



UCSF Institute for Global Health Sciences 2025–2030 Strategic Plan

Advancing Health Equity Through Locally Driven Innovation

For twenty-five years the UCSF Institute for Global Health Sciences (IGHS) has connected science, education, and capacity strengthening initiatives to improve lives in the Bay Area and beyond. Now, amid seismic shifts in global health, IGHS is redefining how impact happens, moving from top-down academic research to locally led, co-created innovation.

Our 2025–2030 Strategic Plan positions IGHS as a catalyst for measurable impact that is aligned with our mission. We are building a future where innovation arises from every corner of the globe, shaped by those who live the challenges and lead the solutions.

This strategic plan is built around the guiding policy that IGHS will lead the global paradigm shift of academic institutions towards locally-driven public health—achieving greater impact with a smaller footprint. We outline the four actions and key outcomes for each as a framework to realize this goal by 2030.

1. Impactful Research & Innovation

IGHS will co-lead research focused on implementation science, health systems strengthening, and applied innovation.

Our *Innovation Pathways Program* will identify, support, and scale cross-disciplinary research innovations—bridging UCSF and local partner expertise to address challenges in emergent research areas.

Key Outcomes

- **Innovation Pathways Fund:** Support early-stage, co-led research that turns bold ideas into measurable global health breakthroughs.
- **Pilot Awards for Collaborative Studies:** Catalyze multi-partner research that advances health equity in real-world contexts.
- **Aligning Faculty Incentives and Recognition:** Advance equitable partnership criteria as part of faculty

recognition and incorporate partner feedback into leadership reviews.

By 2030, a majority of new research projects will be co-led or led by partner institutions, and at least 50% of new publications will feature global partners as first or last author.

Donor Opportunity: Endow the *Innovation Pathways Fund* to turn early-stage ideas into measurable breakthroughs.

2. Equitable Programs & Learning Ecosystems

IGHS will co-design new education, mentorship, and policy programs with global partners—training the next generation of health leaders through true reciprocity.

Our bi-directional education programs and reciprocal mentorship networks will create shared pathways for learning, leadership, and advocacy—where all learners and experts exchange knowledge across borders.

Key Outcomes

- **Global Health Fellowships & Scholarships:** Expand access for students and practitioners from low-resource settings to participate in education programs at UCSF and partner institutions.
- **Mentorship Network:** Build infrastructure for long-term pairings and cross-institutional mentorship programs.
- **Policy & Advocacy Curriculum:** Integrate policy, advocacy, and equity into all global health education programs.

By 2030, IGHS will see an increase in programs co-designed or taught by faculty from partner institutions, faculty will be more engaged in policy change actions, and we will increase the enrollment of students from resource-constrained settings.

Donor Opportunity: Support novel bi-directional education programs that remove barriers for rising leaders and ensure equity in every classroom.

3. Streamlined & Sustainable Operations

Operational excellence will fuel long-term impact. IGHS will modernize its systems and launch the **Academic Consultancy Platform**—a new engine connecting UCSF experts with Ministries of Health and implementing partners to deliver evidence-based innovation and support mutual knowledge exchange.

This platform, launching by 2027, will provide rapid-response technical assistance and generate cost-recovery revenue to sustain innovation and local capacity-building.

Key Outcomes

- **Academic Consultancy (IGHS LINK):** Establish a financially sustainable consultation platform for applied public health that bridges science, implementation, and capacity strengthening by responding to the needs of Ministries of Health and other health systems partners through an academic consultancy model.
- **Rapid Technology Adoption:** Embed tools and AI-enabled project management that enhances operational efficiency and transparency.
- **Operations Excellence:** Train staff and partners to navigate evolving global funding and compliance landscapes.

By 2030, IGHS will engage with public health decision bodies and other implementing entities as a nimble technical partner responding to locally-identified priorities. The institute will adopt technology solutions that improve operations, reduce start up time, and improve processes for award negotiation.

Donor Opportunity: Fund *IGHS LINK*—a consultancy-based, financially-viable model that establishes UCSF as a nimble technical partner to health systems leaders implementers.

4. Inclusive Governance & Shared Leadership

IGHS will realize equity goals by embedding global partners in decision-making and leadership across the institute.

A **Global Advisory Board** will launch in 2026, ensuring representation across geographies and disciplines. Shared leadership models will be built into a majority of IGHS initiatives by 2030.

Key Outcomes

- **Global Leadership Fund:** Support stipends, convenings, and leadership development pipelines for underrepresented leaders.

- **Leadership Exchange Pathways:** Create pathways for UCSF recognition and appointments for global partners.
- **Best Practices Framework:** Document and describe the outcome of equity in strategic decision making.

By 2030, IGHS will have a shared governance model, with new initiatives led or co-chaired by our global partners. We will describe and share the impact of this new approach to shared governance on decision-making and strategy over the five-year period.

Donor Opportunity: Support the *Global Leadership Fund*—cultivating diverse leaders who will shape the next era of global health.

Why Your Partnership Matters

This strategic plan represents both continuity and transformation—building on IGHS’s legacy of advancing global health equity while charting a measurable, partnership-driven path forward. Every gift to IGHS accelerates the shift from idea to impact—fueling science that strengthens communities worldwide.

Your investment will:

- Catalyze breakthrough research led by those closest to the challenges
- Build resilient health systems that outlast grants and crises
- Empower diverse leaders to shape global policy
- Contribute to a more equitable global health ecosystem through sustained, shared partnerships.

“IGHS is transforming from a hub of expertise to a network grounded in shared leadership and purpose.”

—Payam Nahid, MD, MPH, Executive Director, IGHS

Join Us

Be part of the next 25 years of impact. Your philanthropy can turn IGHS’s bold vision into measurable change—from innovation hub at UCSF to the rest of the world.

Donate using the QR code below.

Questions? Contact Andrea DeLuca, Deputy Director of IGHS at andrea.deluca@ucsf.edu or 443.487.2217.

