



STRATEGIC PLAN FY18-FY22

EXECUTIVE SUMMARY

Dr. Agnes Binagwaho leads a group discussion during the Global Health Delivery Leadership Program, a certificate course conducted in partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria. Photo by Zacharias Abubeker for UGHE.

Introduction

The University of Global Health Equity (UGHE) has the bold mission “to radically change the way health care is delivered around the world by training generations of global health professionals who strive to deliver more equitable, quality health services for all.” In less than three years, the University has grown from idea to reality, from launching a master planning process (June 2014) to graduating its first cohort of students (May 2017), from one full-time employee to a team of three dozen full-time academic and operations staff and an additional two dozen adjunct faculty. UGHE is the first university created to drive equitable delivery of health care to the world’s most vulnerable populations.

This Strategic Plan lays out UGHE’s path over the next five years – through June 2022 – the highlights of which are described in the pages that follow. Attainment of these goals will hinge on UGHE’s ability to bring the right people, plans, and partners, including donors, together in concerted and efficient ways.

Before UGHE

The University is a wholly owned subsidiary of Partners In Health (PIH), a not-for-profit corporation that has been strengthening public health systems, in some of the poorest communities around the world, for over 30 years. In 2005, PIH began partnering with the Government of Rwanda to improve the quality of health care through a combination of programmatic, training, policy, and research initiatives. Today, PIH’s sister program in Rwanda (locally known as “Inshuti Mu Buzima” or “IMB”) supports three district hospitals, over 40 health clinics, and almost 5,000 community health workers in Burera, Kayanza, and Kirehe districts.

In early 2014, the Cummings Foundation and the Bill & Melinda Gates Foundation sponsored what became UGHE’s Master Plan, a 10-year framework for this pioneering institution, and then later funded the first phase of implementation: a total of \$30 million in founding grants. The Government of Rwanda itself committed over \$50 million in public infrastructure to build the University and sustain its students.



The First Two Years

In September 2015, UGHE launched its Master of Science in Global Health Delivery (MGHD) degree. Designed to make professionals working in the health care ecosystem more effective, the MGHD teaches the principles of global health, One Health, epidemiology, global health policy, management, health finance, and leadership. Twenty-one months later—after these working professionals had completed a demanding part-time program—the first cohort of UGHE “Lions” celebrated their May 2017 graduation in a ceremony presided over by His Excellency Paul Kagame, President of the Republic of Rwanda.

Construction of UGHE’s first residential campus began in 2016. When completed in 2018, the first phase of the Butaro campus will accommodate 200 students, faculty, and staff with housing, food service, classrooms, labs, and administrative offices. Butaro is located in the rural north of Rwanda, two hours from the capital city of Kigali; PIH has been working in Burera district since 2009 to create a model health system that includes a new district hospital (opened in 2011) and a national Cancer Center of Excellence.

The University’s first clinical degree will launch in 2019, a joint Bachelor of Medicine, Bachelor of Surgery and MGHD degree (MBBS/MGHD). Development of the curriculum for this innovative program is well underway, as is a search for the founding dean of UGHE’s clinical programs.

Strategic Plan

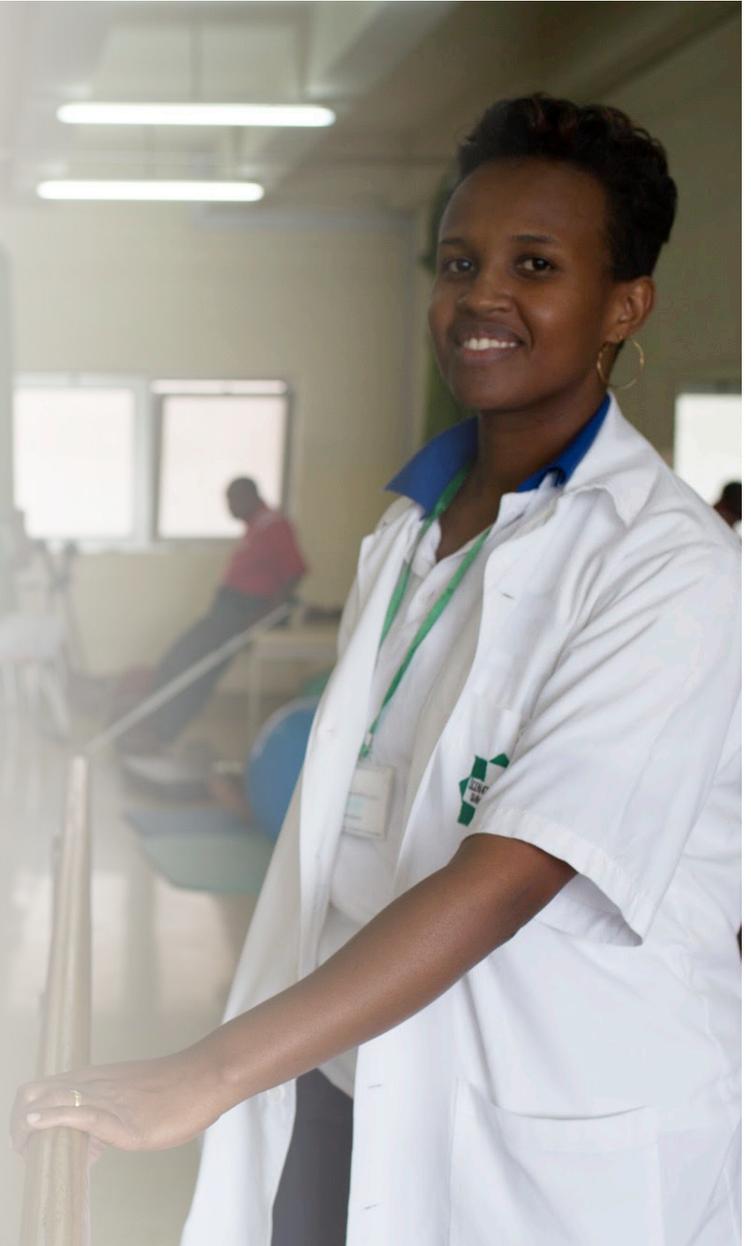
In November 2017, the UGHE Board of Directors approved the FY18-FY22 Strategic Plan with the following priorities:



Strategic Priority 1 Health and Implementation Science Education

Education activities are at the heart of UGHE's mission to train generations of global health professionals and the University will focus on three programs over the next five years.

- **MGHD:** UGHE's first degree is currently offered as a part-time program for professionals working in Rwanda. The program runs for 21 months and requires in-country residency. To meet high demand from international applicants, UGHE will triple its number of MGHD graduates per year by adding a one-year, residential MGHD for 24 students in September 2018 and a two-year, blended/online MGHD for 48 students in September 2020 (replacing the current part-time degree).
- **MBBS/MGHD:** The University's first clinical degree is a joint degree program: a Bachelor of Medicine, Bachelor of Surgery and Master of Science in Global Health Delivery. Designed to educate transformative clinician-leaders, the first cohort of 24 post-secondary school students will enroll in June 2019. Over six years, students will study on UGHE's Butaro campus and at clinical sites around Rwanda, giving them access to a complete range of medical specialties as they face the challenges of treating patients in low-income, rural settings.
- **Center for Nursing & Midwifery Leadership:** In order to address the paucity of leadership training opportunities for practicing nurses and midwives, UGHE plans to train at least 250 nurses and midwives per year through short courses and intensives in Rwanda and beyond.



Strategic Priority 2 Research, Policy, and Advocacy in Delivery Science

Research at UGHE will be informed by student- and faculty-driven investigations and focus on three primary areas: Global Health Delivery Science; One Health; and Teaching and Learning. These areas of research will shape UGHE's influence on global research agendas, prioritization of research questions, and advocacy for policy changes. From this rigorous and equity-driven research platform, UGHE faculty and students will build upon PIH's legacy as a pioneer in the fight for universal, high-quality care for the most vulnerable populations.



Strategic Priority 3 Services for Global Health Professionals

UGHE is committed to serving the needs of current and future professionals in the field of global health through non-degree training. By delivering executive education, convening professionals, and consulting to practitioners in the field, the University can meaningfully increase its impact. The revenue generated by these services allows UGHE to provide necessary scholarship support for students in its degree programs.

Strategic Priority 4 Maximizing Community Benefit

The University's first residential campus is in rural Butaro because that setting will do a superior job teaching students how to meet the needs of a low-resource community. UGHE is also committed to improving the lives of its neighbors by providing jobs, buying local goods and services, and supporting new businesses. Once classes begin, students will be expected to support the community as an integral part of their curriculum.

Strategic Priority 5 Building an Enduring Institution

To create an institution that will thrive for the long term, UGHE's institutional values must be carefully crafted and reinforced. The University's Senior Management is committed to providing rewarding careers to a diverse set of employees, rigorous planning for the future, and nurturing relationships with Board of Directors, partners, donors, and the community.

Conclusion

As exciting as the University's early milestones have been, the next five years promise to be even more gratifying. If UGHE realizes its strategic priorities, it can become the preeminent international center at which to study, teach, research, partner, and donate, all in service of the ideal of global health equity.



Emmanuel Kamanzi gives a campus tour to Drs. Agnes Binagwaho, Gary Gottlieb, and Paul Farmer, and other UGHE staff. Photo by Zacharias Abubeker for UGHE.

