion COVID-19 vaccine doses to 146 nations.

Seth F. Berkley, M.D.
Senior Adviser to the Pandemic Center, Adjunct Professor of the Practice in the Department of Epidemiology at the Brown University School of Public Health

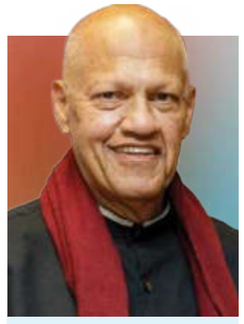




Beth Cameron, Ph.D.
Senior Adviser to the Brown Pandemic Center, Professor of the Practice of Health Services, Policy and Practice at the Brown University School of Public Health

Elizabeth (Beth) Cameron is a global leader in health security and biodefense. She has served more than two decades, within and outside of government, to facilitate change. She spent two tours on the White House National Security Council staff, twice helping establish and lead the Directorate on Global Health Security and Biodefense and has held senior posts at the Departments of State and Defense, where she created and oversaw biological and chemical security efforts. She is a member of the Council on Foreign Relations.

Wilmot James is an internationally recognized thought leader in biosecurity, global health, and pandemic preparedness. A former Member of Parliament and Shadow Minister of Health in South Africa, James serves as an advisor to the G7-led Global Partnership's Signature Initiative to Mitigate Biological Threats in Africa. James also held leadership positions at Columbia University, as Senior Research Scholar at the Institute for Social and Economic Research and Policy, and as Chair of the Center for Pandemic Research in the College of Arts and Sciences.



Wilmot James, Ph.D.
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