



IUPUI

**RICHARD M. FAIRBANKS  
SCHOOL OF PUBLIC HEALTH**

INDIANA UNIVERSITY

Indianapolis

### **Global Health Strategic Statement**

Globalization is transforming how people, organizations and systems interact with one other. The changes reflect social, political and economic realities, introducing new complexities for public and global health, with implications for higher education.

Today, there is an urgent need for leadership development among mid- and senior-level working professionals who have great potential to affect the public's health around the world. This challenge was recognized in 1988 by the Institute of Medicine in a landmark report and reaffirmed in 2003 in a second report. The World Health Organization and other national and international organizations have joined the IOM in this global call to action. If there was any doubt about the need for greater leadership and coordination when it comes to global health, the current Ebola outbreak has focused worldwide attention on the reality that a public health crisis in one country has the potential to impact the public health of any country, anywhere in the world.

### **Local Is Global**

Local conditions are shaped by external conditions. In that way, local and global public health are inextricably linked. There is, therefore, great value in understanding the larger environmental context, even for those who work in local settings that are seemingly far removed from public health problems. Public health professionals cannot afford to learn in a vacuum, isolated from information about the social, economic, political, and organization conditions that may be relevant to understanding and accelerating solutions to complex health challenges.

### **Global Reputation Is Marketable – For Us And Our Students**

The higher education market is global. Even in-state students are recognizing the value of exposure to diverse perspectives and the need to understand what is happening around the world that may affect the public's health at home. International students are also interested in North American graduate degrees. Since the market is global, our School's reputation must be global as well.

Table 1 shows the top 10 U.S. schools of public health and their relative global reputations. Clearly, even among top schools of public health, there is ample room for increasing global visibility and recognition.

**Table 1:** *US News and Times Higher Education* global reputation rankings

University	U.S. News SPH Ranking (2011)	Times Higher Education University Global Reputation Ranking (2014)
Johns Hopkins	1	18
UNC	2	60+
Harvard	3	1
Michigan	4	15
Columbia	5	12
Emory	6	
Washington	6	31
Berkeley	8	6
Minnesota	8	50+
UCLA	10	10

### Partnerships Are Paramount

Universities are creating global networks of relationships that extend beyond traditional faculty and student exchanges and study abroad experiences. This includes robust collaborations in research, teaching, practice and service.

A wonderful example of effective global collaboration is the International Network for Doctoral Training in Health Leadership (NETDOC). This network of 14 schools around the world is dedicated to sharing best practices in online and flexible learning, as well as working together to develop health leadership programming at the doctoral level (<http://sph.unc.edu/hpm/hpm-netdoc/>). The group has published a common global curriculum core. Another group of 21 schools in 14 countries (including Columbia, Emory, University of Minnesota, University of Florida and University of Arizona) have collaborated on a common global curriculum and they are promoting interaction among their students via an online global classroom. There are several other similar examples.

Like others in the top tier of schools of public health, a strategic aim of the IU Fairbanks School of Public Health is to demonstrate leadership and influence; accomplishing this will require we have a global presence. The School, including faculty and students, must be a participant in discussions and activities with diverse global partners.

### Strategic Value Of “Global”

The strategic value of building a global presence and reputation is linked to core elements of the School’s mission, specifically our commitment to exceptional teaching, research, practice and service. Table 2 describes each of these core mission elements in terms of sample activities and their value to the School.

**Table 2:** Global Linkages with FSPH Strategic Plan

Strategic Element	Sample Activities	Value to School
Education	<ul style="list-style-type: none"> <li>• Courses with global content</li> <li>• Study abroad opportunities</li> <li>• Courses with overseas field components</li> <li>• Joint or other collaborative degree programs with international partners</li> <li>• Career services for international internship and job placements</li> </ul>	<ul style="list-style-type: none"> <li>• Advances student attainment of key public and global health competencies</li> <li>• Expands diversity of perspectives in teaching and learning (diversity = excellence)</li> <li>• Enhances job opportunities for alums</li> <li>• Enhances School's reputation at home and abroad</li> <li>• Increases tuition revenues</li> </ul>
Research	<ul style="list-style-type: none"> <li>• Research projects that have local and global relevance, such as water quality, infectious disease, climate change, built environment</li> <li>• Creation of global research consortia</li> <li>• Research funding from global sources</li> </ul>	<ul style="list-style-type: none"> <li>• Advances student attainment of key public and global health competencies</li> <li>• Enhances School's reputation at home and abroad</li> <li>• Increases revenue to School and funding streams to support students</li> </ul>
Practice	<ul style="list-style-type: none"> <li>• Application by students and faculty of evidence and leadership principles to produce effective and sustainable implementation of local and global programs and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Increases School's value to state agencies</li> <li>• Enhances School's reputation at home and abroad</li> <li>• Advances student attainment of key public and global health competencies</li> </ul>
Service	<ul style="list-style-type: none"> <li>• Engagement of students, faculty and alumni in global professional and community activities designed to improve the public's health – global advisory boards</li> <li>• Expert testimony</li> <li>• Global policy advocacy, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Increases School's visibility and reputation at home and abroad</li> <li>• Advances student attainment of key public and global health competencies and continued professional development of alumni and faculty</li> </ul>

**Early Successes Prove Our Capability To Expand Globally**

The IU Fairbanks School of Public Health has already begun its quest for global health partnerships through the strategic hiring of key researchers with significant experience and ties to China. These individuals are key to a global strategy that allows us to develop partnerships in at least three global areas including China, Africa, and Europe.

**China**

Due to the potential for further economic growth, advanced research agendas, and growing geopolitical importance of China, this area of the world has been identified as a

key strategic region for IU's globalization efforts. With that in mind, the IU Fairbanks School of Public Health has begun exploration of how we might participate in these globalization efforts. Our goal has been to focus on targeted regions and within those regions, on the institutions that hold the greatest potential for research collaboration, exchange of students and faculty, international student enrollment in our programs, and overseas opportunities for our students and faculty.

In November of 2013, Founding Dean Paul Halverson joined other deans from IUPUI as well as Dr. Gil Latz, Associate Vice Chancellor of International Affairs in visiting key China academic partners in Beijing and Guangzhou. In addition, in October of 2014, Dean Halverson and Dr. Jiali Han, Chair of the Epidemiology department, visited six institutions in three cities in southern China. As a result of that trip, numerous opportunities were identified, including for example:

#### *Nanjing Medical University School of Public Health*

This school of public health was ranked #3 in China by the China National Ministry of Education in 2012 (rankings are published every three years). It is a top public health school, with a very strong program in molecular and genetic epidemiology. Dr. Han has had a productive research collaboration with the Nanjing Medical University School of Public Health in the past, which resulted in a number of publications together. An affiliation between the Nanjing Medical University School of Public Health and the IU Fairbanks School of Public Health would certainly complement IU's strengths and ranking, as well as help quickly establish our School's international reputation. As a next step, the IU Fairbanks School of Public Health will host a Research Fellow from this institution for one year beginning in December of 2014. Discussions are currently taking place to develop a plan for hosting additional students from Nanjing Medical University School of Public Health.

#### *Southeast University School of Public Health*

Established in 1902, this university is now directly sponsored by the China Ministry of Education. The School's goal is to become a well-known world-class university. The university enrolls only the top 1% of applicants, based on their national college entrance examination. The school of public health was ranked #7 in China by the China National Ministry of Education. The former dean of the school of public health is now the vice president for international affairs of the university. The current vice dean of the school of public health trained in Dr. Han's lab as a visiting researcher and the fruitful training resulted in a number of publications. Next steps with this university include developing a 4+2 program for the combined MBBS and MPH program. We are exploring how we might enroll 4th year MBBS students from the Southeast University School of Public Health into the IU Fairbanks School of Public Health MPH program. We are also looking at bringing faculty members from Southeast University to Indianapolis to learn our MPH curriculum. Another opportunity we are exploring involves having our faculty members go to China to offer two week courses in English. Finally, this university has a formal university-level relationship with Moi University at Kenya, which is funded by the China central government. We could leverage some of their resources and form a joint program for our IU Kenya effort.

*Department of Mathematics, Shanghai Jiao tong University*

Biostatistics is a highly demanding field locally, nationally and globally. Students receiving solid training in Biostatistics are very desired in the job market, particularly in the recent “big data” arena. The Department of Biostatistics at the Fairbanks School of Public Health is the most developed department in the School with 17 full-time faculty members with a wide range of research expertise. In addition, the faculties are dedicated to Biostatistics education with a full graduate program of MPH, MS and Ph.D. programs. We envision great potential impact from this department as a leader in Biostatistics education with national and international visibility. We plan to develop a dual MS program with Shanghai Jiao Tong University (SJTU) for the following reasons: 1. To attract highly achieving international graduate students into the Biostatistics program to enhance the quality of this program. 2. To generate education revenue for the growth of the Biostatistics program and the education program of FSPH. 3. To establish a productive collaboration between IU and SJTU in order to create a strategic niche in an emerging global education market. 4. To build up the reputation of FSPH in China by collaborating with SJTU for producing highly qualified statistical analysts to meet the high market demand in China. SJTU was selected for the collaboration mainly due to its academic reputation, as SJTU is one of the most prestigious universities in China, ranking constantly among the top 5, with highly achieving faculties and students. Our school has established a connection with SJTU through Professor Ying Zhang, professor and director of graduate education of the Biostatistics department. Professor Zhang has been a visiting scholar of SJTU Department of Mathematics where he has discussed with SJTU the potential collaboration between the two units for both education and research. The dual MS degree program in Biostatistics was the first item on the table

*Africa:*

The longstanding international reputation of the AMPATH program, created by the leadership and ongoing support of Indiana University faculty primarily from the School of Medicine has been perhaps our most long-standing relationship with global health implications. Starting with the leadership of Dr. Greg Wilson (now Emeritus Professor from Health Policy and Management), students and faculty from the Department of Public Health (now the School of Public Health) has had engagement on a number of levels in terms of research and student study abroad experience. Dean Halverson’s July 2014 visit in conjunction with the Dr. Tierney, Director of the Regenstrief Institute has prompted a revitalized interest in many new emerging interests in both research and education both at Moi Teaching and Referral Hospital as well as with AMPATH. We currently have a senior scientist at AMPATH with an adjunct appointment in the Department of Epidemiology but envision *the* opportunity for significantly higher level of

engagement both in research and teaching in conjunction with the Moi University School of Public Health as well as the Medical School.

*Europe:*

Our strategic interest in Europe is coupled with our interest in expanding our engagement with global public health training particularly in the area of public health leadership development. In conjunction with the recruitment of an Associate Dean for Global Health, we have become aware of several key relationships with potentially strong university partners (like NETDOC previously mentioned above) who are engaged in leadership development education and research. We envision the strategic opportunity to partner with these schools and ministries of health as important especially in developing relationships with the World Health Organization and the World Bank.

*Other Countries:*

While we have highlighted three regions of the world where we intend to make a priority, we will remain open to strategic opportunities with other potential partners in other parts of the world where we determine we can bring added value based on alignment with our strategic plan and mission. In evaluating these opportunities we will work closely with the Indiana University Office of International Affairs at IUPUI and at Bloomington to guide and shape our response.

**Conclusion**

There is a critical need to coordinate and integrate a global perspective into the teaching, research, practice and service activities of the IU Fairbanks School of Public Health. A global presence and perspective are fundamental aspects of any well-rounded school of public health in the 21<sup>st</sup> century and critical to achieving and accelerating solutions to complex and challenging public health problems affecting people in our state and around the world.