

# Strategic Plan: 2023-2026



STANFORD  
CENTER FOR INNOVATION IN  
GLOBAL  
HEALTH



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## Introduction

The Center for Innovation in Global Health (CIGH) enables faculty, staff, and students to have the resources, knowledge and support needed to create large-scale impact. In doing this, we transcend the traditional mandate of an academic center, and build bridges with local, international, and university-based partners from all disciplines. This plan represents a vision and set of goals and objectives to reinforce CIGH's core activities in research, global health, education, community-building, and advocacy – while ensuring that Stanford has the greatest impact in achieving global health equity.

## Achievements

In its first 12 years, CIGH has done a remarkable job establishing Stanford as a leader in global health education and multi-disciplinary research, and in fulfilling its vision as the central hub for global health at Stanford. Achievements include:

- Facilitated over 400 residents, medical students, and faculty to partner with an underserved community and participate in an overseas clinical rotation.
- Granted 79 global health seed grants to interdisciplinary research teams, generating new findings and catalyzing new global health interventions and technologies. Over 40 percent of these grant projects have generated add-on funding.
- Trained 20 postdoctoral fellows in hands-on global health research in partnership with universities in low-income countries through a 10-year NIH grant renewed for 5 years in 2022.
- Trained 12 medical students as Global Health Media Fellows, in partnership with CNN and the Stanford Journalism Program.
- Supported 200+ Global Health Faculty Fellows in a variety of projects related to global health research, education, and impact.
- Globalized 17 departments at the School of Medicine, which are now active in global health training and clinical work.
- Supported four active student groups dedicated to global health and climate and health on an annual basis.
- Founded and incubated a world-renowned leadership program that supports women in global health: WomenLift Health.
- Founded the first Human and Planetary Health Postdoctoral Fellowship in partnership with the London School of Tropical Medicine and Hygiene.
- Established and maintained meaningful dialogue across disciplines at Stanford, and with other universities, non-profit organizations, and governments around the world.



Global Health Faculty Fellow Dr. Paul H. Wise demonstrates wound care techniques.

## Vision

A world where everyone lives a healthy life, on a thriving planet.

## Mission

The Stanford Center for Innovation in Global Health enables emerging leaders and multi-disciplinary researchers to solve global health challenges and improve health equity.

## Values

- Collaboration – We partner with experts on the frontlines to co-create initiatives and solutions for the future. Our partnerships are grounded in humility, respect, and inclusion.
- Sustainability – We acknowledge the intrinsic link between the planet and human health, and we plan from the outset for a viable and responsible future.
- Integrity – We practice intellectual honesty and maintain high ethical standards.
- Audacity – We are not shy. We attack big problems, and we think outside the box.
- Growth mindset – We are open-minded, forward-looking, and committed to growing collectively and individually.
- Transparency – We are committed to sharing knowledge and resources from Stanford to our local and international partners in a respectful, bilateral fashion.

## Strengths and capabilities

- Innovation: Capitalizing on our home in Palo Alto, we identify and explore new ways to solve old problems.
- Multi-disciplinary collaboration: We maximize Stanford's many strengths by bringing different experts together to tackle big problems in global health.
- Advocacy: We stand up for social justice, and we use our platform to amplify important health issues that affect all populations. Our advocacy is rooted in partnership and evidence.
- Connection: We facilitate and forge new connections and partnerships in global health.
- Nimbleness: Our position as a center, not a school or a department, enables us to build bridges with other disciplines across the university.

## What we do

An integral part of this world-class university, CIGH is a hub for its global health community – including interested students and clinical trainees, and the 200+ faculty fellows that engage in global health. Based in the School of Medicine, CIGH reaches across the university to partner with all seven schools and many institutes and centers, including the Doerr School of Sustainability, the Woods Institute for the Environment, the King Center for Global Development, the Freeman-Spogli Institute for International Affairs, and more. Stanford's global reach and its proximity to Silicon Valley and the Bay Area add to this unique environment.

## How we work

CIGH focuses on improving global health equity, training the next generation of global health leaders, and generating solutions that advance human and planetary health. With financial support from NIH contracts, philanthropy, the Stanford School of Medicine, and the Stanford Hospital, CIGH is a team of nine changemakers consisting of two faculty and seven staff.



Global Health Faculty Fellow Dr. Manu Prakash demonstrates a foldscope, an inexpensive origami microscope, with children in Madagascar.

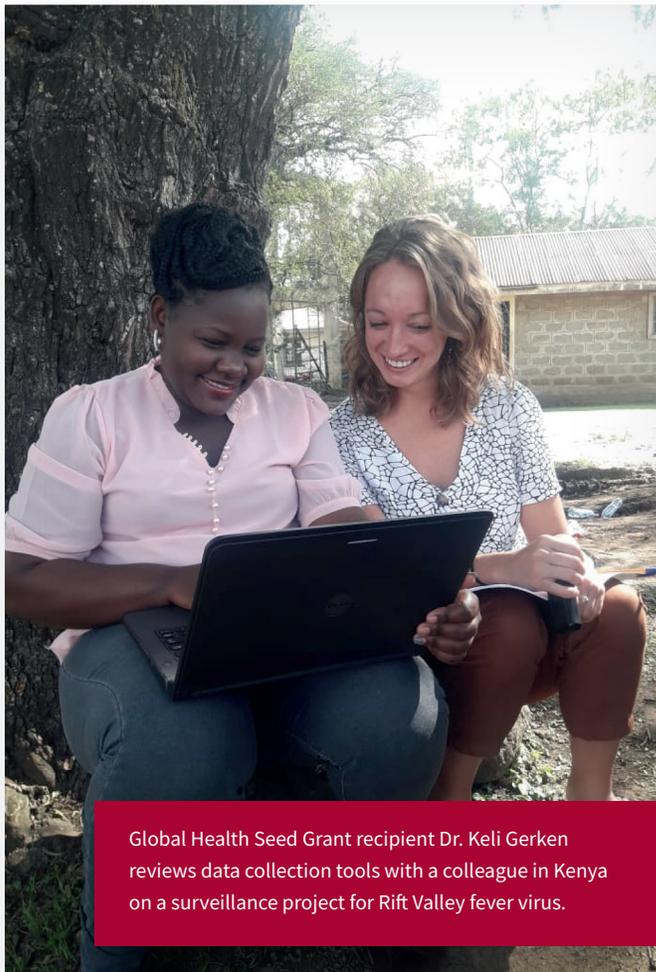


Dr. Clea Sarnquist works with Kenyan colleagues to refine a survey about sexual assault.

## Research

We leverage Stanford's interdisciplinary strengths in engineering, environment, medicine, law, business, social sciences, and health policy to increase global health knowledge, create solutions, and effectively disseminate them. Specifically:

- We fund Stanford research teams with seed grants, enabling new ideas to get off the ground and kick-starting careers. We require Stanford research teams to have at least two different disciplines on their teams.
- We develop and lead trainings on how to conduct global health research – on topics including ethics in conducting global health research overseas, theories of change in global health, global health research methods, and proposal / budget prep.
- We fund postdoctoral fellows to conduct hands-on global health research in LMICs (GHES NIH-Fogarty grant), and in planetary health (Stanford/LSHTM Planetary Health Fellowship program).
- We create an environment that promotes and facilitates global health research, including streamlining and supporting global health administration when researchers reach bottlenecks.
- We showcase Stanford's global health research through external communications and an annual research convening.



Global Health Seed Grant recipient Dr. Keli Gerken reviews data collection tools with a colleague in Kenya on a surveillance project for Rift Valley fever virus.

### Example: Global Health Seed Grants

Since 2012, CIGH has funded 79 early-stage global health research projects. Our approach enables the development of innovative global health solutions, encourages partnership with collaborators in low- and middle-income countries, and leverages the different disciplines working on global health at Stanford. With early-stage funding of \$50,000 or less, we support scientific, clinical, and implementation research, and build Stanford's vibrant global health community. Under faculty direction, most grants create learning opportunities for trainees which lead to early-career researchers securing follow-on funding, starting NGOs, or publishing new research.

# Education

We train and inspire a new generation of global health leaders by creating meaningful global health learning opportunities for Stanford students, trainees, and our global community partners.

- We offer experiential-based education opportunities including overseas clinical rotations in Africa, Asia, South America, and Indigenous American reservations for residents, clinical trainees, and med students (pediatrics only). We fund Stanford faculty to initiate new global health programs.
- We design and offer classroom-based courses in global health for Stanford undergraduates and graduate students (MED 232, MED 194, MED 233). Our Global Health Faculty Fellows offer about 40 other global health courses.
- We support Stanford students with their global health education through the Human Biology Minor sub-track in Global Health for undergraduates, and the global health track in Epidemiology for graduate students.
- We lead the Global Health Track for Residents and the Underserved Populations and Global Health Pathway of Distinction for the Department of Medicine, training the next generation of physicians in global health.

## Example: Global Scholars Program

Since 2010, CIGH has supported 400 Stanford residents, medical students, and faculty in completing experiential overseas learning opportunities. The goal of this program is to inspire future leaders to work towards health equity on a global scale. During participatory experiences at international and indigenous host sites, scholars are introduced to cultural differences in approaches to health and wellness. Scholars are required to pass a pre-trip global health ethics training module and submit a detailed reflection on their experience. Through the program, CIGH has fulfilled our goal of developing longstanding bilateral partnerships in education and capacity building in sites across the world.



Global Health Faculty Fellow Dr. Cybele Renault working at Mulago Hospital (Kampala, Uganda) as part of the Stanford Medicine Global Health Scholars Program.

## Stanford global health community

We are the central convener for all things global health at Stanford. We regularly assemble and connect the faculty, staff, students, and trainees to develop new, interdisciplinary collaborations and learn about myriad topics in global health. Through global health events, unique global health conversations, journal clubs and a large research convening, we foster a growing and constantly evolving global health community at Stanford and beyond.

- We hold regular events and speaker series with iconic global health leaders to raise awareness about critical topics and bring the Stanford community together.
- We identify and share global health funding opportunities for trainees and faculty.
- We encourage students to deepen their understanding of global health: enroll in global health courses, pursue global health research and experiential education opportunities, and attend our events.
- We support four student groups on campus that initiate their own student-run activities in global health (Organization for Global Health, Global Health Student Council, BioLaw and Health Policy Society, and the Stanford Climate and Health group).
- We bring together the different School of Medicine departments to coordinate their global health training, global health research, and partnership building efforts. (Program Leadership Council).

## Contributions outside of the university

We contribute outside of the university by partnering with countless in-country experts and health facilities to deliver clinical service, training, capacity building, and research in low-resource settings.



CIGH Director Dr. Michele Barry presents at the 2019 Women Leaders in Global Health Conference in Rwanda.

### Example: WomenLift Health

With a mission to empower and elevate women in global health, CIGH Director Dr. Michele Barry held the first Women Leaders in Global Health conference at Stanford in 2017. The conferences led to the creation of the international organization WomenLift Health, which works to expand the power and influence of talented women in global health. CIGH and Dr. Barry are thrilled that this initiative was successfully incubated and is now scaling up globally. CIGH continues to collaborate with WomenLift Health to drive impactful change for women leaders in global health.

## Advocacy and outreach

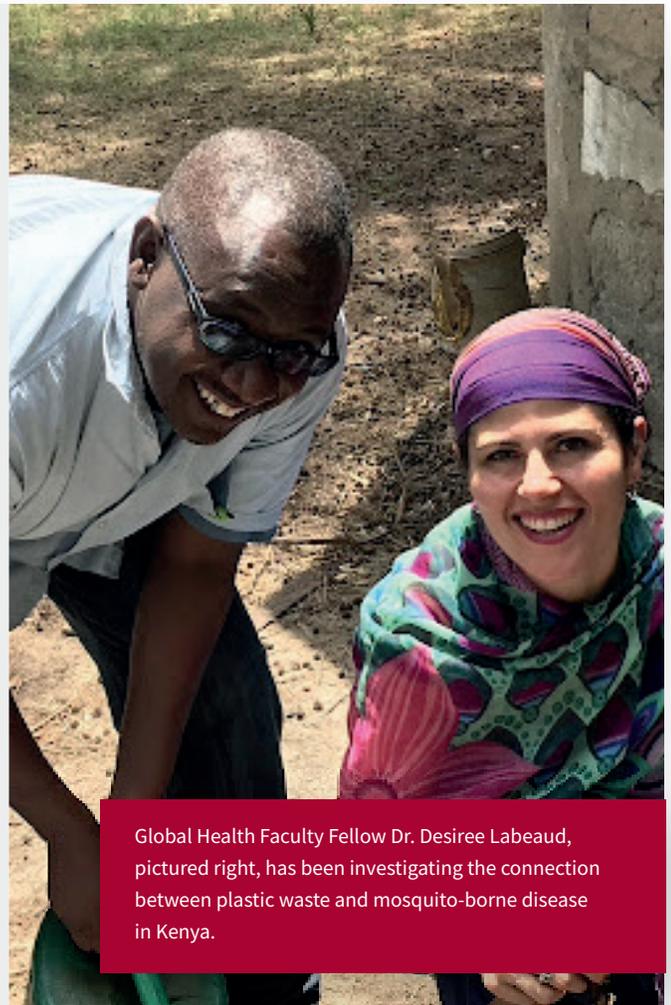
Working at the intersection of research and advocacy, we disseminate evidence and raise awareness about global health inequities and injustices.

- Our Action Lab for Planetary Health (ALPHA) translates and disseminates Stanford-generated evidence on climate and health to policymakers and community members.
- Our strategic communications, regular newsletters, and active social media presence advocates for our mission and vision, and showcases opportunities in global health.
- We host a Global Health Media Fellowship program to train MD students in the skills needed to tell untold global health stories, in partnership with CNN and Stanford Journalism Program.
- We conduct research on the gaps and challenges that women in global health academia face in leadership roles, and raise awareness with the goal of achieving gender parity.

### Example: ALPHA

CIGH's Action Lab for Planetary Health (ALPHA) partners with Stanford researchers to disseminate evidence and solutions that promote health, environmental stewardship, and social impact. Through policy influence, community partnerships, and strategic communications, ALPHA moves Stanford-generated evidence and research findings to action – working to develop multisectoral, scalable solutions for people and the planet.

Since 2021, ALPHA has partnered with Stanford Faculty to develop three major projects based on their research and publications: “Wildfires, Air Pollution, and Health,” “Plastics and Disease,” and “Gold Mining and Malaria Transmission.” Findings and recommendations were strategically disseminated through policy briefs, policymaker convenings, social media campaigns, op-eds, and a perspective piece in a peer-reviewed journal.



Global Health Faculty Fellow Dr. Desiree Labeaud, pictured right, has been investigating the connection between plastic waste and mosquito-borne disease in Kenya.

# Strategic goals and priority areas: 2023-2026

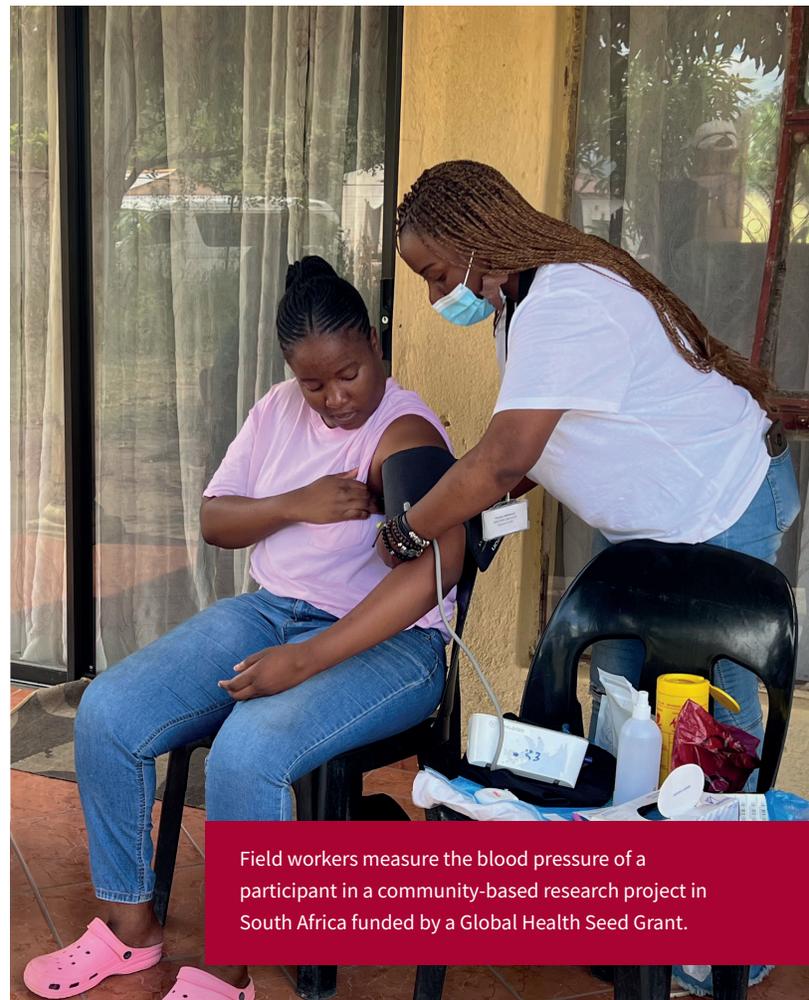
In the next three years, CIGH will continue to strengthen our core activities listed above. Additionally, we will pursue new strategic goals and activities, all centered around our core value of achieving health equity for all.

## 1. Enable global health research that leverages Stanford's interdisciplinary strengths in global health

- Expand CIGH's annual call for seed grant proposals: support successful seed grants with Stage 2 funding with an increased funding envelope of \$200k/grant.
- Expand support resources for Stanford researchers to effectively and efficiently administer and conduct global health research, e.g. host workshops on how to fundraise for global health research, expand enrollment for the Global Health Research Methods Retreat, etc.
- Develop and launch a new one-year mentored global health research fellowship for MD students through the global health scholarly concentration to find a faculty mentor and go overseas to pursue a deep-dive research project.

## 2. Strengthen Stanford's global health education programs to inspire and prepare the next generation of global health leaders

- Expand and strengthen Stanford's global health education offerings at all levels – to undergrads, grad students, med students, and residents / clinical trainees – including classroom-based, and experiential offerings for career development (e.g. mentorship, internships, externships). This effort will prepare students for a career and future of global health impact, guided by a CIGH-convened working group.
- Build global partnerships where Stanford clinical experts can offer clinical trainings for partners in low-resource settings, based on their current capacity, needs, and requests for clinical education. These training opportunities may be offered virtually.
- Provide bi-lateral training opportunities for clinicians from low-resource settings, so they can participate in short-term trainings at Stanford.



Field workers measure the blood pressure of a participant in a community-based research project in South Africa funded by a Global Health Seed Grant.

### 3. Connect and catalyze the Stanford global health community

- Expand external communications, strengthen the CIGH brand, and better articulate CIGH's value by revising the CIGH website, social media presence, and communications materials.
- Launch a new faculty fellow seminar series, to bring together students and faculty to discuss careers in global health.
- Strengthen partnerships with other disciplines and global health organizations to enhance our research and education goals, complement our strengths and capabilities, and expand our programs / offerings. Internal partnerships could include: CARE, Global Biodesign, Stanford Impact Labs, the Haas Center, and the Office of Community Engagement. External partnerships could include: University of Global Health Equity and others.
- Build a Stanford global health alumni network, to connect alums with each other and with students interested in global health.

### 4. Strengthen and expand Stanford's advocacy activities

- Conduct issue-specific advocacy activities based on CIGH's Focus Areas (below).
- Apply the ALPHA evidence-to-action-lab model by supporting Stanford global health researchers in translating their findings to policy-relevant messages, e.g. research briefs, op-eds, articles in mass media, etc.

### 5. Focus and increase CIGH's impact by building comprehensive and visible programs in 3 areas of interest

- Human and Planetary Health: In collaboration with the Woods Institute for the Environment and the new Stanford Doerr School of Sustainability, strengthen our initiative that is focused on training, enabling research, generating impact, and building the planetary health community at Stanford.
- Women's Leadership in Global Health: In collaboration with WomenLift Health, conduct research on the barriers that women face in global health leadership.
- Refugees and Vulnerable Populations: In partnership with those most impacted, we aim to enhance clinical care and improve the lives of vulnerable and underserved populations – with a special emphasis on refugees and migrants impacted by conflict and climate change.



Dr. Sherry Wren, center, demonstrates surgical skills.



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