

New Strategic Plan Charts Course for a Healthy Future

By Dean Stephen M. Shortell

Our School's goal is to produce the knowledge and people to help everyone live longer, healthier lives.

To that end, we have developed and are implementing an updated strategic plan that supports our vision of developing "diverse leaders equipped to help solve the health challenges of the 21st century and beyond."



Increase the School's Impact

The plan calls for us to increase our impact by expanding and strengthening our partnerships throughout the Bay Area and the state. The School's new Center for Public Health Leadership, made possible with the generous support of the Eustace-Kwan Foundation, will expand opportunities for our students to develop the leadership skills they need in order to work effectively across sectors at multiple levels throughout their careers. The center is closely tied to community organizations and agencies emphasizing practice-based and service-based learning. Another new initiative with significant impact is the Public Health Roundtable, developed to engage health leaders throughout the state in developing strategies and actions to improve Californians' health. Two roundtables were held at the School this past year, addressing the issue of developing California's own Healthy People 2020 plan as part of the nation's overall Healthy People 2020 framework.

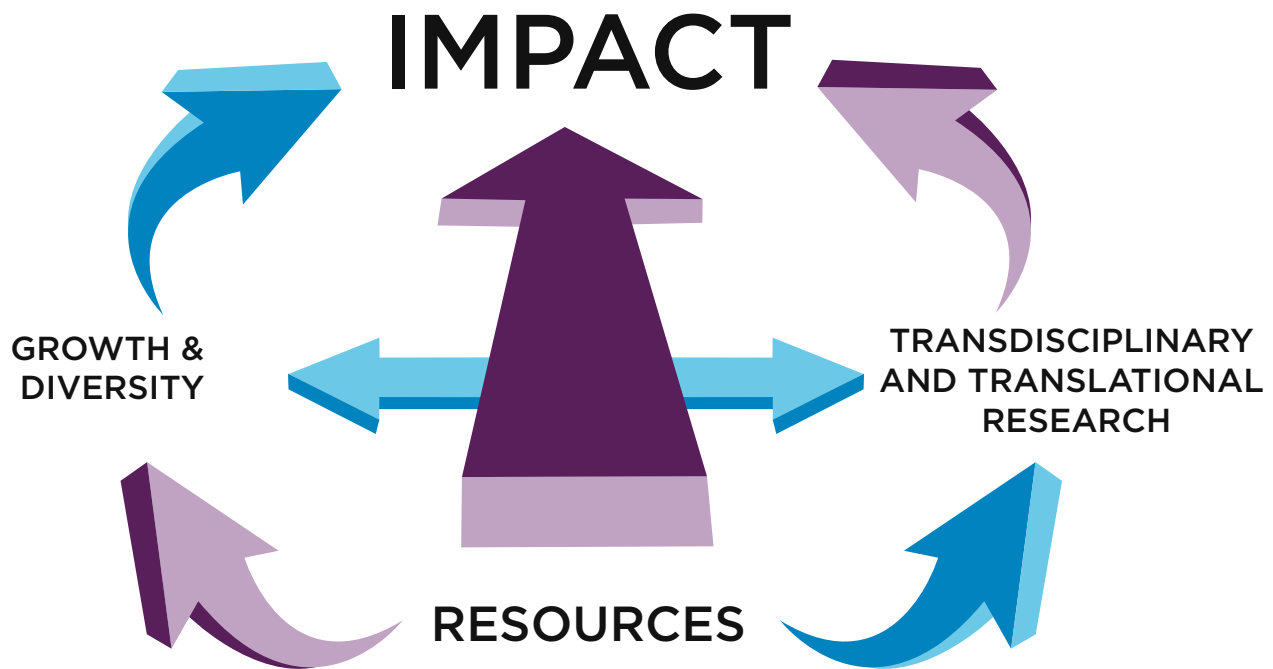
Expand the School's Growth

There is an estimated shortage of 25,000 public health professionals in California. A recent report by the University of California President's Advisory Council on Future Growth in the Health Professions recommended a doubling of the School's enrollment from the current approximately 200 new students per year to approximately 400 new students per year by 2020, with associated faculty positions and staff support allocations. While the initial approved allocation of 66 new students scheduled for the 2008–2009 academic year has been postponed because of state budget cuts, the School is seeking private support to begin the needed growth, with a particular emphasis on recruiting students from underserved communities. We have also increased our Graduate Recruitment and Diversity Services program from four to 25 students and expanded our recruitment efforts within the state and across the country.

To accommodate our planned growth as well as our existing needs, we are planning for a new home for the School. We will be anchoring Berkeley's new Community Health Campus to be built on Berkeley Way between Shattuck Ave. and Oxford St., where the State Department of Health building currently stands. Phase I of this project is in the early planning stages with an expected cost of \$110 million. This will be funded from a variety of sources including a targeted goal of \$60 million from philanthropic sources as part of our fundraising campaign.

Accelerate Progress towards Achieving Greater Diversity

We are addressing diversity not only in terms of numbers but, also, with regard to the content of our curriculum and in our faculty, staff, and student interaction. We have successfully competed for new faculty positions as part of the Berkeley Diversity Research Initiative. We have expanded our student



outreach efforts to minority schools and colleges; to the California State University system; and to California's community colleges. We are in the process of implementing diversity and cultural competencies recommended by the Association of Schools of Public Health. Working with the Public Health Institute, we are playing a lead role on a statewide diversity workforce initiative.

Promote Transdisciplinary and Translational Research

Our faculty continues to be extraordinarily successful in attracting research grants and contracts to increase our understanding of the biological, physical, and social determinants of health. But we are giving increased attention to transdisciplinary and translational research initiatives, such as the new Center for Exposure Biology established in conjunction with faculty in the College of Chemistry. Our Center for Global Public Health is making major contributions to improving health in more than 25 developing countries. Its companion,

the Center for Emerging and Neglected Diseases, is working on breakthrough discoveries that can eventually lead to eradication of major infectious diseases. Together these two centers form the Berkeley Alliance for Global Health, involving nearly 100 investigators across campus.

Attract the Resources Required for Success

I am pleased to share the good news that during the "quiet" phase of our campaign we have raised \$46 million or 42 percent of our targeted five-year \$110 million fundraising goal. During this phase, a significant gift was received from the Fred H. Bixby Foundation of \$15 million to create the Bixby Center for Population Health, Environment, and Sustainability. During the now public phase of our campaign, we recently received a \$5 million gift from Kaiser Permanente to support our student enrollment growth, with a particular emphasis on recruiting students from underserved communities. Our Campaign Steering Committee,

under the leadership of Donald Francis (2008 International Public Health Hero) is actively engaged in implementing strategies to achieve our overall goal. The ultimate success of our efforts will depend on everyone's support.

In Conclusion

The above figure summarizes the five major themes of our strategic plan. The key, of course, is increasing the impact of the School's contribution to improving human health. This depends on our ability to grow and to increase our commitment to diversity on the one hand, and the ability to develop transdisciplinary and translational research initiatives on the other. The platform for all of this to occur is the need to secure additional resources. The plan is a dynamic rolling plan which will be updated on an annual basis. Through this magazine and other venues, we will continue to update you on our progress. As always, your continued support is greatly appreciated. 🌐