Education | Science | Partnerships | People | Advocacy

The Power of Public Health

A STRATEGIC PLAN FOR THE FUTURE

FY 2019 - FY 2023

JOHNS HOPKINS
BLOOMBERG SCHOOL
of PUBLIC HEALTH

Ours is a world of constant change. Social, economic, political, environmental, and other forces relentlessly challenge human health.

The Johns Hopkins Bloomberg School of Public Health is an institution with a century of history and accomplishments because we have always recognized the need to adapt. We have maintained our excellence and extended our impact by examining today's priorities and anticipating tomorrow's needs.

Our new strategic plan follows that tradition by confronting emerging challenges and reshaping what we do and how we do it. It will unleash the *power of public health* to pursue the greatest public health challenges globally, nationally, and in our own hometown of Baltimore. We will speak up loudly in support of science and the principle of improving health for all people. We know we can drive transformative change in the world because we have done it before.

In October 1918, the School held its first classes just as the Great Influenza Pandemic began to intensify. Founded by William Henry Welch and the Rockefeller Foundation, the School made the pandemic the urgent launch point for its work. The pandemic jumpstarted the School's growth as a leading center of research and training in epidemic disease and led to its rise in international prominence in vaccine development, evaluation and policy. Our faculty continued to advance health in many areas, conducting fundamental micronutrient research, developing the methods that made water safe to drink, making transformative advances in occupational health and injury prevention, leading the eradication of smallpox worldwide, and advancing health in countless other ways.

However, new problems continue to emerge that challenge us to think in different ways. In the early 1900s, the perils of smoking were still not widely known. The first case of HIV was decades away, climate change had not yet been recognized as a major health threat, and the extent of gun violence we see today would have been impossible to imagine. With the aging of the population, we have seen a meteoric rise in non-communicable diseases and its consequences for both mortality and quality of life. Over the past century, many discoveries and innovations have changed our ability to tackle these challenges. Among the more impactful developments has been the extraordinary advancement of basic sciences and technologies that has touched off an information explosion. Sequencers can map the expression of a person's genome; accelerometers record the amount and intensity of personal activity second by second; and digital devices can capture gigabytes of clinical data. All challenge us to learn from past experiences and harness the power of big data in a new and more systematic way.

That is why, as we embark on the School's second century, it is essential we craft a new strategic plan. Created by faculty, students, staff, alumni, and members of our broader community, the strategic plan lays out five overarching goals and specific objectives within each goal that we plan to accomplish in the next five years. For each objective, we list an initial set of tactics. The goals and objectives will not change over the coming few years, but the tactics will evolve as we move forward and respond to dynamic challenges and opportunities.

The strategy will guide how we set priorities, allocate resources, and explicitly recognize and reward the contributions of students, staff and faculty, including at the time of appointment and promotion. It will guide our collaborations with external stakeholders to advance the work of the School. At the same time, it sets the stage for the larger task of sustaining public health gains and innovating to deal with as-yet unimagined health threats.

The Bloomberg School's strategic plan aims to invigorate our core strength of teaching through approaches inextricably linked to science and practice. It sets us on a course to expand our reach and engagement with communities at home and around the world, boost the public's understanding of what public health is and why it matters, and make our School a place where everyone has equal opportunity to thrive. Implementation of the plan will build the institutional flexibility and resilience necessary to tackle unknown challenges the School and the field of public health may soon face.

To achieve our strategic goals, we will need talented, committed people from diverse backgrounds guided by thoughtful and adaptive leadership and supported with financial and human resources. Our success necessitates deep partnerships with others who share our vision of a healthier world, from community members in Baltimore to global leaders, and from those within and outside the traditional boundaries of public health.

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100 YEARS AND BEYOND
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We believe deeply in the power of public health. Our strategic plan will guide us in unleashing that power to address the greatest challenges facing our communities here at home and around the world.

ELLEN J. MACKENZIE, PHD '79, MSC '75
BLOOMBERG DISTINGUISHED PROFESSOR
DEAN

To set the best course for the School's future and unleash the power of public health to champion the vulnerable and promote health equity, we have focused the plan on five strategic goals:

THE POWER OF EDUCATION

We will educate leaders who can advance the public's health by furthering the excellence of our existing programs and extending our reach beyond the walls of our School.

THE POWER OF SCIENCE

We will solve the most important public health problems by incubating, accelerating and translating groundbreaking research.

THE POWER OF PARTNERSHIPS

We will partner to protect the population's health and advance equity and social justice worldwide, with a special commitment to Baltimore.

THE POWER OF PEOPLE

We will fuel creativity and ensure excellence in all we do by cultivating a diverse, inclusive and nurturing environment.

THE POWER OF ADVOCACY

We will communicate and advocate for the value of public health.

The following pages detail our vision and how we will shape the next five years of our future and the future of the public's health.

OUR VISION

Protecting Health, Saving Lives — *Millions at a Time*

OUR MISSION

The Johns Hopkins Bloomberg School of Public Health is dedicated to the improvement of health for all people through the discovery, dissemination, and translation of knowledge and the education of a diverse global community of research scientists, public health professionals, and others in positions to advance the public's health.

OUR VALUES

Excellence, integrity, diversity, and civility in all of our activities and initiatives

Social justice, health equity, and engaged citizenship

Scholarship, critical thinking, innovation, and scientific rigor

Discovery, dissemination, and translation of knowledge into sustainable, evidence-informed public health programs and policies at the local, national and international levels

Collaboration and capacity building with communities and public health practitioners

Education of current and future public health leaders who will embrace these values in their research and practice, adhering to the tenets of the International Declaration of Health Rights

GOAL

Educate leaders who can advance the public's health by furthering the excellence of our existing programs and extending our reach beyond the walls of our School.

The Power of

Education

The Bloomberg School is a leader in graduate-level training in public health. Our motivated and talented students learn in an environment that prepares them to solve the world's most complex public health problems from a faculty whose breadth and depth of knowledge is unparalleled.

Evidence of our excellence in education is strong. The 25,000 alumni of our master's and doctoral programs protect health and save lives across the globe as leaders in ministries of health, non-governmental organizations, universities, industry and beyond. We train students in both scientific discovery and public health practice. We pioneered online education in public health, and today our highly subscribed Massive Open Online Courses (MOOCs) make public health and data science accessible to people worldwide. Most recently, the Bloomberg American Health Initiative has created a new way to recruit and train professionals who are committed to advancing the public's health. This initiative partners with organizations within and outside the traditional boundaries of public health such as education, criminal justice, and housing to propel the careers of people with high potential for transforming health in their communities.

Our goal moving forward is to further strengthen the excellence of our educational programs and extend our reach beyond the walls of our School and parameters of our traditional degree programs. This will require a renewed and strategic commitment to flexible teaching and learning strategies that take advantage of digital technologies and new educational modalities to meet the needs of an ever-changing world. Our teaching will emphasize cross-sector collaboration—an acknowledgement that housing, law enforcement, education, the environment and other social and cultural factors deeply influence the public's health. It will also leverage the size, diversity and excellence of our student body by inspiring peer learning and professional development.

We will continue to produce the world's leading public health professionals while investing in the education of future scientists who will advance the foundations of the disciplines most important to public health.

TO PREPARE THE NEXT GENERATION OF RESEARCHERS AND PROFESSIONALS WHO WILL FURTHER THE PUBLIC'S HEALTH, WE WILL:

Evolve our research-focused education to better prepare our graduates for interdisciplinary, team-based scientific discovery and implementation.

Enrich our practice-focused education by ensuring students have the knowledge and skills to work across sectors and tackle multifaceted global public health challenges.

Extend the reach and accessibility of our education by investing in flexible teaching and learning strategies that take advantage of digital technologies and new educational modalities.

Ensure a broad and inclusive community of learners by addressing the affordability of our education.

Photo courtesy of Bethany J Photography

The Power of Science

GOAL

Solve the most important public health problems by incubating, accelerating and translating groundbreaking research.

Our work stands out for its broad range of topics, depth in each area of study and wide span of scientific methods. Examples include our work in infectious disease, environmental health, health security and preparedness, mental health, non-communicable diseases, gun and tobacco policy, substance abuse, humanitarian action and response to trauma, reproductive health and other current and emerging major threats to the public's health.

Our scientific investigators are in the lab, the field and the policy arena in more than 130 countries, spanning all six World Health Organization regions. We are one of very few accredited schools of public health where researchers conduct basic laboratory science and the only school of public health with a department that focuses on the growing priority of mental health. The Bloomberg School has also pioneered the field of data science for public health — through its MOOC initiatives that reach millions of learners, and through the discoveries of faculty that unlock new understanding of what molecules, physiology, behaviors and social networks tell us about the health of individuals and populations.

A defining characteristic of much of our research is an emphasis on using science to inform practice and practice to inform and advance science. And our highly collegial, mutually supportive environment positions us well for success as more funders — whether public or private — require scientists and practitioners from diverse disciplines to work in high-functioning teams to find, then implement solutions.

In moving forward, our research will continue to emphasize interdisciplinary solutions to the most pressing public health challenges, leveraging the breadth and depth of our enterprise. Such efforts will require a nimble research ecosystem and strategies for incubating new ideas and accelerating the development of novel approaches to complex problems. A continued commitment to growing the field of data science will be critical for unleashing the power of data to better understand population health and opportunities for intervention. Importantly, we remain committed to taking public health solutions to scale and reaching populations most in need. Doing so will require new partnerships, a stronger commitment to sharing the knowledge and solutions we generate, as well as socially responsible commercialization of our intellectual property.

TO CHAMPION THE BEST IN PUBLIC HEALTH RESEARCH, WE WILL:

Transform our research ecosystem to propel major discoveries that depend on inter-disciplinary collaborations and innovative approaches to tackling the world's most pressing public health problems.

Invest in Highly Integrated Basic and Responsive (HIBAR) research initiatives that build on our excellence in basic research, the power of data science and the application of our research to make a measurable impact on new or emerging public health challenges.

Promote the translation of discovery and scholarship into real-world and scalable solutions that achieve the combined aims of equitable access, social impact and responsible commercial opportunity.

The Power of Partnerships

GOAL

Partner to protect the population's health and advance equity and social justice worldwide, with a special commitment to Baltimore.

At the Bloomberg School, we value health as a human right and are committed to promoting health equity.

We translate these values into action, striving to make a difference in the health and well-being of Baltimore, the country and the world through the implementation and evaluation of evidence-informed policies and programs. No matter where we work or the size of the populations we work with, our success depends on listening to the community and developing authentic partnerships that are grounded in mutual trust and respect for shared values and goals. Whether training community health workers to improve maternal and infant mortality in remote villages or advising national and global leaders on effective policy to combat addiction, our faculty, students and staff are committed to building collaborations that lead to measurable improvements in people's lives.

As befits the institution that pioneered the first academic program in international health, we are a global partner in building capacity and in developing, testing and implementing practices and policies that help the world's most vulnerable and disadvantaged people improve their health and well-being.

Closer to home, the Bloomberg American Health Initiative is training a new generation of public health leaders who are working across sectors to tackle some of the most critical public health issues facing the U.S. Additionally, SOURCE, a model for community engagement and service-learning, matches students, faculty and staff with opportunities for collaborative practice in Baltimore.

We have institutionalized our commitment to partnerships and practice through a dedicated Office of Public Health Practice and Training and the appointment of a Vice Dean for Public Health Practice and Community Engagement to ensure that we act on this commitment. Practice-based requirements for our courses and degree programs also provide an opportunity to embed community engagement and partnerships into teaching and learning.

Looking forward, we aim to grow and strengthen public and private partnerships to have a greater collective impact on health. A particular focus will be expanding our work with Baltimore and its communities. A guiding framework will be the Bloomberg American Health Initiative and its emphasis on developing deep partnerships with sectors both inside and outside the traditional boundaries of public health. We will also leverage our global footprint by building on our experience in communities around the world to help communities in the U.S. and elsewhere adapt learning to their own settings.

TO CONTINUE TO BE A LEADING PARTNER PROMOTING GLOBAL AND LOCAL HEALTH, WE WILL:

Expand the Bloomberg School's efforts to improve health and well-being in Baltimore.

Enhance our cross-sector collaborations and systems-level assessments and actions to improve health and advance social justice.

Foster collaborations to improve health through joint learning and action with local community health leaders and the Bloomberg School's partners from around the world.

WIZARDS

GOAL

Fuel creativity and ensure excellence in all we do by cultivating a diverse, inclusive and nurturing environment for students, faculty and staff.

The Power of People

The Bloomberg School stands out not just for the excellence of our teaching and research and our commitment to public health practice, but also for our collegial, supportive environment.

We invest in people and support their success. We believe that to ensure the continued excellence and impact of our work, we must recruit, retain and support a diverse body of students, faculty and staff who bring unique perspectives, talents and backgrounds to our mission of protecting health and saving lives. We must nurture and champion an inclusive environment that welcomes and respects people from across our society and encourages them to express different viewpoints, hold constructive debate and engage in the life and work of the School. We must acknowledge and address the deep-seated challenges students, faculty and staff from underrepresented or marginalized groups may face in the classroom, in the lab, in the field, on the job market and in the presentation and publishing of their work. We must also acknowledge the work needed to combat bias in all aspects of public health education, research and practice.

We are committed to taking these steps because we believe they are necessary for fueling creativity and ensuring excellence in all we do. The School has achieved some diversity, particularly in gender, but the makeup of our students, faculty and staff does not reflect the diversity of our community in terms of race, ethnicity, income and sexuality and gender identity. This is particularly true among our leadership. We aim to enhance representation across all levels of opportunity and power and become a leader of diversity and inclusion among our peer institutions. And as an institution dedicated to evidence-informed practice, we will lead the way in studying the value of diversity in public health and aim to exemplify best practices.

A climate of inclusion is deeply connected to a climate of wellness. Faculty, staff and students cannot achieve social and emotional wellness in a climate of discrimination or inequity. Conversely, a tangible feeling of inclusion and respect can reinforce social, emotional and even physical wellness. Given that wellness is critical to creativity and success of our people, this goal spans not only objectives of diversity and inclusion, but also physical, social and emotional wellness. To create a more supportive environment for all members of our School community, we will improve mentoring, training and development opportunities, financial support mechanisms, and mental and behavioral health and wellness programs.

TO BE AN INSTITUTION WHERE PEOPLE OF ALL BACKGROUNDS CAN THRIVE, WE WILL:

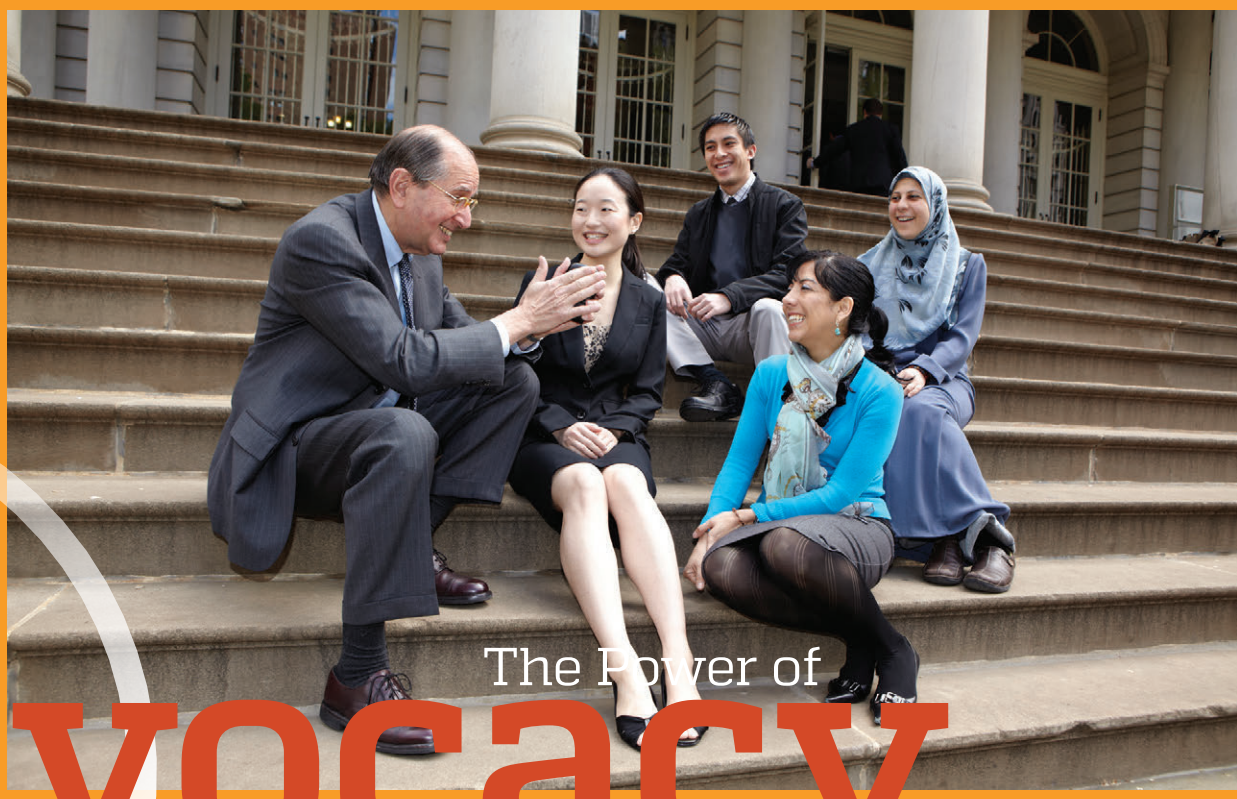
Cultivate and advance a climate of inclusion for all staff, students, faculty and visitors of the Bloomberg School, across race, socioeconomic background, gender and age, citizenship, religion, sexual identity and other characteristics that contribute to the diversity of our community.

Increase recruitment and retention of students, faculty, staff and leadership who come from diverse backgrounds.

Promote wellness and opportunity for all faculty, students and staff in an inclusive environment.

GOAL

Communicate and advocate for the value of public health.



The Power of Advocacy

For people everywhere, public health is woven into everyday life. When we wash our hands, put on a seatbelt, enter a smoking-free space or take our children to be vaccinated, we benefit from progress made possible by public health researchers and professionals.

Yet these life-saving advancements — to name just a few — are not equally available to all people. Public health researchers and professionals who work on a host of issues such as reproductive health, gun policy, tobacco control, environmental health, refugee health, substance misuse and access to mental health services are often mired in controversy or locked out of funding. Misunderstanding or rejection of science jeopardizes our ability to study urgent public health problems and put evidence-informed solutions in place to protect health and redress injustices around the world. In other words, if people don't trust the evidence we produce, the impact of our work is diminished.

At the same time, we must recognize that publishing our work in the peer-reviewed literature alone will not save children from malnutrition or prevent the next death from a drug overdose. If we want demonstrable improvements in the public's health, we must become better at telling the story of our successes (and failures) in a way that captures the interest and fervor of those who are positioned to make a difference: the public, our decision makers and those who support the important work we do. We must intervene in the larger political and social arena and more fully engage in advocacy that will lead to programs and policies that will protect the public's health. Embracing open and meaningful civic engagement in our efforts at advocacy is critical in making social, cultural and legislative change possible.

We believe we can take steps to help the public and key decision-makers understand the importance of evidence-informed programs and policies, the value of prevention and what public health professionals do to make a difference for individuals and communities every day. With that understanding in place, we would be better able to advance established and new ideas about public health and implement solutions that impact populations, particularly those whose health is most at risk.

TO CHANGE HOW THE PUBLIC AND DECISION-MAKERS THINK ABOUT THE VALUE OF PUBLIC HEALTH AND BE A LEADING VOICE IN FRAMING HEALTH AS A HUMAN RIGHT, WE WILL:

Find new and compelling ways to show how the science and practice of public health impacts lives every day.

Be an honest and nonpartisan broker of public health information and convene inclusive and open discourse about major public health issues that can inform our science and the translation of the science into programs and policy.

Boost our efforts to communicate the impact of our research and advocate for evidence-informed solutions that will make a difference.

Throughout its history, the Johns Hopkins Bloomberg School of Public Health's mission has not wavered. People across the country and around the world recognize our excellence in advancing the public's health through world-class research, education and practice. Biological, behavioral, social and quantitative sciences and engineering are an integral part of the practical work we do. We forge strong relationships across disciplines — and help define new disciplines — that enhance our research and the translation of that research into practice. The breadth and depth of our work prepare us well for the new challenges and opportunities that lie ahead.

With this strategic plan, the Bloomberg School will continue to pursue the greatest public health challenges wherever they exist. We will educate the future generations of researchers, practitioners and educators, giving them the knowledge and tools they need and instilling in them the urgency to lead. We will make discoveries and translate our findings into sustainable progress. We will advocate forcefully for human health — and human rights. We will deepen our partnerships inside and outside the traditional boundaries of public health to improve the human condition. We at the Bloomberg School are a community of restless people who are always looking for new ways to protect health and save lives.

Now more than ever, leadership in the science and practice of public health is critical for the world. Aligned in common vision and committed to a shared strategy, the Johns Hopkins Bloomberg School of Public Health will deliver.

The Power of Public Health

A STRATEGIC PLAN FOR THE BLOOMBERG SCHOOL OF PUBLIC HEALTH

JOHNS HOPKINS
BLOOMBERG SCHOOL
of PUBLIC HEALTH

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JHSPH photography: Larry Canner, Matt Carr, Chris Hartlove, Peter Howard, Will Kirk and various others.