Global Health Sciences (GHS) was founded in 2003 by UCSF Chancellor Emeritus Haile T. Debas as a means to harness the full scientific capabilities of UCSF to reduce health inequities worldwide. GHS has conducted sponsored research, built capacity in low-income settings, trained students to be influential global health practitioners, and provided technical assistance to campus leadership and investigators across UCSF working in global health. Since its founding, GHS has grown into an organization with more than 300 employees and sponsored funding of nearly $70M.

In 2012, GHS developed a five-year strategic plan that focused on elevating UCSF’s profile in the global health community through a rapid expansion of its research and educational programs. The plan also emphasized the need for GHS to engage with partners on campus and at neighboring institutions (e.g., Berkeley, Stanford, and Davis) to expand the range of academic disciplines that could be brought to bear on global health problems.

At the conclusion of this five-year period, GHS has achieved a number of important goals, including a doubling of sponsored-program revenues, the launch of a new PhD program, and greatly improved relationships and collaborative programs with partners across UCSF, on other campuses, and in the countries where we work.

However, the global health landscape continues to evolve, and global health researchers, educators and practitioners face an increasingly challenging funding environment. Factors that have contributed to our recent success may be less applicable in the future, and GHS must adapt its strategy and operations in order to sustain its success and achieve its goals. As part of our response to these threats and opportunities, under our new strategy, GHS will be relaunched as the Institute for Global Health Sciences (IGHS). This updated strategic plan describes how IGHS intends to increase its impact, and lays out a number of strategic priorities for the organization over the next five years.
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.

Values
We reaffirm our commitment to the UCSF PRIDE values, which govern all of our work:

- Professionalism
- Respect
- Integrity
- Diversity
- Excellence

Mission
To improve health and reduce inequities locally and globally.

Vision
We solve global health problems so that all 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
The past quarter century has seen significant progress in global health. Spurred by the Millennium Development Goals, rates of childhood mortality have fallen by more than half, while average life expectancy around the world has steadily increased. The global health community has made great strides in rolling back infectious scourges like polio, HIV/AIDS, malaria and other tropical diseases. Low- and middle-income countries have moved to strengthen and expand their health systems, and governments increasingly see health spending as an investment that produces social and economic returns. Important new institutions – including foundations, multilateral funders and non-governmental organizations – have emerged to fill crucial gaps and transform the global health landscape.

Academic global health programs have played a key role in this progress. Some of the greatest advances in global health have come from new tools – such as drugs, devices and vaccines – which began in academic laboratories. University-based training programs in wealthy countries have been adapted to low-income settings to build capacity and expand workforces needed to provide care for local populations. Academic institutions have played central roles in developing new knowledge about the causes and contributors to disease, in improving health and well-being, in summarizing those insights into policy recommendations, and in working with implementers on the ground to execute programs effectively.

Despite this progress, academic global health programs are at a crossroads. Recent analysis indicates that development-assistance-for-health (DAH) funding – which is distributed to academic institutions along with non-profits, international organizations and humanitarian relief agencies – amounted to $37.6 billion in 2016. However, DAH has grown at a mere 1.8% per year since 2010, after growing at a rate of more than 11% per year during the first decade of the 2000s. Worse, nationalist and populist sentiments around the world create risks that donor governments may pull back from their historical investments in international health and development. While new funding opportunities may emerge to counteract these trends, academic global health programs need to be prepared to succeed in a flat or declining funding environment.


**Significant progress in many global health outcomes**

<table>
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<td><strong>2010</strong></td>
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Child death rate has halved
Maternal mortality rate has fallen
AIDS-related deaths have dropped
Number of people with HIV who have access to effective drugs has risen

The number of academic global health programs in the US has risen sharply in recent years, and not all research programs will be able to weather an unfavorable funding environment equally well. Those that are sub-scale or unable to demonstrate their impact may not be sustainable. A poor funding outlook could also affect the viability of educational programs in global health. Most global health education programs rely heavily on tuition to sustain themselves and could face a decline in demand and revenues if students view the long-term prospects for careers in global health as less promising.

The potential for funding reductions is unfortunate because the health risks from disease, as well as from conflicts, childbearing, famine, climate change and drug resistance remain very significant. Great progress has been made in reducing the burden of some infectious diseases, but others remain largely uncontained. There is a major gap between what academic researchers and their partners have proven to be effective in studies and the actual practice on the ground in low-resource settings. Closing this “know-do” gap through effective implementation science research must be a priority for academic global health programs. The specter of antimicrobial resistance also threatens humanity with the loss of effective tools and the potential resurgence of old diseases. Moreover, new threats and pandemics may emerge that demand a rapid and effective global response based on research and the new tools developed in academic research labs.

Academic institutions also have a critical role to play in helping partners around the global achieve the ambitious targets laid out in the Sustainable Development Goals. With continued commitment and innovation, the field of academic global health can make important contributions to countries’ progress toward universal health coverage and to improved health for all their people.
Implications for Academic Global Health Programs

The implications of this changed environment are profound for university-based global health programs, including the UCSF Institute for Global Health Sciences. It is not enough simply to reaffirm our commitment to global health and pursue our prior strategy without adjustment. Achieving our objectives requires that we understand what will determine success in the new funding environment and that we position IGHS to overcome the challenges we will face.

This strategic plan is grounded in a set of beliefs about what the keys to success will be for academic global health programs over the next five years. We believe:

**Scientific excellence will differentiate academic programs**

Scientific excellence has always been essential to university efforts to secure funding, to attract students and collaborators, and to advance knowledge about global health. However, in a world where DAH funding is flat or declining, world-class research capabilities will be even more critical. As competition for research funding becomes more intense, we believe top programs will separate from the pack. UCSF’s reputation as the premier public university for health sciences puts our campus in a strong position to thrive in spite of sector-wide funding declines. However, continued emphasis on recruiting, retaining and supporting the best and the brightest minds in the field will be critical to maintaining scientific leadership in global health and tackling its hardest problems. By continuing to produce innovative and cutting-edge research focused on global health, academic programs may also increase the amount and share of philanthropic and government funding that goes to universities.

**Generating and measuring impact will increasingly drive funding decisions**

The remarkable progress in global health in recent years has reset the expectations of funders. New and traditional funders alike increasingly aspire to have their dollars drive measurable impacts in health, or at least lead directly to products and interventions with the clear potential to reduce the burden of disease. A shift toward more applied science is sometimes seen as a challenge for academic institutions, which have a reputation for focusing on the creation of more basic knowledge. Effective solutions to complex, real-world problems require transdisciplinary thinking that spans traditional academic domains, and demands external partners who can implement solutions in specific settings. Programs that focus on developing transdisciplinary capabilities and the right partnerships can deliver better outcomes for beneficiaries and demonstrate the magnitude of this impact. GHS has historically placed a premium on achieving impact by translating scientific evidence into policy recommendations for health officials and clinicians. Through its collaborations with other academic and implementing institutions,
IGHS can access not only great diversity across research domains but also partnerships to deliver solutions that work.

**Impact will happen on the ground**

Funders increasingly look to support institutions that are close to the populations they serve, so that they can link their funding more directly to the ultimate beneficiaries. Global health researchers and practitioners have always valued proximity to the communities they serve in order to understand better the settings in which health inequities occur. In the current environment, academic institutions must extend beyond ivory towers and ground their research and education programs firmly in the real world. Doing so not only increases the potential impact, but also strengthens the quality of the scientific insights generated, and even provides insights that can be translated back to models of care in San Francisco.

Being close to beneficiaries requires that IGHS have effective operational research and implementation platforms in low-income settings, both in distant countries and in poor communities here in California. It also means we must find ways to expand our educational programs to people in low-resource settings, and strengthen the experiential component of our in-residence programs. Fortunately, IGHS has taken steps to bolster our physical presence in the communities we seek to serve, investing human and financial resources to establish offices in several African countries, and establishing strong partnerships with leading academic and public health institutions in low- and middle-income countries and in California. These relationships provide strong platforms for IGHS to translate our work into measurable impact.

**Research and education programs can be greater than the sum of their parts**

While academic global health programs and non-governmental organizations may conduct similar types of sponsored research, university programs also have a training mission. Universities with global health programs not only advance knowledge in the field, but also disseminate this knowledge to students, creating cadres of researchers and practitioners to carry on the long-term work of global health. To compete effectively for sponsored-research funding, academic programs need to find ways to demonstrate the incremental value of combining research and educational programs under one roof, and ensure that doing so is synergistic and beneficial to both objectives. Communicating the advantages of linking research and education more tightly together is key to securing funding that can support both missions effectively. Programs that embed student learners in robust global health research programs or that use professors with active research program so that courses are grounded in real-world experience can build stronger and more viable institutions. IGHS is an innovator in global health education and can strengthen its leading Master’s and PhD programs through closer linkages with the research programs our teams conduct.

**Specialization will rise in importance**

As funders become more discerning, funding will likely become more concentrated in a smaller set of institutions with a proven track record of success in particular areas. To be on the winning side of a “flight to quality,” academic institutions must demonstrate that they have unique expertise or other advantages that make them a preferred partner for sponsors and research collaborators. However, no institution can be great at everything. While academic programs must respect the autonomous research choices made by faculty and students, they also must be discriminating in the activities and investments they support with institutional resources—and explicit in the topics and issues they choose not to pursue. We believe that greater focus allows programs to build distinctive capabilities, and that doing fewer things better will be richly rewarded in the new environment. University programs like IGHS need to achieve critical mass in certain topics (diseases, geographies, technical skills) where they wish to specialize and rely more heavily on partners in other areas. In addition, universities that exhibit more discipline in their operations – reducing duplication, eliminating inefficiencies and measuring performance more consistently – will find they can capture savings and reinvest in critical capabilities.

**Aggressive resource mobilization will be essential for success**

Finally, academic institutions must be able to rally additional resources, both human and financial, for their programs. Fundraising always has been important in academic global health, but universities must be even more creative and targeted in pursuing gifts and grants in the future. Those that are successful will have a greater chance of achieving impact and sustainability. The need for aggressive resource mobilization also applies to human resources. A changed funding environment may provide opportunities for academic programs to recruit excellent talent from other institutions that struggle. The ability to build out scientific teams, without overreaching financially, will distinguish successful institutions from those that fail to achieve their potential.
UCSF has a long history of contributing scientific leadership and clinical innovations to global health problems. As early as 1947, the Francis I. Proctor Foundation began researching the prevention and treatment of river blindness. UCSF was at the forefront of HIV/AIDS research and treatment from the start of the epidemic and has promoted implementation of the San Francisco treatment model for HIV worldwide. Since its 2003 founding, GHS also played a key role in building the broader academic global health community. It incubated important institutions to support the field (such as the Consortium of Universities for Global Health and the UC Global Health Institute), launched first-of-their-kind educational programs, advanced knowledge on key infectious diseases, built capacity of partners around the world, and reinvented the role of a university in translating knowledge into evidence and policy.

IGHS is fortunate to have world-renowned faculty, experienced staff and a demonstrated record in building new research and educational programs. Despite a slowing of growth in DAH, GHS has managed to expand our sponsored programs 19% annually since 2011. In fiscal year 2017, GHS approached $70M in current-year sponsored-research funding, making it one of the top recipients of extramural funds at UCSF.

IGHS, however, encompasses just a portion of the total global health activity underway across UCSF. Many UCSF faculty members involved in global health research have affiliations with IGHS, but choose to operate programs through their schools or departments. Examples of other UCSF programs with significant global health reach include:

- AIDS Research Institute and Center for AIDS Research
- Bixby Center for Global Reproductive Health
- Center for Global Health in the School of Nursing
- Center for Global Surgical Studies
- Division of HIV, Infectious Disease and Global Medicine in the Department of Medicine
- Francis Curry Center for Tuberculosis
- Global Oral Health Program in the School of Dentistry
- HEAL Initiative
- Helen Diller Family Comprehensive Cancer Center’s Global Cancer Program
- Philip R. Lee Institute for Health Policy Studies
- Francis I. Proctor Foundation
Overall, the global health research enterprise is a significant one for UCSF, even if being dispersed across programs and schools tends to obscure its size. In FY 2016, we estimate that the global health research enterprise at UCSF, including GHS, the above programs and other faculty, brought in more than $140M in total sponsored-program dollars, including more than $20M in indirect cost recovery funds to support campus-wide research infrastructure.

These programs offer a broad set of scientific capabilities that we can bring to bear on challenges in global health. However, as a health-sciences campus, UCSF is limited in the range of disciplines it can access on its own campus. As a result, IGHS must forge stronger ties with other universities that can offer additional technical skills and expertise. We have partnered closely with UC Berkeley, UC Davis and Stanford on several initiatives related to global health, including:

- Collaborative research, including the international portion of the Preterm Birth Initiative, a new program on TB and a Center for Global Health Delivery and Diplomacy
- New online educational courses and programs
- A Bay Area global health newsletter
- A seminar series featuring faculty experts from the campuses
- The UC-Mexico Initiative – a partnership with Universidad Nacional Autónoma México (UNAM), the largest public university in Mexico
- Various conferences and symposia, such as hosting the 2016 Consortium of Universities for Global Health conference

We have also developed and maintained strong external partnerships with institutions in low-resource settings, including long-standing affiliations with universities and research programs in Kenya (Kenya Medical Research Institute), Tanzania (Muhimbili University of Health and Allied Sciences, Aka Khan University), Uganda (Makerere University) and other locations. These on-the-ground partnerships offer opportunities for collaborative research, training and capacity building that benefit both the local institutions and population and UCSF faculty and trainees.
Our record and these capabilities provide reasons for considerable optimism about the future. However, if we are to achieve our goals for the next five years, IGHS must also address a number of challenges:

**Clarifying our identity**

Global Health Sciences was created as an amalgamation of separate programs and institutional components at different points in time: an organized research unit (the administrative structure that oversees sponsored research); a set of graduate groups (which award our degrees); and a set of administrative and leadership functions for international research conducted around the campus. While it was possible to aggregate these entities in a way that resembled a school, GHS did not have all of the functions of a school or department, had few mechanisms for accountability or control over the work conducted in the various units, and could be confusing to explain to potential donors and partners. It was also difficult for new faculty and staff to navigate. Clarifying our identity and explaining what it means for our aspirations are important prerequisites for our future success.

**Overcoming silos**

GHS, like the rest of UCSF, has taken an entrepreneurial approach to research. This is in large part a function of the overall campus-funding model, in which the State of California provides only 3% of UCSF’s budget in “hard dollar” funds. Like the rest of the campus, GHS historically has raised most of its budget as “soft dollars” from other sources – in our case, primarily from external sponsors of program research.

This funding model does offer several advantage. It gives faculty members strong incentives to pursue research topics where faculty and sponsor interests align closely and rewards those who can demonstrate the quality and impact of their work. However, it also can lead to siloed thinking, and groups may duplicate certain functions, skills and processes, thereby creating unintended inefficiencies.

Breaking down siloes to unlock the potential of transdisciplinary research across IGHS and UCSF, leveraging our existing expertise, and reducing inefficiencies – without sacrificing the entrepreneurial spirit that has been central to our success – will help strengthen IGHS for the future.

**Maturing our operations**

In fiscal year 2011, GHS managed $24 million in sponsored research and had a single degree program with 35 students. Today we directly manage more than $65 million in sponsored programs, operate multiple degree programs and contribute expert advice to the campus on many additional international activities and issues. With this growth, we have added a number of staff and functions to our operations, and it is now time to review, improve and harmonize our internal processes so we can manage those activities for greater performance and efficiency. This challenge applies not only to our San Francisco-based operational activities but also to our Global Programs Offices and other in-country operations.

**Managing and delivering on campus expectations**

The relationship of GHS to the rest of the campus, and specifically to faculty conducting global health research, has often been unclear. Because GHS was neither a department nor a school, it relied on UCSF’s four health sciences schools (dentistry, medicine, nursing, pharmacy) to appoint faculty who wished to work in global health. However, these faculty members could choose to work as a core part of GHS, as an affiliate with a loose connection to GHS or completely independent of GHS. Our role in supporting the campus has evolved, with several new programs and services. However, we have found that our campus partners were often unclear about what GHS could and would do to support them and what reciprocal obligations they may owe.

Finding a way to clarify and communicate how IGHS will engage with the rest of the campus – including the services we will provide and those we will not – is important in managing the needs and expectations of this key stakeholder group. In addition, we need to do more to set our priorities with a full understanding of what other campus global health programs are doing, so that we can capture the benefits of collaboration and operational synergies.

**Intensifying our fundraising**

Fundraising is the lifeblood of global health, and we can claim a number of successes in this domain, including funding for Mission Hall and significant gifts to support our educational programs. However, fundraising remains challenging within the context of UCSF, which relies heavily on the generosity of wealthy grateful patients (a population that is not the direct beneficiary of IGHS’s work). Finding creative ways to expand our pool of funders and mobilize additional resources for our work in a coordinated manner needs to be a priority.
Institute for Global Health Sciences Strategic Plan, 2018–2022 | 10

Relaunch GHS as the Institute for Global Health Sciences to clarify our identity

A transformative element of this strategic plan is the relaunch of GHS as the UCSF Institute for Global Health Sciences. This change represents more than just a new name. It redefines our academic identity, the way we work together, and the impact we aspire to achieve. As the Institute for Global Health Sciences, we will engage with researchers and students across UCSF in a more integrated and transdisciplinary way to create and apply knowledge to solve pressing global health problems.

Becoming an institute solves several important challenges that have previously hindered our progress. It clarifies our organizational identity, bringing together our organized research unit, graduate groups and administrative functions into a shared home and common platform for global health researchers, practitioners, educators and administrators. It also provides greater clarity on who we are for partners on and off campus, and a structure that can more easily secure resources from donors.

Operationally, becoming an institute also will change the way IGHS works. As a more integrated structure, IGHS will promote educational and collaborative research activities to facilitate the exchange of expertise and ideas across groups and break down barriers to knowledge creation and impact. It will allow us to exploit linkages across our research and educational programs more easily. It will also enable us to engage more easily with others across campus and with outside partners, assembling the sets of skills needed to bring transdisciplinary solutions to bear on global health problems.

Finally, moving from a cluster of programs to an institute also signals greater aspirations for our work. Global health must be grounded in the real world and focused on solving the health problems of marginalized communities. As an institute, we will move forward with an eye toward implementation in addition to knowledge creation, with the goal of translating knowledge effectively into policy and practice. We can harness the full power of UCSF’s scientific leadership to generate measurable impact on the health of patients and populations.

This transition into an institute will manifest itself through a range of actions and programs we will implement in the coming years. These include:

- Launch of a monthly Grand Rounds series to provide a platform for UCSF and external speakers to share their work and facilitate dialogue on critical issues in global health.
- Changes in the leadership structure and management committees within IGHS to connect with global health programs across campus and in the professional schools.
- Redefinition of the relationship with IGHS core and affiliated faculty to strengthen links between our educational programs and the research conducted in low-resource communities.
- A significant messaging campaign aimed at creating greater awareness of the Institute and the unique focus and approach we will take to solve global health challenges.

Take STEPS to accelerate our impact through transdisciplinary solutions

The most critical problems in global health are highly complex and often require transdisciplinary contributions to understand and solve them. In our efforts to deliver measurable impact in global health, IGHS is committed to engaging a full array of academic disciplines to develop effective and implementable solutions. Our shorthand for these domains is STEPS: Science, Technology, Economics, Policy, and Society. 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 smarter solutions to improve health and reduce health inequities in measurable ways.

UCSF is known for its world-class basic science capabilities, and a number of recent advances in the “omics” fields hold great promise for breakthroughs in a number of global health conditions. A key factor in our strategy for the next five years will be to bolster partnerships with basic scientists across campus in order to develop effective tools to address priority infectious and non-communicable diseases. In addition
to biomedical research, our location in San Francisco and proximity to Silicon Valley provides IGHS access to technologies that we can deploy to improve surveillance, clinical care and analytics for health system performance. A combination of UCSF’s own expertise in technology development and design and partnerships with local technology organizations can help us create applications tailored to the actual needs and constraints of low-income settings.

Health economics is also a key factor in the adoption of global health solutions, and we plan to strengthen the existing Global Health Economics Consortium (GHECon) at UCSF and ensure that our research programs consider cost-effectiveness and affordability. Translation of health and economic 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. Finally, we intend to bolster our ability to understand, measure and influence societal adoption of effective solutions. IGHS already hosts world-class measurement, evaluation and surveillance capabilities in our Global Strategic Information and Malaria Elimination Initiative. With additional investments in these skills, in implementation science research and in our actions to build out the capacity of our Global Programs Offices in select countries, we aim to create the platforms and capabilities to accelerate our path to measurable impact.

As we take additional STEPS to impact, we expect to see a number of changes in the nature of our work, including:

- Increased efforts to bring together different experts to compete for and win larger-scale and transdisciplinary funding opportunities; we expect to win more than our fair share of competitive “Grand Challenges” proposals and to convert those opportunities into demonstrated impact.
- Stronger connections with UCSF and external experts along all the STEPS in the model. This will include more outreach to the UCSF basic science community, the exploration of partnerships with relevant technology organizations (private sector firms and other universities), support for the GHECon consortium as it matures and the forging of closer ties with campus groups studying health policy, such as the Philip R. Lee Institute for Health Policy Studies. We also aim to use our Global Programs Offices in key countries to build stronger relationships with local partners and communities in our priority regions.
- The development of case studies to demonstrate to funders the value of transdisciplinary academic research and key lessons learned. We aim to use past UCSF and other experiences to highlight successes, including the UCSF response to the HIV epidemic, our Malaria Elimination Initiative, the Preterm Birth Initiative and others.
Double down on educational innovation and learning-based research

UCSF has proven itself as a pioneer in global health education. In 2008, we launched the nation’s first Master of Science in Global Health program, attracting dynamic students from a diverse range of backgrounds and experiences. The program provides students an interdisciplinary curriculum that emphasizes multifaceted research methods and that features a capstone project in which students apply what they have learned in an on-the-ground research experience. After nearly a decade, 271 alumni have graduated from the program. 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.

Other universities have launched competing global health training programs, and IGHS will need to invest to continue to attract the best students. Sustaining our leadership will require investments to strengthen our existing degree programs and to find innovative new methods to reach new groups of learners. A key component of this strategy is an expansion of IGHS efforts in online education, which promises both to transform the costs and reach of training programs and to enhance in-residence students’ learning experiences. We will also consider 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.

The great strength of UCSF’s global health research enterprise is a major differentiator in our efforts to attract students, and we will take additional steps to link our research and education missions and operations more closely. We will make investments to strengthen our existing in-residence programs, enhance our curriculum, build new training opportunities and strengthen our student support services. In addition to capstone projects, we will look for additional ways to embed our most talented researchers and experiential elements into the IGHS curriculum. We will also connect students and faculty more directly, both during their time at UCSF and through a significant expansion of alumni relations activities. Motivated and talented students can also support our faculty in important ways. We believe that our education and research programs make each other stronger, and by investing to bring them together more directly, we can help build the next generation of leaders in global health.

Strengthen a One-IGHS culture and improve operational performance

Our rapid programmatic growth over the past five years produced an increase in the size of our team and the emergence of several different organizational units specializing in different conditions, populations or geographies. While specialization is helpful in building expertise and fostering professional mentoring, it also can come at a cost. Absent conscious intervention, it can breed silos, duplicative processes and systems and a failure to leverage the full capabilities of IGHS to achieve impact. As a result, we see the need to invest to build a shared esprit de corps across all of IGHS.

Helping our teams see themselves as part of a smaller close-knit group – and as part of a larger and more fully resourced enterprise – can be the best of both worlds: it provides an opportunity for deep expertise development and transdisciplinary impact, greater professional development opportunities and the ability to leverage standard systems and processes for greater operational efficiency. A One-IGHS culture also enhances our ability to portray a strong identity to campus and external audiences.

Over the next five years, we will build and implement a One-IGHS culture through investments in talent development and team-building activities, standardization of systems and processes and more integrated communications activities. As our teams grow, we will focus on professional development across the enterprise, providing training and mentoring opportunities across our existing units. We will also expand efforts to share knowledge and expertise across groups and foster greater transdisciplinary research programs. Another area of specific focus will be on the provision of high-quality and standardized centralized services, with appropriate service-level agreements, to all of IGHS – a change in our operating model that offers the opportunity to achieve greater efficiency (through streamlined processes) and greater effectiveness (through the consistent use of performance metrics and continuous improvement tools).

Prioritize our campus support programs

IGHS directs a large proportion of the global health work performed at UCSF, but there are other research and training initiatives in global health across the campus. As interest in global health grows, IGHS must decide how it can best engage with and support our campus colleagues. In the past, GHS provided seed funding for early stage researchers (RAP grants and Burke Scholars); created targeted educational programs in global health (Clinical Scholars, Humanitarian Emergency simulations); hosted symposia on global health topics (Zika Symposium, the Science of Global Health conference); and provided administrative and informational support for campus researchers.
(international project databases, information hubs). While these experiments produced positive individual results, the multiplicity of pilots overall fragmented our investments and weakened our contributions to the campus.

Our intention is to focus our engagement with the campus around a smaller set of priorities, so that we can concentrate our efforts and maximize our impact. Our focus will be on services that are top priorities for the campus, where IGHS has specific and distinctive expertise to share and where our engagement also will advance the goals of our own programs. With these filters in place, we will concentrate our work on three priorities:

- **Support for international research operations** including the UCSF Global Programs Offices and technical advice to campus leadership on research operations outside those countries. As UCSF’s global health research footprint expands, IGHS can provide expert support to our campus colleagues and ensure that UCSF is able to manage the risks associated with international research.

- **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** – our international projects database, our research hub and other information tools – to support our colleagues.

While our primary focus over the next five years will be on supporting UCSF collaborators, we will continue to expand relationships with partners at other campuses – specifically UC Berkeley, UC Davis and Stanford. We have found these collaborations to be mutually beneficial, and our efforts to foster cross-campus collaborations in research (UC-Mexico, vaccines, TB) and education (joint online programs with Berkeley) will continue. In addition, we will 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. We believe that these external collaborations can be beneficial not just for IGHS but also for the rest of the UCSF community.

**Mobilize resources**

A final critical strategic priority for this plan is to mobilize additional resources to support our operations and mission. Fundraising is the lifeblood of academic global health organizations, and IGHS will need to intensify our efforts to generate funds for programs and operations. We have received generous support in recent years, including large gifts to support the construction and expansion of our Mission Hall building, to create a new Distinguished Professorship in the name of Haile Debas and to fund scholarships for education programs. As UCSF moves into a new capital campaign, IGHS will work hard to ensure that its activities are well-represented in the menu of funding options available to prospective donors and reach outside the grateful patient population to potential donors motivated
primarily by global health. In this effort, the relaunch of GHS as an institute provides a unique chance to present ourselves to the donor community and make a compelling case for the benefits of investing in IGHS.

Resource mobilization also extends to people and partnerships. During the next five years, 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 with critical expertise who had not previously considered themselves global health researchers. A second priority will be to strengthen our bench, building out a deeper team of junior investigators to work with our excellent team of senior faculty leaders. In some cases, external partner organizations can fill gaps, and we will focus our external partnership development activities on those institutions where there are clear synergies from working together.

Our development work in the next several years will include several priorities:

- **Relaunch our Leadership Council.** Since its inception, GHS has benefited from the wise counsel provided by a group of external volunteers who supported the growth of the organization. As we look to the future, we plan to relaunch that body with a greater focus on financial resource mobilization.

- **Leverage the UCSF Campaign.** The 2017 launch of the UCSF campaign has a specific focus on Grand Challenges. We believe IGHS aligns perfectly with the aims and focus of the campaign, and we plan to engage actively with campus leaders and prospective donors to ensure that the transformational vision of the Institute and our programs are featured prominently in our cultivation efforts with key funders.

- **Professionalize our approach to development.** We will put in place internal tools to help identify and cultivate prospective donors interested in global health and to build a stronger culture of philanthropy within the Institute.

- **Launch an alumni fund for student scholarships.** We will take advantage of the 10th anniversary of our Master’s program to launch our first alumni giving campaign.

- **Create a plan to prioritize faculty recruitment across programs** in order to focus our efforts on the most critical talent gaps needed to execute this strategy and implement our programs.
Key Milestones

Institute for Global Health Sciences

- Gain campus authorization for renaming of organized research unit and approval for relaunch as IGHS.
- Build communication plan for relaunch to various internal and external audiences.
- Initiate the Institute for Global Health Sciences Grand Rounds monthly series, featuring internal and external global health thought leaders.
- Hold relaunch event to celebrate success of last five years and focus on future goals.
- Identify set of operational and administrative changes associated with transition to Institute (e.g., branding, rights and obligations of affiliation, etc.).

Take STEPS to accelerate our impact

- Complete mapping and inventory of existing IGHS skills and expertise along STEPS framework to identify areas of particular depth and prioritize gaps for investment.
- Conduct outreach to basic science community at UCSF to identify high-priority collaborations of mutual interest.
- Redesign existing proposal development process for large-scale grants to incorporate transdisciplinary elements and improve our capacity to win and deliver on grants.
- Develop metrics framework to track IGHS impacts on health and on intermediate factors as well (publications, citations, etc.).

Education innovation

- Develop a process to align course development strategically with our broad-reaching research and training activities, to identify our strengths from an educational perspective more clearly, and to provide greater breadth, depth and exposure to our work on the ground in low- and middle-income countries.
- Partner with other UCSF professional schools to provide their students an opportunity to gain a global health education, including joint professional degree programs and the redesign of professional school curriculum to include more global health components.
- Invest in alternative course delivery methods and sequences (short courses delivered online; summer intensives, flipped courses), to diversify curriculum offerings, with a bias toward online modalities. Proposed program development could include:
  - Concentrations/tracks in areas of high demand
  - A certificate program
  - A joint online master of science in global health program with UC Berkeley

Strengthen a One-IGHS culture

- Launch processes to create more employee engagement with IGHS and awareness of how their work fits into the broader Institute’s mission. This includes cultivating more cross-group exchanges to understand and share expertise, and documenting staff skills to better utilize our teams on new projects.
- Develop a plan to bolster our human resources practices to strengthen the quality and engagement of our teams, including:
  - Develop a high-quality IGHS orientation for all new employees, creating a common understanding of the mission, vision and values of IGHS.
  - Enhancing professional development opportunities for all staff and students, including the creation of individual professional development plans, additional course offerings, mentoring opportunities and temporary rotation assignments.
- Implement consistent central IGHS services, including finance, grants management, human resources, travel tracking and communications, supported by service-level agreements, a dashboard of performance metrics, and continuous improvement practices across groups.
- Craft a clear and unifying message around IGHS to provide our teams with a common language when describing the Institute to internal and external audiences.
Prioritize campus support programs

- Help UCSF develop an effective and sustainable infrastructure for international research operations, including our Global Programs Offices. This includes:
  
  » Developing a funding model for international operations that provides adequate resources for risk management and other campus requirements.
  
  » Building out required operational expertise both at the country level (in Global Programs Offices) and globally (at UCSF) to execute and oversee programs.
  
  » Strengthening our ability to establish and manage institutional partnerships with key collaborators in international research.
  
  » Leveraging our international capabilities and partnerships on the ground to compete more effectively for sponsored programs.
  
  » Serving as a knowledge broker and source of expertise on international research operations for partners on campus and around the UC system.

- Reorganize the Faculty Affiliate program, revisiting the rights and obligations of affiliates, and the programs and services provided to campus partners.

Mobilize resources

- Create a Development Task Force to identify and cultivate donor targets for fundraising priorities, including student scholarships, course development funds and endowments for core operational and research support.

- Develop specific giving opportunities for IGHS as part of the UCSF Campaign, including opportunities related to the Institute itself as well as for large-scale transdisciplinary programs in partnership with others on campus.

- Redesign and reinvigorate our Leadership Council and other donor advisory groups to provide greater support for our fundraising efforts, directly and through their networks.

- Develop a multi-year recruitment and retention plan for key faculty and staff roles aimed at building a robust and sustainable pyramid of global health leaders and ensuring the long-term success and impact of our programs.