



## ROLLINS SCHOOL OF PUBLIC HEALTH STRATEGIC PLAN EXECUTIVE SUMMARY

The Rollins School of Public Health (RSPH) is uniquely positioned to become one of the world's premier schools of public health. Continuation of our trajectory will require additional strategic investment in **faculty, scholarships, and space**.

During the first 15 years as a school, the number of full time faculty has grown to more than 160. Graduate and professional student enrollment exceeds 900. Total annual operating budget is greater than \$60 million with extramural funding of more than \$50 million. This growth has been leveraged with a small amount of ongoing core support and funds (strategic endowment investments, key support from the Woodruff Fund, Inc, the WHSC, and the University). Increased endowment is crucial to sustain the current level of success and fund the strategic initiatives.

### **Faculty recruitment and research**

Partnerships with the CDC, The Carter Center, CARE, The Task Force for Child Survival and Development, the American Cancer Society and state and local public health agencies give the RSPH a strategic advantage in public health education and research. The proximity of these leading national and international public health agencies allows the school to serve multiple training needs, reinforces the spirit of cooperation, and has led to recognition of Atlanta as a public health capital.

Of special importance and opportunity is The Carter Center. In addition to the jointly appointed Rosalynn Carter Chair in Mental Health, a number of faculty members have held special appointments at The Carter Center and provide technical assistance in the Center's global health programs. Many RSPH students have benefited from the opportunity to complete global health thesis requirements while working in the field on The Carter Center projects. The CDC, CARE, and the American Cancer Society provide unparalleled opportunities for our faculty and students. Examples of continued development and nurturing of these relationships are found throughout our strategic plan.

As the Woodruff Health Sciences Center develops strength in predictive health, public health research will prove fundamental to our success. Faculty research in the transitional areas of epidemiology, outcomes research, behavioral sciences, health education, health literacy, and health economics will provide the necessary bridge in translating bench science to patient care.

Prominent RSPH Georgia Cancer Coalition Scholars are involved in the Winship Cancer Institute and play essential roles in Emory's pursuit of attaining designation as a comprehensive cancer center. Additional examples of interdisciplinary relationships include the following partnerships: Center for AIDS research (CFAR) (with the Emory School of Medicine (SOM) and YERKES), and the Center for Global Safe Water (with the SOM, CARE USA, CDC, Population Services International, and the Rotary Club of Atlanta), and the Center for Health Culture and Society (Emory College).

RSPH faculty members work with all units in the Woodruff Health Sciences Center as well as with Emory College and other Emory schools. Linkages with other departments and units within Emory have been very productive and should be strengthened and expanded. A substantial investment in faculty development will be required to provide sufficient academic depth and growth. By creating new positions in cancer, global health, HIV/AIDS, prevention sciences, biostatistics, outcomes

research, and environmental health, we will build on a strong existing foundation and be well positioned to create new and stronger bridges with our partners. Targeted endowment is needed to fund faculty growth.

### **Scholarships**

Attracting the most qualified MPH. and PhD students will require offering competitive scholarships, experiential learning, and career opportunities. Although much has been accomplished in the few short years since our founding, the school's relative youth may be most apparent in competition for the most promising public health students. Public health students graduate with high debt load and enter a career of global or local service or academia. While we routinely compete with the nation's leading schools, our inability to match scholarship offers results in our losing some of the best candidates.

A multi-pronged approach to increasing scholarship support is under way and remains a critical priority. Program specific scholarships are needed for global health, environmental health, infectious disease, joint degree and distance learning students. We will create a task force to strategically address special populations, targeted recruitment, and scholarship strategy.

Our instructional goals include increasing PhD enrollment through the addition of two new programs and leveraging existing programs with extramural support.

Additional MPH enrollment may be possible by taking advantage of specialized global health electives in existing programs (e.g. Global Environmental Health, Global Epidemiology, and Global Prevention Sciences.) A core course in Global Health is in development and will be available to all students in fall 2006.

### **Space**

In order to become a world leader in public health education and research, the RSPH urgently needs to increase its footprint on the Emory campus. The leading schools of the 21<sup>st</sup> century must provide state-of-the-art physical and virtual educational and research facilities. We seek a technologically advanced infrastructure conducive to promoting health and preventing disease in a facility that addresses our current and future needs. A feasibility study to define potential construction adjacent to our current location in the Grace Crum Rollins Building is nearing completion.

We anticipate that this building will become the hub for global health at Emory. It will allow co-location of our natural interdisciplinary collaborators, (e.g. infectious disease) from the Emory SOM with our departments of epidemiology, behavioral sciences and health education and would enhance strategic partnerships with other units of the University (School of Nursing, College of Arts and Sciences, Business, Law, Theology, and The Carter Center).

Our goal is to extend the reach of the Rollins School of Public Health well beyond the boundaries of its new physical walls and deliver information and resources to where they are needed: locally, nationally and globally. The new building would serve as a destination for strengthening and enhancing collaboration with our Atlanta based public health partners. Lab space will create opportunities for a public/private partnership between RSPH and CDC scientists.