Chancellor Emeritus Haile T. Debas founded Global Health Sciences (GHS) in 2003 to harness all of UCSF’s scientific capabilities to reduce health inequities worldwide. GHS has since grown into an enterprise of more than 300 employees with a budget of more than $70M. It conducts research on global health issues, trains students to be global health practitioners, builds capacity in low-resource settings, and engages scientists and researchers across UCSF who work in global health. As part of our new strategy, GHS will relaunch as the Institute for Global Health Sciences (IGHS), a change that will improve our capacity to have a positive impact on health locally and internationally.

Context

The past quarter century has seen dramatic progress in global health. Spurred by the Millennium Development Goals, worldwide rates of childhood mortality have fallen by more than half, while average life expectancy has steadily increased. The global community has made great strides in rolling back infectious scourges like polio, HIV/AIDS, malaria and other tropical diseases. Lower-income countries have expanded their health systems, and governments increasingly see health spending as an investment that produces social and economic returns. Academic global health programs played a key role in this progress by creating new knowledge and tools, providing evidence of what works best in global health and training the next generation of researchers and practitioners.

However, global health programs today face many challenges. Development-assistance-for-health (DAH) funding – which is a main funding source for academic institutions and other global health programs – has grown at only 1.8% per year since 2010, down from an 11%-per-year rate during the first decade of the 2000s. Nationalist and populist sentiments also create risks that donor governments may pull back from their historic investments in global health and development. In addition to its direct impact on research, a declining funding outlook could also affect the viability of global health educational programs by reducing student interest in global health as a long-term career choice. Reductions in funding would be unfortunate because the health risks from disease, conflicts, childbearing...
and famine remain significant and also threaten the remarkable gains made in the past decade. Plus, new threats, like climate change, drug resistance and pandemics, demand a rapid global response based on research and tools developed in academic labs.

In 2012, GHS developed a five-year strategic plan that emphasized expanding its global health research and educational programs and developing partnerships across campus and at neighboring institutions. GHS achieved many important goals over the last five years. We expanded our sponsored programs 19% annually since 2011 and now have leading programs in HIV/AIDS, malaria and maternal health, and emerging programs for other conditions. We have also developed and maintained strong partnerships with universities and research programs in Africa, Latin America and Asia. These partnerships offer opportunities for collaborative research, training and capacity building that benefit both the local institutions and population and UCSF faculty and trainees.

UCSF remains committed to global health and to sustaining its contributions to the most vulnerable groups around the world. Our new strategy lays out our priorities for the next five years and defines our aspirations for impact.

**Mission and Vision**

Since its founding, GHS has sought to be a pioneer and innovator in academic global health, with a deep commitment to improving the health of marginalized communities.

**Our mission:** to improve health and reduce inequities locally and globally.

**Our vision:** We solve global health problems so that people can live healthy productive lives by:

- Applying high-quality scientific evidence to inform health policies and practices
- Training future leaders in global health
- Building the capacity of our implementing partners

**Strategic Priorities**

**Relaunch GHS as the Institute for Global Health Sciences**

Becoming an institute clarifies our organizational identity. The Institute will engage with researchers, practitioners, educators, administrators and students across UCSF in a more integrated and transdisciplinary way to create and apply knowledge to solve pressing global health problems.

As a more integrated structure, IGHS will:

- **Facilitate the exchange of expertise and ideas** across research and education units and break down barriers to knowledge creation and impact.

- **Engage more effectively with others across campus and outside partners**, and assemble the skills needed to bring transdisciplinary solutions to global health problems.

- **Translate the knowledge we’ve created into policy and practice** to advance health.

**Take STEPS to accelerate our impact through transdisciplinary solutions**

The most critical problems in global health are highly complex and often require transdisciplinary solutions. IGHS is committed to engaging a full array of academic disciplines across many fields – Science, Technology, Economics, Policy, and Society (STEPS) to develop effective, implementable solutions. We believe that by incorporating all of these components into our programs, IGHS can develop richer insights about the nature of long-standing challenges in global health and can create solutions to improve health and reduce health inequities in measurable ways.

We will accomplish this by:

- **Bolstering partnerships with basic scientists** across campus to address priority infectious and non-communicable diseases.

- **Using technologies to improve surveillance, clinical care and analytics** for better health system performance. UCSF’s own expertise in technology development and design and partnerships with local technology organizations will help us create applications tailored to the actual needs and constraints of low-resource settings.
• **Strengthening the existing Global Health Economics Consortium (GHECon)** to ensure that our research programs consider cost-effectiveness and affordability.

• **Translating evidence into policy** recommendations will remain a hallmark of IGHS programs, and we will look for ways to broaden our reach into communities of global health decision makers and practitioners.

• **Emphasizing implementation science to promote societal adoption** of effective solutions. With additional investments in implementation science research, we aim to create the platforms and capabilities to accelerate our path to measurable impact.

### Double down on education innovation and learning-based research

In 2008, GHS launched the nation’s first Master of Science in Global Health, attracting dynamic students from a diverse range of backgrounds. In 2016, GHS accepted its first cohort of PhD students, who are refining their research skills and transdisciplinary knowledge to develop expertise in an area of research, policy or organizational leadership in global health. Our strategy extends this pioneering role in education by:

• **Expanding IGHS efforts in online education.** New technology will transform the costs and reach of training programs, and enhance in-residence students’ learning experiences.

• **Considering new learning modalities and enhancements to our existing curricula** to respond to the changing demands of students and continue to draw the best and brightest to UCSF.

• Taking additional steps to **link our research and education missions and operations** more closely. In addition to capstone projects for our master’s students, we will look for additional ways to embed our most talented researchers and experiential elements into the IGHS curriculum.

• **Connecting students and faculty** more directly, both during their time at UCSF and through a significant expansion of alumni relations activities.

### Strengthen a One-IGHS culture and improve operational performance

Our rapid growth over the past five years has required a much larger staff and has produced organizational units focused on different conditions, populations or geographies. While specialization is helpful in building expertise and fostering professional development, it also breeds silos, duplicative processes and sub-scale systems. It creates a risk that we will fail to leverage the full capabilities of IGHS to achieve impact. As a result, we need to invest to build a shared esprit de corps across all of IGHS. Over the next five years, we will build a One-IGHS culture through investments.
in people and team-building activities, standardization of systems and processes, and more integrated communications.

Prioritize our support for campus programs

IGHS directs a large proportion of the global health work performed at UCSF, but there are many other research and training initiatives in global health across the campus. As interest in global health grows, IGHS can best support our campus colleagues by sharing specific expertise and providing services that address the top priorities for the campus. Hence, we will concentrate on three priorities:

• Support for international research operations through the Global Programs Offices and provide technical advice to campus leadership on research operations outside the countries where the offices operate.

• Build and enhance our Faculty Affiliate Program, which currently includes more than 280 faculty members from across the campus, to bolster collaboration with campus partners.

• Invest in key knowledge resources, including our international projects database, our research hub and other information tools.

We also will continue to expand relationships with partners at other campuses – specifically UC Berkeley, UC Davis and Stanford. Collaborations with these partners have been mutually beneficial, and our efforts to foster cross-campus collaborations in research and education will continue. We will also back efforts to create a Bay Area Alliance for Global Health, including universities, private and non-profit organizations, to serve as a forum for cross-sector coordination and advocacy.

Mobilize resources

A final strategic priority is to mobilize additional resources to support our operations and mission. IGHS will intensify its efforts to generate funds for programs and operations. As UCSF embarks on a capital campaign, IGHS will work to ensure that prospective donors motivated by global health are able to learn more about our activities and impact.

Resource mobilization also includes people and partnerships. We will identify several specific recruitment priorities and work to strengthen our team of investigators. One particular focus will be to close gaps in our programs through external recruitments or the cultivation of existing UCSF faculty who have critical expertise and who had not previously considered themselves global health researchers. We also will strive to build out a deeper team of junior investigators to work with our excellent team of senior faculty leaders.