



NORTHWESTERN  
UNIVERSITY FEINBERG  
SCHOOL OF MEDICINE

**INSTITUTE FOR  
GLOBAL HEALTH  
STRATEGIC PLAN**

2020-2025

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# INTRODUCTION

In May 2019, the Feinberg School of Medicine (FSM) Dean announced the official launch of the Institute for Global Health (IGH). Within the Institute, five centers were established: the Center for Global Communicable Diseases, the Center for Global Cardiovascular Health, the Center for Global Surgery, the Center for Global Oncology, and the Center for Global Health Education. An Intercolaborative Council was also formed to acknowledge and foster the global health work happening outside of FSM. Additionally, an External Advisory Committee, composed of faculty from across the University, was formed. The Institute was an expansion of the activities of the Center for Global Health (CGH), ten years after its establishment in 2009. IGH continues to focus on the three major areas that the CGH supported: 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 FSM, but they also align well with the overall mission of Northwestern University.

IGH values being interdisciplinary and strives to work with faculty, fellows, 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, throughout the entire University. Over the past five years, the membership<sup>[1]</sup> of the IGH/CGH has grown - from 34 members in 2013 to nearly 84 members in 2019. Members come not just from FSM, but from all over the University.

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 over 1,000 medical students participating in a sponsored international elective at over 20 affiliated sites abroad over the past 10 years. Currently, over 50% of Northwestern medical students participate in rotations abroad, which are generously funded by the Global Health Initiative of the FSM Development Office. 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 Center's McGaw Global Health Certificate Program for Residents and the School of Professional Studies Master of Science in Global Health (MSGH) launched in the last five years serve post-graduate trainees and graduate students. In the last two years, the Program in Public Health launched a global health concentration as part of its Master of Public Health degree Program with conceptual guidance from CGHE faculty. Education partnerships across the University are primarily with the School of Professional Studies, the Weinberg College of Arts and Sciences, the McGaw Medical Center, and the Office of International Relations.

[1] Membership is defined by faculty listing CGH as their "Primary Center Affiliation" through the Institute for Public Health and Medicine (<https://www.feinberg.northwestern.edu/sites/ipham/collaborate/become-a-member.html>)

# INTRODUCTION

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 foundations including the MacArthur Foundation, the Bill & Melinda Gates Foundation, and the Doris Duke Charitable Foundation. As of March 2020, over 125 IGH faculty participate in 15 NH grants and cooperative agreements, plus numerous supplemental research awards with a cumulative 10-year funding total greater than \$31 million. Many of these awards now sit within the Center for Global Communicable Diseases. The NIH-supported Research Training Programs have resulted in the graduate training of candidates from sub-Saharan Africa including 21 Masters students and 2 PhD students, plus 80 others who have received non-degree training experiences on-site at Northwestern over the past 10 years. Within the Northwestern community, the IGH has existing research partnerships with the McCormick School of Engineering, the Kellogg School of Management, the FSM Department of Medicine, Department of Surgery, Department of Preventive Medicine, Department of Medical Social Sciences, and the Robert H. Lurie Comprehensive Cancer Center. These grants involve faculty from across the University to tackle global health problems in an interdisciplinary way.

IGH outreach activities include public events from the monthly "First Friday" Seminar Series to the annual Global Health Day. 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'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.

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 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 Institute for Global Health and the new Centers, the intention is to not only grow the Institute but also to support the growth of the Centers, grow and support IGH members, and increase sponsored funding for global health work at Northwestern.

# STRATEGIC PLANNING PROCESS

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:



**Figure 1: Strategic Planning Four-Step Process**

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 the 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



After careful consideration by the Steering Committee, the mission of the Institute for Global Health has been revised to read:

“

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

”

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## **Priorities:**

Building upon current strengths and using data from the constituent and stakeholder surveys and focus groups to inform the creation of new activities, the Steering Committee developed the following priorities, goals, and objectives for the next five years.

## **Priority 1: Institute and Center Resources**

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

### **Objectives:**

- Secure named endowment from a donor to support the infrastructural and programmatic needs of the Institute and its Centers
- Engage Center Directors with FSM Development 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 the IGH in order to operate independent of IPHAM

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

### **Objectives:**

- Improve the IGH brand abroad by learning from other successful Northwestern entities
- Develop a communications plan, in collaboration with FSM Communications to increase the IGH's exposure internally and externally

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## Priority 2: Research

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

**Objectives:**

- 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
- Evaluate need for 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



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- 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 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

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## **Objectives:**

- Partner with global health organizations within Chicago and its surrounding communities
- Collaborate with regional universities on research and education projects
- Participate in regional and national 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 2025, 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 FSM investment. By capitalizing on the strengths of the Institute and its Centers there is a strong base by which to enhance and expand current activities as well as to build and develop new opportunities. Over the next five years, IGH would like to grow as a hub of global health in the US and around the world by expanding and promoting its research portfolio, its education programs, and its partnerships. The objectives laid out in this Strategic Plan will be evaluated on a quarterly basis to make sure 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: Data Gathering Methods and Response Rates**

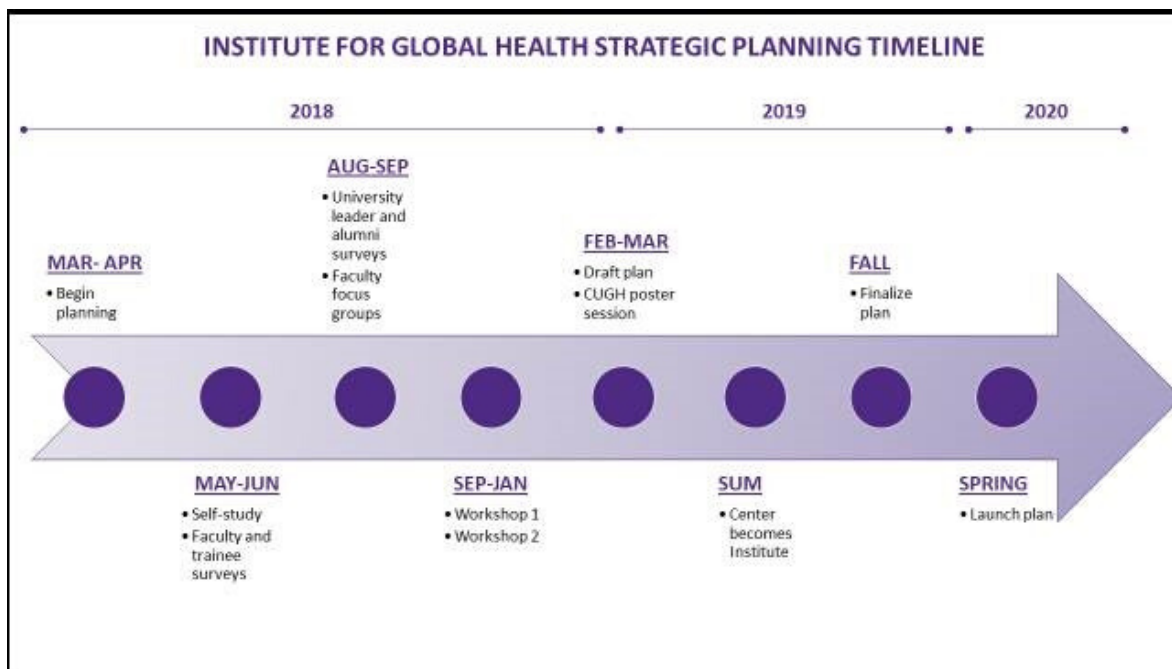
Method	Constituency Group	Engagement
Self-Study	CGH Deputy Director and Strategic Planning Committee	10 administrators and faculty
Electronic Survey	“Affiliated” Faculty	48 out of 98 (49% response rate)
Electronic Survey	Trainees (M4 students, residents, and Fogarty Trainees)	39 out of 138 (28% response 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

# APPENDIX

**Table 2: 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 2: Strategic Planning Timeline**



# APPENDIX

## Figures 3A and 3B: Select Results from Strategic Planning Surveys

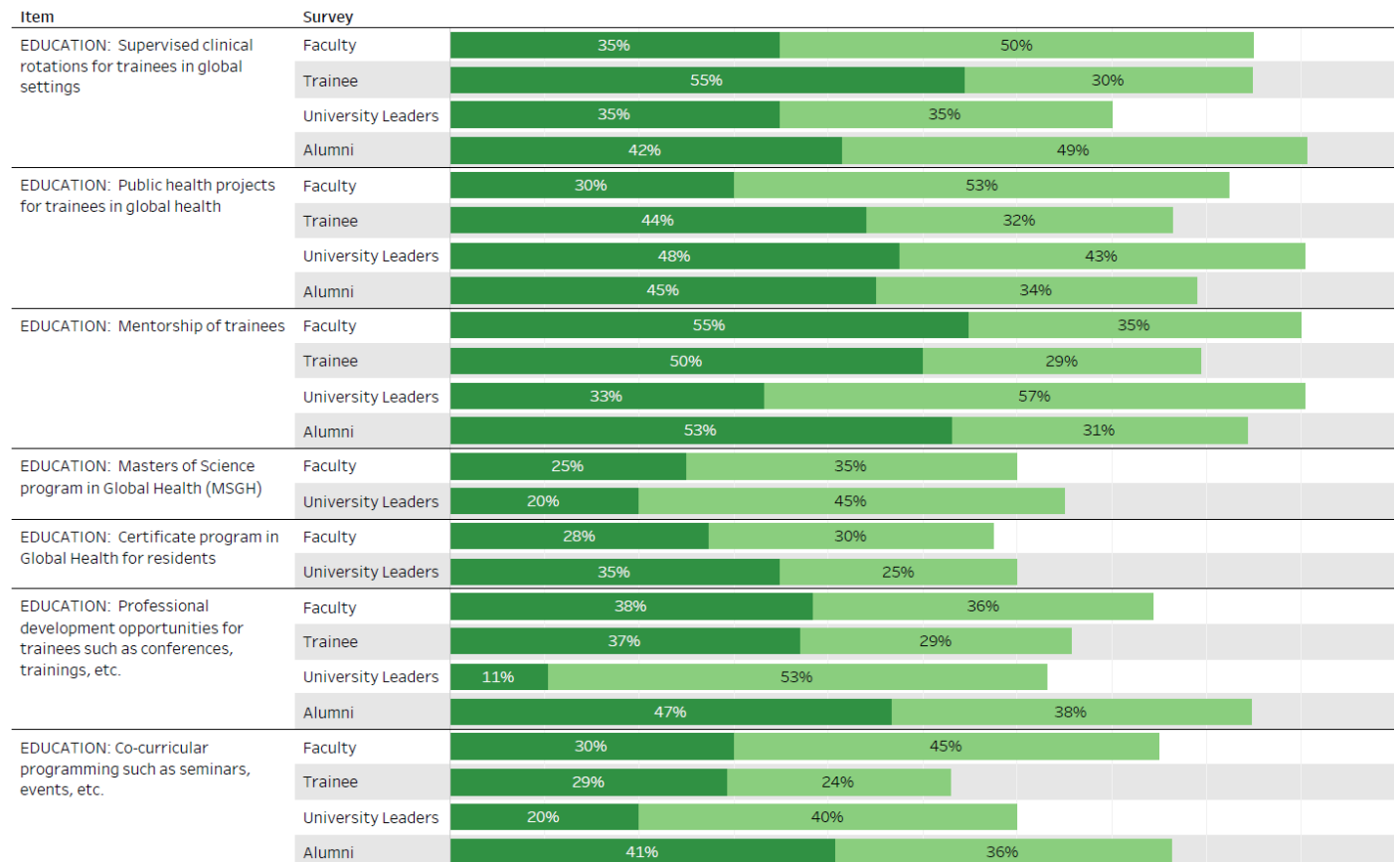
### CENTER FOR GLOBAL HEALTH STRATEGIC PLANNING SURVEYS

#### 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'.)



# APPENDIX

## Figures 3A and 3B: Select Results from Strategic Planning Surveys

### 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'.)

Item	Survey	Extremely important	Very important
RESEARCH: Development and training	Faculty	50%	35%
	Trainee	43%	31%
	University Leaders	40%	45%
	Alumni	58%	29%
RESEARCH: Conducting research projects	Faculty	49%	36%
	Trainee	38%	26%
	University Leaders	48%	43%
	Alumni	53%	24%
RESEARCH: Generating new knowledge	Trainee	43%	26%
	University Leaders	57%	33%
	Alumni	53%	25%
OUTREACH/ADVOCACY: Community-based service opportunities	Faculty	30%	45%
	Trainee	40%	40%
	University Leaders	35%	50%
	Alumni	44%	39%
OUTREACH/ADVOCACY: Promotion of health equity issues	Faculty	38%	38%
	Trainee	51%	26%
	University Leaders	45%	30%
	Alumni	47%	45%
OUTREACH/ADVOCACY: Global health partnership development	Faculty	53%	37%
	Trainee	60%	17%
	University Leaders	45%	40%
	Alumni	57%	31%
OUTREACH/ADVOCACY: Engagement with global health policy makers	Faculty	40%	48%
	Trainee	29%	26%
	University Leaders	32%	37%
	Alumni	48%	30%