

Northwestern University Feinberg School of Medicine
Institute for Global Health Strategic Plan 2022-2027

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Introduction:

In the Fall of 2021, the Institute for Global Health received a \$25 million dollar endowment and was subsequently renamed the Robert J. Havey, MD Institute for Global Health (informally known as IGH). This endowment prompted a revision to the existing 2020-2025 Strategic Plan, as, with the influx of funding, the Institute gained the resources and the flexibility to set even larger goals moving forward. This document reflects the revised goals and objectives of IGH, which were developed through a leadership retreat and subsequent planning meetings.

History of the Global Health Initiative and the Havey Institute for Global Health

In 2008, Dr. Robert Havey established the Global Health Initiative (GHI) to expand global health experiences for Northwestern medical students. Subsequently, in 2009, Northwestern's Feinberg School of Medicine established the Center for Global Health (CGH) with the intention of bringing structure to the many global health activities that were happening on campus, from faculty research to student outreach. With the forming of the Center, and the naming of Dr. Robert Murphy as its inaugural director, global health at Northwestern began to grow in a coordinated, sustainable, and ethical way. Shortly after its establishment, CGH joined Feinberg's Institute of Public Health and Medicine (IPHAM) alongside many other Centers serving this field.

Over the next ten years, the GHI worked in parallel and together with CGH to establish educational outreach programs, to support clinics where medical trainees and faculty work, to provide seed funding for research, and to work closely with faculty across the medical campus and the world to support efforts in global health. Through these efforts both research and education activities expanded rapidly. By 2019, the activities had grown enough that Feinberg Dean Eric Nielson determined the Center should become its own Institute, with area-specific centers under its umbrella. At this time, the GHI and the CGH merged into the Institute, with Dr. Robert Murphy serving as the Executive Director and Dr. Robert Havey serving as the Deputy Director.

Since the establishment of the Institute for Global Health (IGH) in May 2019, there has been rapid growth. Initially five centers were formed – the Center for Global Communicable and Emerging Infectious Diseases, the Center for Global Cardiovascular Health, the Center for Global Surgery, the Center for Global Oncology (shared with the Robert H. Lurie Comprehensive Cancer Center), and the Center for Global Health Education. Within two years, three new centers were created or added under the Institute's umbrella – the Center for Pathogen Genomics and Microbial Evolution, the Ryan Family Center for Global Primary Care, and the Program in Global Neurology. Additionally, two already established centers were added – the Center for Innovation in Global Health Technologies (shared with the McCormick School of Engineering) and the Buehler Center for Health Policy and Economics (shared with the Institute for Public Health and Medicine.)

Global Health Activities

IGH continues to focus on three major areas: 1) student, resident, fellow, and faculty **education** in global health; 2) coordination and support of faculty to carry out global health **research**; and 3) **partnership**-building and clinical outreach to partner communities. Not only are all three areas vitally important to the Institute and to the Feinberg School of Medicine, but they also align well with the overall mission of

Northwestern University – “Northwestern is committed to excellent teaching, innovative research, and the personal and intellectual growth of its students in a diverse academic community.”

IGH values being interdisciplinary and strives to work with faculty, fellow, residents, students, and staff in all schools of Northwestern and various partners across the globe. Global health activities are happening at all levels, from students to emeritus faculty, across the entire University. Between 2013 and 2022, membership¹ has grown from 34 members to 320 members.

IGH has a thriving and reciprocal educational program, which now sits within the Center for Global Health Education (CGHE). The international elective rotation program has been growing exponentially since its inception, supporting medical, public health, physical therapy, and physicians assistant students as well as residents and fellows participating in sponsored international electives at over 20 affiliated sites abroad. Currently, over 50% of Northwestern medical students participate in global rotations funded by non-competitive scholarships from the Institute, which are generously funded by Institute donors. As part of the reciprocal program, scholarships have been provided to medical students from low- and middle-income countries to experience medical training here in Chicago. Additionally, the CGHE’s McGaw Global Health Clinical Scholars Program for Residents and the School of Professional Studies Master of Science in Global Health (MSGH) serve post-graduate trainees and graduate students. Additionally, the Program in Public Health’s global health concentration, part of its Master of Public Health degree Program, involves many faculty members of the Institute.

Global Health Research Funding and Partnerships

Over the past ten years, the Institute has steadily increased its sustainable research funding from sponsored sources, primarily the National Institutes of Health (NIH), but also from the Centers for Disease Control and Prevention (CDC) and foundations including the MacArthur Foundation, the Bill & Melinda Gates Foundation, and the Doris Duke Charitable Foundation. Since the forming of the Institute, over 125 IGH faculty have participated in 15 NIH grants and cooperative agreements, plus numerous supplemental research awards with a cumulative 10-year funding total greater than \$31 million. The NIH-supported Research Training Programs have resulted in the graduate training of candidates from sub-Saharan Africa including 21 Masters students and 2 PhDs students, plus 80 others who have received non-degree training experiences on-site at Northwestern over the past 10 years. These grants involve faculty from across the University to tackle global health problems in an interdisciplinary way.

Within the Northwestern community, the IGH has existing research partnerships with the McCormick School of Engineering, the Kellogg School of Management, the Feinberg Departments of Medicine, Surgery, Preventive Medicine, Medical Social Sciences, and Neurology, and the Robert H. Lurie Comprehensive Cancer Center.

IGH outreach activities include public events from the monthly "First Friday" Seminar Series to the annual Global Health Day and Global Health Education Day. The IGH Executive Director hosts a bi-weekly "Ask Dr. Murphy" web series related to answering viewers questions about COVID-19, as well as a podcast "Explore Global Health" in which he interviews a wide range of people working in global health.

¹ Membership [of](#) the Institute for Global Health changed in 2019 to allow for the inclusion of residents, staff, and affiliates from non-Northwestern partner sites.

In 2019, IGH co-hosted the international Consortium of Universities for Global Health (CUGH) Annual Conference, along with University of Chicago and the University of Illinois at Chicago. The event attracted 1,900 global health practitioners and students from around the world. IGH remains a presence at the annual CUGH conference, hosting satellites, panels, and information tables.

IGH's Student Advisory Committee holds events throughout the year, including an annual Global AIDS Day event, small student dinners with global health faculty, and public lectures throughout the year. Additionally, IGH supports other departments and student groups who hold events related to global health.

Strategic Planning Process:

The investment and increased interest in global health across the University sparked an interest amongst faculty in benchmarking the Institute's strengths and weaknesses and developing a plan to help guide the focus and the work of the Institute for the next five years. The data used to inform this plan was collected in 2019 as part of the then Center for Global Health strategic planning process with the intention of not only building upon the many successful programs already in existence but also creating new opportunities for global health activities and partnerships at Northwestern and around the world.

With the establishment of the IGH and the new Centers, the intention is to not only grow the Institute as a whole but also to support the growth of the individual Centers, nurture and support IGH members, and increase philanthropy and sponsored funding for global health work at Northwestern and partner sites.

Beginning in March 2018, the then Center for Global Health embarked on a 15-month-long strategic planning process (Appendix). With the guidance and facilitation of the Northwestern Office of Administration and Planning (OAP), a Steering Committee of eight faculty members and four CGH staff oversaw the direction of the process. The process was broken into four phases: *Assess*, *Develop*, *Execute*, and *Measure* by addressing the questions below:



IGH first conducted a current state assessment including a review of its 10-year history, major research and training grants and activities, scientific output, strengths and weaknesses, and benchmarking with peers. As part of the larger data-gathering process, constituents and stakeholders were consulted to

better understand their perspectives on the current state of the Center and opportunities for its future direction. During Spring and Summer 2018, OAP distributed surveys to 98 affiliated faculty, 138 current trainees, 304 alumni trainees, and 67 “University Leaders,” primarily identified as directors of centers and institutes, department chairs in the Feinberg School of Medicine, and school deans (Appendix). Following the surveys, two focus groups of faculty, one on the Chicago campus and one on the Evanston campus, were held in Fall 2018. Once the data collection process was complete, the Steering Committee met in a series of workshops to analyze the data; to review and prioritize the Center’s activities, programs, and services; and to begin to develop the outline of a Five-Year Strategic Plan.

Thanks goes out to the following people from OAP and the Global Health Steering Committee (Appendix): Kristi Hubbard, Rob Murphy, Chad Achenbach, Sara Caudillo, Elizabeth Christian, Ashti Doobay-Persaud, Shannon Galvin, Claudia Hawkins, Lisa Hirschhorn, Mark Huffman, Kate Klein, Leah Neubauer, and Natalie Sheneman.

Revised Mission:

In 2019, after careful consideration by the Steering Committee, the mission of the Institute for Global Health was revised to read:

The mission of the Institute is to expand knowledge, capacity, and equity in global health through transdisciplinary research and education partnerships.

Strategic Plan 2022-2027:

As previously mentioned, in Fall 2021, the Institute received a \$25 million dollar endowment and was henceforth renamed the Robert J. Havey, MD Institute for Global Health. An additional \$10 million dollar endowment was committed to the Ryan Family Center for Global Primary Care. These gifts necessitated a rethinking of the goals of the Institute and its Centers and Programs for the next five years.

In December 2021, the Institute’s Leadership, including all Center and Program Directors, participated in a retreat to share the goals each center had developed and to identify commonalities and areas of opportunity. The Institute leadership then held a series of meetings to identify the high-impact areas towards which to focus the new endowment funds. As a result, many goals from the previous strategic plan remain in place, but larger-scale and larger-impact goals have been added to the plan.

Institute Priorities:

Priority 1: Institute and Center Resources

Goal 1: Meet fundraising goals to be able to support Institute and Center activities

Objectives:

- Secure \$100 million in endowment funding for all Centers

- Engage Center Directors with Feinberg’s Development office and potential donors to increase philanthropic funds given to Institute and Center projects
- Increase opportunities for donors to give through events and online communications

Goal 2: Provide for the infrastructural needs of the Center directors

Objectives:

- Provide financial support to Centers to support their growth
- Secure space for Center directors and their support staff
- Provide administrative/communications staff support from the Institute to the Center directors
- Increase the number of support staff for each center

Goal 3: Promote the IGH and its Centers within Northwestern and worldwide

Objectives:

- Develop a communications plan, in collaboration with Feinberg Communications to increase the IGH’s exposure internally and externally
- Improve the IGH brand abroad by learning from other successful Northwestern entities
- Produce content that can be shared worldwide and picked up by national and international media outlets

Priority 2: Research

Goal 1: Develop and pursue new, transdisciplinary, high-impact funded global health research projects and programs

Objectives:

- Identify or create funding mechanisms for supporting largescale, high-risk/high-reward projects
- Increase intramural funding for internal pilot projects through Catalyzer Awards and other mechanisms
- Increase extramural funding for global health research
- Provide project development resources for faculty interested in global health grants but without previous experience or awards

Goal 2: Strengthen dissemination of research outcomes

Objectives:

- Support internal monitoring and evaluation of grant-funded global health training programs
- Encourage and support participation in research conferences and global advisory work
- Encourage and support faculty submissions to peer-reviewed publications

Goal 3: Support ongoing research programs and projects

Objectives:

- Provide administrative and logistical support for ongoing research programs and projects that involve IGH faculty
- Provide supplementation of resources for ongoing research programs and projects

- Support next phase of program and project development including renewal applications, supplements, and related grant applications

Priority 3: Education

Goal 1: Through all the Centers, but particularly the Center for Global Health Education, foster an educational and research environment that values global health equity

Objectives:

- Support and grow the Master of Science in Global Health Program in the School of Professional Studies and the McGaw Global Health Certificate Program
- Promote the undergraduate Global Health Studies program and global health concentration of the Master of Public Health
- Increase the scholarly output and impact of the research on the scholarship of teaching and learning among global health faculty

Goal 2: Prepare learners to work and thrive in diverse global health settings

Objectives:

- Strengthen global health experience pre-departure training
- Support and grow trainee extramural training grants for Northwestern and partner-site trainees in global health research and training experiences
- Increase number of student-faculty collaborations on global health education research projects

Goal 3: Educate learners in ethical reasoning and practice of global health practice, research, and training

Objectives:

- Advocate for the inclusion of ethics training within the Feinberg School of Medicine curriculum
- Emphasize ethical practice as part of pre-departure training for international rotations

Priority 4: Partnerships

Goal 1: Enhance collaborations across the Feinberg School of Medicine and the larger Northwestern University community

Objectives:

- Actively engage with globally-focused departments, institutes, and centers outside of the Feinberg School of Medicine
- Create funding opportunities for interdisciplinary projects

Goal 2: Strengthen and expand relationships with regional, national, and international global health entities.

Objectives:

- Partner with global health organizations within Chicago and its surrounding communities
- Collaborate with regional universities on research and education projects

- Participate in regional, national, and international consortia and professional global health organizations

Goal 3: Enhance global collaborations and relationships

Objectives:

- Develop a regular review process to evaluate current global education partnerships
- Expand the breadth and depth of successful global collaborations to accelerate research activities among Feinberg faculty and trainees
- Explore new multilateral partnerships in line with the larger goals of Northwestern University

Conclusion:

By 2027, the Institute for Global Health will achieve the goals laid out in this Strategic Plan through dynamic leadership, strong faculty and student engagement, and University and Feinberg investment. Over the next five years, IGH plans to grow as a hub of global health in the U.S. and around the world by expanding and promoting its research portfolio, its education programs, and its partnerships. By capitalizing on the strengths of the Institute and its Centers, there is a strong base from which to enhance and expand current activities as well as to build and develop new opportunities.

The objectives laid out in this Strategic Plan will be evaluated on a bi-annual basis to ensure that progress is ongoing over the course of the next five years. Updates and progress will be shared with constituents and stakeholders annually. In achieving the goals laid out, the Institute will contribute towards its mission to create knowledge, capacity, and equity in global health through transdisciplinary research and education partnerships.

Appendix

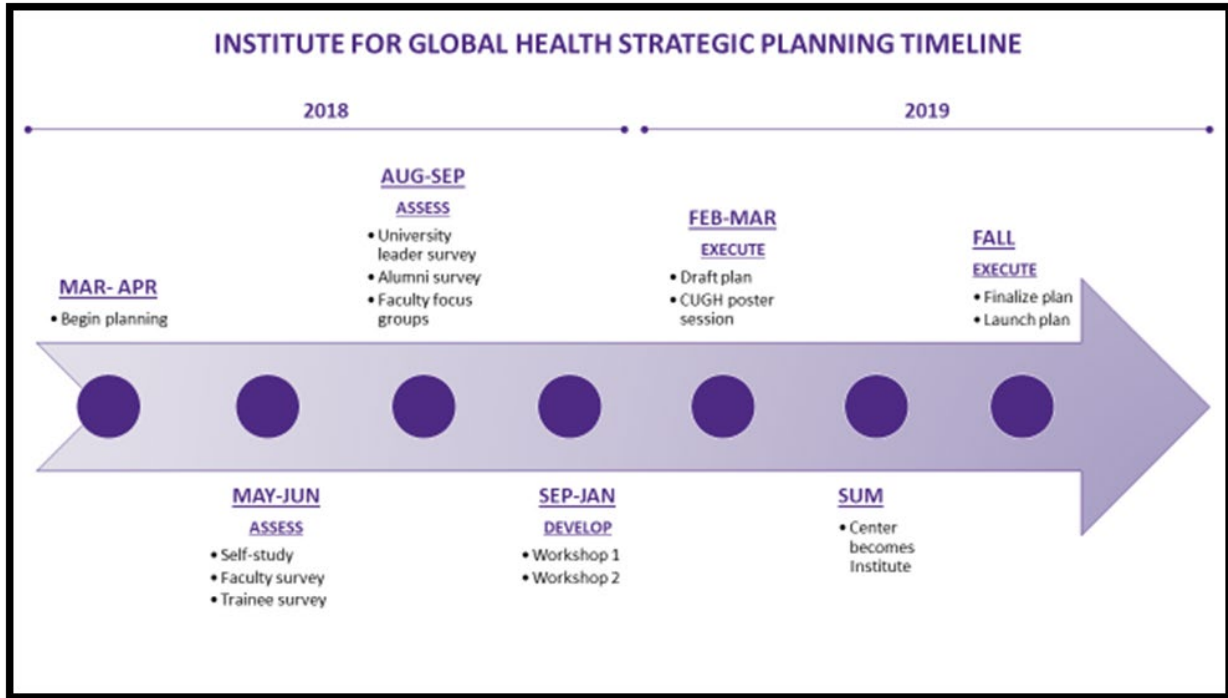
Table 1: 2019 Data Gathering Methods and Response Rates.

Method	Constituency Group	Engagement
Self-Study	CGH Deputy Director and Strategic Planning Committee	10 administrators and faculty
Electronic Survey	"Affiliated" Faculty	48 out of 98 (49% response rate)
Electronic Survey	Trainees (M4 students, residents, and Fogarty Trainees)	39 out of 138 (28% response rate)
Electronic Survey	University Leaders (Deans, Feinberg department chairs, and institute and center directors across Feinberg and Northwestern)	26 out of 67 (39% response rate)
Electronic Survey	Alumni (Long-term and short-term Fogarty trainees and former medical students)	88 out of 304 (29% response rate)
Focus Groups (2 separate groups)	"Affiliated" Faculty	7 faculty in Evanston 7 faculty in Chicago

Table 2: 2019 Original Strategic Planning Committee Members.

Name	Title
Chad Achenbach	Associate Professor of Medicine (Infectious Diseases) and Preventive Medicine
Ashti Doobay-Persaud	Assistant Professor of Medicine (Hospital Medicine)
Shannon Galvin	Associate Professor of Medicine (Infectious Diseases)
Claudia Hawkins	Associate Professor of Medicine (Infectious Diseases)
Lisa Hirschhorn	Professor of Medical Social Sciences and Psychiatry and Behavioral Sciences
Mark Huffman	Professor of Preventive Medicine (Epidemiology) and Medicine (Cardiology)
Rob Murphy	Executive Director, Institute for Global Health and Professor of Medicine (Infectious Diseases) and McCormick School of Engineering (Biomedical Engineering)
Leah Neubauer	Assistant Professor of Preventive Medicine (Public Health Practice)
Sara Caudillo	Program Assistant, Institute for Global Health
Elizabeth Christian	Research Study Coordinator, Institute for Global Health
Kate Klein	Senior Administrative Director, Institute for Global Health

Figure 1: Original 2018-2019 Strategic Planning Timeline.



Figures 2A and 2B: Select Results from 2019 Strategic Planning Surveys.

2A.

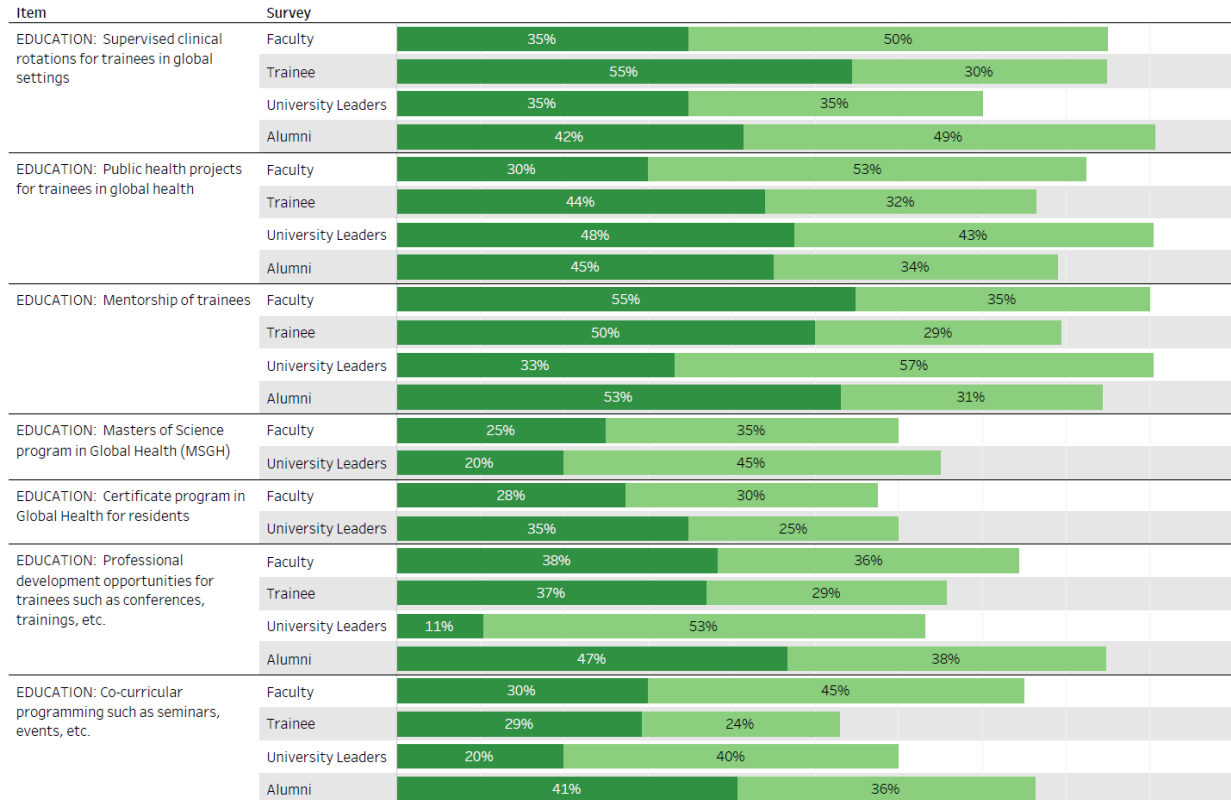
CENTER FOR GLOBAL HEALTH STRATEGIC PLANNING SURVEYS

IMPORTANCE OF CENTER FOR GLOBAL HEALTH ACTIVITIES - EDUCATION

Question: *Please indicate your level of agreement with the following statements.*

Response options
■ Extremely important
■ Very important

(Only showing results for 'Extremely important' and 'Very important'.)



2B.

CENTER FOR GLOBAL HEALTH STRATEGIC PLANNING SURVEYS

IMPORTANCE OF CENTER FOR GLOBAL HEALTH ACTIVITIES - RESEARCH AND OUTREACH/ADVOCACY

Question: *Please indicate your level of agreement with the following statements.*

Response options
■ Very important
■ Extremely important

(Only showing results for 'Extremely important' and 'Very important'.)

