INTRODUCTION
Promoting and ensuring good health is vital not just to the growth and stability of individuals and their families. Good health is also vital to the economic growth and social stability of nations and the world as a whole. We believe that working collaboratively across borders and cultures to address today’s global health challenges is an imperative of our time.

This document is the Center for Global Health’s second five-year strategic plan. It has been developed with the support and inputs of the members of a specially created Strategic Planning Subcommittee. A listing of the members of the committee and a diagram of the process followed are outlined in Annex 1.

UPDATED / REVISED MISSION STATEMENT
The Center for Global Health works with partners across the university, in the local community and around the world to create opportunities for faculty and students to engage in academic programs, innovative research, capacity building, and experiential learning. We prepare current and future public health leaders with the knowledge and skills they need to address critical global health challenges.

UPDATED / REVISED VISION STATEMENT
Creating a healthier world for all through effective public health practice, a world in which health is acknowledged as a human right, disparities are eliminated, and social justice prevails.

STRATEGIC PRIORITIES AND SPECIFIC OBJECTIVES FOR 2016 – 2020

Strategic Priority 1 (SP 1): Expand Center-led programs and improve their sustainability

Specific Objective 1.1 – Improve the sustainability of the Center and its programs

1.1.1 Redesign the Global Health Committee structure to create a more effective Global Health Advisory Committee designed to better support and advise the Center and its leadership

1.1.2. Continue to work with other Centers at the university to identify funding opportunities at USAID (and other major global health donor agencies), with a strong focus on working with SUNY CID

1.1.3. Work with the Development Office to seek donations (foundation, pharmaceutical company, etc.) to endow scholarships, travel awards, and a faculty position in Global Health with resources for staff and students

1.1.4. Develop and hold an annual “fun fundraiser” with a global focus or theme (strive to make these a “must go to” annual event)

1.1.5. Promote Graduate Certificate in Global Health Studies to other SUNY public health & Capital Region public health/health science programs as add-on to their degree offerings

1.1.6 Develop a full MPH concentration in Global Health Studies and new global health courses offerings for both graduate and undergraduate level public health students, including new study abroad programs to engage public health and health sciences students from across the UAlbany campus, other SUNY campuses, and other health sciences programs in the Capital Region
1.1.7. Work with the Capital District Rotary Clubs and SPH alumni to promote our global programs and raise funds to support them and our student interested in gaining global experiences

Specific Objective 1.2 – Raise the profile of the Center and its programs

1.2.1. Prepare, disseminate and implement an annual Public Relations Strategy

1.2.2. Seek funds and ongoing administrative support to launch and maintain a student interest group and publishing of regular Center for Global Health email updates and/or a newsletter

1.2.3. Recruit and work with IT interns and/or volunteers to develop and implement an effective website and social media strategy and develop stakeholder database / list-serve

1.2.4. Launch a “global health alumni network” focusing initially on people who have gone on past service learning trips, done international internships, and/or served as Peace Corps Masters International students or Coverdell Fellows

1.2.5. Work with Peace Corps to better promote our Center, our School, and our Coverdell Program to future, current and returned Peace Corps volunteers living and working around the world

1.2.6. Organize at least one annual global health focused community dialogue event (e.g. recent dialogues on Ebola and Zika outbreaks) and work with SUNY Global Health Institute to guide the launch of a new Global Health Virtual Grand Rounds series

1.2.7. Hold periodic online information sessions for prospective students interested in global health experiential learning opportunities and/or in pursuing a Graduate Certificate degree in Global Health Studies

1.2.8. Explore possibility of sponsoring an annual social media or photo contest to highlight the global health work and experiences of students and faculty and/or a monthly “Global Health Now” feature on WMHT’s Health Link

Specific Objective 1.3 – Engage as yet untapped resources and expertise at UAlbany, in the NYS Capital Region, and in priority countries to expand and enhance Center-led programs

1.3.1. Work more closely with the Center for International Education and Global Strategy (CIEGS) on the planning, implementation and promotion of Center-led annual comparative health system and service learning exchange programs/trips to increase student participation (including among public health and health sciences undergraduate students) and to ensure the long-term sustainability of these activities

1.3.2. Work with the CIEGS to leverage existing strategic partnerships around the world in order to develop at least one new dual global MPH degree program

1.3.3. Work with other partners and centers within the University (especially CID, GIHHR, ASRC) to submit at least one joint grant application focusing on global health issues annually

1.3.4. Work with other schools, departments and centers to submit interdisciplinary, global health focused proposals as part of future Compact Planning rounds

1.3.5. Advocate together with CID, GIHHR and other university centers for UAlbany to join the Consortium of Universities for Global Health (CUGH)

1.3.6. Actively recruit and connect more SPH faculty, as well as faculty from across the university, into the SUNY Global Health Institute
Strategic Priority 2 (SP 2): Ensure the ongoing comprehensive internationalization of the SPH

Specific Objective 2.1 – Communicate a clear vision for comprehensive internationalization (CI) to all key stakeholders

- 2.1.1 Disseminate the final Center for Global Health 2016 – 2020 Strategic Plan to all faculty and staff and key external stakeholders
- 2.1.2 Engage faculty and deans in the development and dissemination of a separate Comprehensive Internationalization strategy document articulating a clear vision and well-developed justification for CI

Specific Objective 2.2 – Engage the majority of SPH faculty and an increasing percentage of students in CI efforts

- 2.2.1 Survey faculty to better understand their wants, needs, and barriers related to the pursuit of global engagements and use results to propose new initiatives, programs, and incentives to promote greater engagement
- 2.2.2 Establish and lead a Working Group to recommend changes to existing tenure criteria designed to incentivize faculty to engage in international projects/initiatives
- 2.2.3 Establish a mechanism to engage and recognize Center For Global Health-affiliated faculty and to promote their expertise/research interests
- 2.2.4 Facilitate the establishment and sustainability of a student-led Global Health Student Interest Group
- 2.2.5 Work with Center for International Education and Global Strategy (CIEGS) and the Assistant Dean for Admissions and Student Affairs to proactively recruit international students from “high potential” countries (i.e. China and India) and our priority countries/partner schools
- 2.2.6 Create a Visiting Scholars webpage with guidance for faculty on the steps to be followed when inviting visiting scholars or international student interns to UAlbany (i.e. visa requirement, insurance requirements, Office of International Education involvement, etc.)

Specific Objective 2.3 - Define a clear set of measurable goals and indicators of success for the Center and to monitor CI progress (while ensuring the integration of these goals and indicators in the broader goals of the SPH and regular reporting on our progress)

Strategic Priority 3 (SP 3): Effectively engage with partners in selected priority countries

Specific Objective 3.1 – Define and document a broad set of criteria for priority country selection and categorization

Specific Objective 3.2 – Define and implement country-specific strategies and interventions for agreed upon priority countries
ANNEX 1 - STRATEGIC PLANNING SUB-COMMITTEE AND PROCESS DIAGRAM

Subcommittee Members

Phil Nasca
John Justino *
Carol Whittaker *
Shao Lin *
Gus Birkhead
Jim Utermark
Helen Figge *
Beth Feingold
Becky Raymond *

Alvaro Carrascal
Rich Pulice
Chet Opalka
Egbe Osifo-Dawodu
Arash Alaei
Elizabeth Dufort *
Doug Conklin
Elsie Essien *
Colleen Dundas *

Small SP Working Group member

Strategic Planning Process Diagram

CENTER FOR GLOBAL HEALTH
STRATEGIC PLAN (SP) UPDATE 2016 – 2020 – PROCESS FLOWCHART

Offsite Meeting of Senior Leaders
to review progress on 2010-2015 Strategic Plan
and scope out Strategic Plan Update Process

Summer 2015

SITUATION ANALYSIS AND STAKEHOLDER ENGAGEMENT (online)
Develop and conduct online surveys to seek inputs from Global Health Committee
and other selected internal and external stakeholders

October / November 2015
• Form sub-committee
• Global Health Committee Meeting
• Send out survey to stakeholders
  (students, alumni, faculty, GH committee members, others)

December 2015 - March 2016
• Sub-committee meetings
• Agreement on strategic objectives

March - June 2016
• Sub-committee / working group meetings
• Draft Strategic Objective Matrices

July - August 2016
• Sub-committee meeting (1)
• Disseminate Outputs
• Begin implementation

Offsite Meeting of Senior Leaders

Development of Strategic Objective (SO) Matrices
(to be completed by a SP Sub-Committee and/or technical working groups)

Strategic Planning Sub-Committee Working Sessions

• Review of survey results and update SWOT accordingly
• Update Center Mission and Vision
• Defining Strategic Priorities – Programmatic Analysis (Programs and Sustainability)
• Defining Strategic Priorities – Focus Country Analysis (Country Specific Strategies)
• Defining Strategic Priorities – Comprehensive Internationalization

Preparation & Dissemination of Draft Strategic Plan – with Strategic Objective Matrices - to Stakeholders for Feedback

Finalization of Strategic Plan and Publication

UAlbany CGH Strategic Plan 2016 -2020 (Final Draft – August 2016)