



MAKING A DIFFERENCE IN GLOBAL HEALTH:

**STRATEGIC PLAN FOR
THE DUKE GLOBAL HEALTH INSTITUTE
2007 – 2012**

EXECUTIVE SUMMARY

INTRODUCTION

Despite profound health disparities around the world and the many public health challenges we face today, global health (GH) has entered a promising phase. Several phenomena account for this:

- The threat and impact of pandemics, such as AIDS, SARS and avian flu, have entered worldwide consciousness and received much media attention.
- As a consequence of inequalities in access to AIDS drugs, there is a growing consensus that no matter where one lives, one has a basic human right to essential medications and vaccines.
- Evidence increasingly illustrates that a healthy population is essential for economic development and that, in turn, reduction of poverty is necessary to reduce wide disparities in mortality and morbidity among low-income populations.

Health and health care are now viewed as integral components of any strategy for economic development and security. As a result, resources from governments and foundations to support global health research and control programs have increased more than ten-fold over the past five years, improving the chances for success in these endeavors.

Success and progress in the field of global health require the skills and knowledge of different disciplinary perspectives—to both understand the social and economic determinants of health and to develop strategies and interventions that will address them and thereby improve the health of populations.

It is in this spirit, very particular to Duke University, that the Duke Global Health Institute (DGHI) was created. The Institute shares a vision with the Duke faculty and student body and is aligned with the University's strategic goals:

"The world can no longer be allowed to exist half healthy, half sick."

DGHI aims to become a world-recognized authority in global health, giving priority to interdisciplinary efforts in education, research and service with the goal of making significant contributions to the prevention and treatment of health problems, thereby reducing health disparities in vulnerable and underserved populations around the world.

“Making a Difference in Global Health: Strategic Plan for the Duke Global Health Institute (DGHI),” presents a detailed description of the Institute’s goals and plans for the years 2007–2012. As an internationally recognized university, Duke has the opportunity to educate future leaders, undertake cutting-edge research, propose solutions to global health (GH) policy questions, and provide service to underserved populations, all within an academic community that shares a passion for confronting health disparities throughout the world. The Institute’s emphasis on an interdisciplinary approach speaks to the need to address the economic, social, biological, environmental and political determinants of GH, as well as the main causes of mortality and morbidity, in vulnerable and underserved populations locally and internationally.

The challenge DGHI faces is to transform its commitment into actions. The pressing challenges of GH call for visionary and bold experts to confront them; they also demand excellence, creative thinking and commitment to making a difference.

DGHI has set five goals that share three basic principles:

- 1) Building partnerships and creating value through a multidisciplinary, multinational and multidimensional perspective
- 2) Engaging in initiatives for which sufficient financial support can be secured, over time
- 3) Achieving our goals, one step at a time, remembering our mission and vision

Goal 1: Education and Training. *Build the next generation of GH scholars, and channel their passions through educational and training programs that prepare them to address the needs and challenges in GH through a multidisciplinary lens.*

DGHI will work to expand and support ongoing global health initiatives, including the Global Health Focus Cluster and Global Health Certificate for undergraduate and graduate students, help establish a global health residency, and collaborate with the Fuqua MBA program in Health Sector Management, the Sanford Institute Master of Public Policy and graduate programs in Biomedical Engineering to enhance their global health content. DGHI will also create new programs such as an undergraduate major in GH, an MSc in Global Health, and interdisciplinary Global Health doctoral and postdoctoral programs. Furthermore we will create and print electronic global health instructional resources, provide field opportunities for students as part of their educational programs, and support efforts to increase campus advocacy and activism for GH.

Goal 2: Research. Encourage innovation and promote excellence in global health research, by supporting current Duke initiatives and generating a new and focused portfolio of research projects on emerging global health themes.

DGHI will launch Signature Research Initiatives (SRIs), which will engage faculty from at least three of Duke’s schools and address a major global health issue from a broad perspective. Potential collaborations could include research in the following areas: cardiovascular diseases and obesity; global environmental health; gender, poverty and

health; emerging infectious diseases; and global aging. SRIs will represent the core research effort of DGHI and will benefit from significant start-up funds and DGHI's infrastructure support. The Institute will also fund a small number of creative, innovative global health research projects that are not linked to a particular SRI. DGHI will also support health research capacity building at institutions in several low and middle income countries where Duke faculty are currently engaged in research efforts.

Goal 3: Policy. Respond to the needs of decision makers, by providing non-partisan policy advice in areas related to our research endeavors that is based on sound analysis undertaken by experts at Duke and a wide array of public and private partners.

DGHI will establish a Policy Unit to provide timely, non-partisan advice and assistance to domestic and international decision makers on issues and challenges related to the Institute's research priorities. It will also establish a Monitoring and Evaluation Unit that will provide services to the U.S. government, multilateral organizations, international NGOs, and donors who are supporting the implementation of health programs in developing countries. In addition, the Center for Health Policy (CHP) will be located administratively and incorporated within DGHI because of our common mission and multidisciplinary approach to a broad range of global health issues and the policies that address them.

Goal 4: Service. Undertake service and service-learning in GH, as a link between research, education and policy and a commitment to working with communities and delivering practical and sustainable solutions in GH.

DGHI is committed to multidimensional, interdisciplinary, and reciprocal service in host communities, in which mutual respect and benefit are of primary concern. Service sites will be selected deliberately and carefully to ensure that service experiences contribute to the host community, are matched to the students' interests, and whenever possible, partner with an existing project or program. In collaboration with institutional partners, DGHI will create a core of up to ten "DGHI Sites" throughout the world by 2012, in such locations as Kenya, Tanzania, Uganda, South Africa, China, India, Indonesia, Singapore, Mexico and Haiti, among others.

Goal 5: Facilitate access to current information on global health, through a broad array of communication and information tools, events and activities that reach out to a wide range of constituencies on and off campus.

DGHI will share accurate, timely and useful information about global health issues and opportunities through various media and delivery methods. In conveying a call to action, the Institute seeks to increase involvement in global health in general as well as awareness of what makes Duke unique in the field. In order to facilitate communication, DGHI will develop a robust website, maintain a set of comprehensive databases, publish a user-friendly e-mail newsletter and create and distribute an information kit about DGHI. Special events, such as a Global Health Seminar Series, a biennial Duke Global Health Symposium, topical conferences and symposia, and student spotlight events will be used as tools to communicate and to foster a global health community at Duke and beyond.

Achieving these five strategic goals will require a participative governance structure, incentives for faculty participation, and DGHI's support to diverse projects that are responsive to the demands of GH.

The governance structure will be made up of the Institute's directorship, an Executive Committee, an External Advisory Committee, a Student Council, a Deans' Council, and DGHI faculty Members.

DGHI Members will comprise a group of Duke faculty who have an invested interest in DGHI and view global health as their main professional focus area. DGHI Members will have voting right on the appointment of non-tenure regular rank faculty appointments in the Institute. DGHI will also appoint Affiliates, who will be Duke faculty that are participating in one or more particular global health project.

The Institute will need to recruit an estimated 30 faculty over the next five years to lead and participate in its educational programs, research initiatives and service opportunities. While some of this need may be achieved through internal recruiting, we anticipate recruiting a number of new faculty to Duke in partnerships with various departments and schools at all levels of tenure and non-tenure tracks.

DGHI's programs and its efforts to create a community of leading global health scholars will require access to additional space. DGHI currently occupies 26 offices in Trent Hall. Within the next 5 years, DGHI will require an additional 65 offices to accommodate mostly faculty and research-related staff, including those in CHP.

The Institute anticipates an annual operating budget of \$11 million by 2012 and seeks an endowment of \$105 million that will complement grant funding and University operating funds in support of our efforts. DGHI has prepared a development plan that will guide its fundraising efforts and help ensure its sustainability. The Institute has established 5-year metrics to guide its efforts and priorities.

The successful implementation of this plan will allow Duke to become a leader in the field of global health around the world, and to serve as a catalyst and example among universities of how to *make a difference*.