School of Public Health
Strategic Plan:
Advancing Well-Being for All

2019-2024
# Table of Contents

- Letter from Dean Marcus .................................................. 3
- Executive Summary ............................................................ 4
- Introduction: Committed to Improving Public Health for More than a Century ................................................. 5
- Our Mission ........................................................................... 6
- Our Values ............................................................................. 7
- Our Foundation ...................................................................... 7
- Our Vision ............................................................................... 7
- Strategic Framework ............................................................... 8
- Themes: Leveraging Our Strengths to Address Current Issues ................................................................. 9
  - Mental Health, Resilience, and Mindfulness .......................... 10
  - Environmental Health and Climate Change ......................... 11
  - Vulnerable Life Stages: Children and Older Adults .............. 12
  - Addiction ............................................................................ 13
- Capabilities ............................................................................ 14
  - Health Data Science and Technology ................................. 14
  - Prevention and Policy .......................................................... 14
  - Teaching, Mentoring, and Advising .................................... 15
  - Partnerships: Local, National, and Global ......................... 15
- Indicators of Success: How We Will Measure Our Progress ................................................................. 16
- Conclusion: A Plan of Action to Meet Rapidly Evolving Needs ................................................................. 16
- Appendices ............................................................................ 18
Dear Colleagues,

The Brown University School of Public Health, after only five years, is recognized as a leader in education, research, and service to the community. There has been remarkable growth during our first half decade—from the establishment of a full suite of educational programs, to the launch of the Hassenfeld Child Health Innovation Institute, to the creation of a school-wide Diversity and Inclusion Action Plan. As we embark on our next five years, we are focused on building upon this strong foundation and moving the School into the future. With that in mind, I am pleased to present to you our new strategic plan.

The plan reaffirms our mission to improve population health by advancing science and training tomorrow’s health leaders. It will also guide the School into new growth areas where it can establish leadership and excellence in research, education, and outreach programs.

The culmination of a 15-month-long, inclusive process—led by a dedicated steering committee of faculty, staff, and students—the plan is informed by over 50 in-depth conversations with internal School stakeholders, colleagues from the Brown University campus, partners from the community, and the Advisory Council to President Paxson for Public Health. This plan represents a unified vision for making an impact on urgent health needs and improving health equity. Through the identification of four carefully selected population health themes, we aim to build upon the gains achieved by the School’s previous strategic plan and invest strategically in ways that allow us to grow and achieve new and higher levels of prominence and distinction, and leverage the many opportunities that exist for innovative collaboration within the Brown community and beyond.

The four broad themes at the heart of our new strategic plan are: Mental Health, Resilience, and Mindfulness; Environmental Health and Climate Change; Vulnerable Life Stages: Children and Older Adults; and Addiction. With attention to and investment in these thematic areas, the School will bring its research, educational, and service activities to bear for the benefit of society.

The formation of these themes does not displace our long-standing commitment to providing our faculty, students, and staff with the resources and support required to continue our established excellence in research and education. Rather, these themes will build upon our foundational strengths and focus the School’s mission toward improving health outcomes now and for future generations.

The School of Public Health has the opportunity and responsibility to respond to the urgent population health needs of our community, as outlined by this new strategic plan. The work that drives success in this plan is fueled by a deep social consciousness and understanding of the interconnected nature of our world. I hope that, as you read the plan, you’ll be energized by our vision for the future of the School of Public Health and inspired to participate in our efforts to transform lives by making communities healthier and more productive.

Sincerely,

Bess H. Marcus, PhD
Dean and Professor of Behavioral and Social Sciences
Executive Summary

This new strategic plan for the Brown University School of Public Health responds to urgent health issues in the United States and beyond, including the following:

- Inaction on climate change could lead to tens of thousands of additional heat-related deaths annually in US metropolitan areas within just a few generations.

- Opioid addiction is rampant, claiming as many as 200 lives daily in the US alone.

- Too often, socio-economic status and race dictate health care access, not human vulnerability and need; communities are divided into haves and have-nots.

- An aging population will have a powerful impact on health care and social costs globally and nationally.

Given the prevalence of these issues and others, the mission of the School—to improve population health by advancing science and training tomorrow’s leaders—is as relevant as ever. And now, with our new strategic plan, we have focused our vision on addressing today’s most pressing health concerns.

Building on Our First Five Years

Founded in 2013, the Brown University School of Public Health quickly established itself as a leader in education, research, and service to the community. US News & World Report’s 2019 edition of Best Graduate Schools ranks us 17th out of the 177 eligible schools and programs of public health in the United States. This complements our top 10 position in National Institutes of Health (NIH) annual funding, and our undergraduate program’s top 10 ranking by College Factual.

Addressing Today’s Critical Health Challenges

The School’s new strategic plan presents a unified vision for making an impact on urgent health needs and improving health equity, while guiding us to new growth areas where we can establish leadership and excellence in research, education, and outreach programs. We will realize the plan’s vision with focused work across four broad and timely themes:

- Mental Health, Resilience, and Mindfulness

- Environmental Health and Climate Change

- Vulnerable Life Stages: Children and Older Adults

- Addiction

While these themes do not represent the whole of our School’s work and expertise, they have been selected for their particular relevance to current and potentially future public health needs.
The Power of Data-Based Decision-Making

These are exciting times at the School of Public Health. The advent of “big data” has profoundly altered the landscape of public health research, enabling us to harness technology to diagnose disease, target interventions, and predict patient outcomes. And there has perhaps never been a time in our country’s history when it was more important to develop, disseminate, and implement evidence-based practices to advance public health and ensure that leaders and policymakers understand and use high-quality evidence in their decision-making.

Get All the Details

As you read the School of Public Health’s new strategic plan, we hope you will be as energized by its initiatives as we are and inspired to support them as we move forward. It is work that has the potential to touch all of our lives as we strive to make our communities healthier, safer, and more productive.

Introduction: Committed to Improving Public Health for More than a Century

As a society, we have made significant progress in our ability to cure and manage infectious and chronic disease. Still, we face serious threats to health and well-being. Examples are easy to identify. Inaction on climate change could lead to tens of thousands of additional heat-related deaths annually in US metropolitan areas within just a few generations. A devastating epidemic of opioid addiction takes the lives of 200 people in the US alone on a daily basis—equivalent to an airplane crashing every day. It is well known that health disparities tied closely to socio-economic status and race make entire groups vulnerable to poor health simply because of how much money they make and where they live. An aging population will have a powerful impact on health care and social costs globally and nationally.

Brown University has recognized the importance of understanding and improving the health of populations since 1917, when its Corporation recommended the creation of a program in public health. A significant part of that vision was realized with the formation of a Department of Community Health in 1971. Thus began the initiation of a full medical degree program at Brown and, in 1978, the launch of an undergraduate concentration in Community Health. In 1995, a Public Health Program was approved by the Brown University Corporation, and the Master of Public Health degree was launched in 2000. Following intensive strategic planning, Brown University began taking steps in 2004 to position the Public Health Program to become a School of Public Health. Actions included the purchase of a building to house the program and the addition of 17 tenure-track faculty.

Brown’s Public Health Program became the Brown University School of Public Health in 2013, with Terrie Fox Wetle as its inaugural dean. That same year, the Brown University Corporation approved Building on Distinction: A New Plan for Brown. President Christina H. Paxson’s strategic plan offers the broad vision and goals to ensure Brown’s capacity to fulfill its mission of teaching, research, and service at the highest levels over the next decade.
The School of Public Health’s strategic plan reaches across all seven of Building on Distinction’s integrative scholarship areas. For example, the School’s strength in health data science will contribute to the priority of “Using Science and Technology to Improve Lives.” Likewise, our research and teaching about the environmental factors of health and disease will contribute to the priority of “Sustaining Life on Earth.”

The University’s establishment of the School of Public Health was a transformative step for Brown as it demonstrated a collective commitment to accelerate growth in “Improving Population Health” and to assume leadership as researchers and educators in this critical field. Today, the School has grown to support and achieve the following:

• Full accreditation from the Council on Education for Public Health
• Four academic departments and 13 research centers and institutes that foster innovative discoveries and collaboration among local, national, and global partners
• 100 core faculty members and 190 faculty affiliates
• 433 undergraduate and graduate students, and 23 postdoctoral fellows
• $63 million in annual external research funding, which positions the School among the top 10 of all schools of public health for NIH funding
• In March 2019, US News & World Report’s updated edition of Best Graduate Schools ranked the Brown University School of Public Health 17th out of the 177 eligible schools and programs of public health in the United States.

Since its establishment, the School of Public Health has positioned Brown at the forefront of public health education and research. The School now has the opportunity to build on its distinctive identity and internal capabilities to further its reputation, impact, and mission. To achieve these goals, and to stay nimble enough to address the most critical issues in a rapidly evolving public health landscape, the School will simultaneously focus on optimizing and growing its existing activities and assets while pursuing new opportunities to innovate and transform public health education, research, and community impact for the future.

Our Mission

**Improve population health by advancing science and training tomorrow’s leaders**

The School’s mission is based upon its commitment to serve the community, the nation, and the world by training future public health leaders and discovering and communicating innovative approaches to addressing public health challenges. Our commitment extends to enhancing population health and overall well-being by working with the broader public health community to:

• **Advance knowledge** on population health through an understanding of risk and protective factors throughout the human lifespan
• Develop evidence about effective medical and public health interventions
• Evaluate and disseminate strategies to encourage healthy behaviors
• Improve health care by identifying effective policies and practices

Our Values

Excellence, Diversity and Inclusion, Collaboration, Innovation, Community Focus

Our values are the fundamental beliefs that guide our enduring attitudes and actions. These values are critical to preserving and enhancing the health and well-being of humanity.

Excellence – We are committed to the highest levels of excellence in research, education, and service to the community.

Diversity and Inclusion – Because public health by definition concerns a diverse population, the School will continually strive to find new ways to advance diversity and inclusion in a manner that serves every member of the School and the communities with which faculty, students, staff, and alumni work.

Collaboration – We foster collaboration among the School’s disciplines and among its partners across the University, Rhode Island, the United States, and around the world to benefit the creation and application of knowledge.

Innovation – We stimulate innovation, creativity, and self-reflection in carrying out our mission.

Community Focus – We embrace our community partners and support their needs and objectives through high-impact, respectful engagement and ethical conduct.

Our Foundation

The plan is deeply rooted in our mission to improve population health by advancing science and training tomorrow’s leaders. Built on our values of excellence, diversity and inclusion, collaboration, innovation, and community focus, this foundation represents who we are and what we care about as a community.

Our Vision

Impact urgent health challenges and improve health equity

Our commitment to impact urgent health challenges and improve health equity is fueled by our awareness of critical challenges we face as a society, the potential to improve well-being dramatically,
and a sense of obligation to address known disparities. The collective experience and expertise within the School guides our vision for the future and the work we are going to undertake over the next five years.

Strategic Framework

The strategic framework is the primary tool for articulating the plan and how it is grounded in the School’s mission, values, and existing expertise. The framework represented in the graphic comprises the core strategic themes indicating the content areas of particular focus in the plan; our specific scientific capabilities that crosscut all of the strategic themes; and our organizational capabilities, reflecting responsibilities we have within the school and with our community partners.
Themes

The Brown University School of Public Health will strive to realize its vision of addressing urgent population health challenges through four core strategic themes and several accompanying initiatives that will be developed over the next five years. These themes will build upon our distinctive strengths, leveraging the School’s research, educational, and service activities to benefit the School and society.

The four themes are:
- Mental Health, Resilience, and Mindfulness
- Environmental Health and Climate Change
- Vulnerable Life Stages: Children and Older Adults
- Addiction

Capabilities

Scientific Capabilities – We will implement our work across these four themes through our crosscutting, academic approach and scientific capabilities.
- Health Data Sciences and Technology
- Prevention and Policy

Organizational Capabilities – Our operational and cultural modalities and activities will reinforce our “learn by doing” philosophy and our collaborations with internal and external partners.
- Teaching, Mentoring, and Advising
- Partnerships: Local, National, and Global

Themes: Leveraging Our Strengths to Address Current Issues

The School’s four signature themes will leverage our unique blend of research excellence, collaborative spirit, and our commitment to education and community engagement to solve complex health problems. These themes not only address how the School will realize its ambitions but also serve as models for initiatives that have yet to be identified. They do not represent the whole of our School’s focus and excellence but have been selected for their relevance to public health needs today and potentially in the future.
Mental Health, Resilience, and Mindfulness

Recognizing that many people encounter challenges to their mental health, the School of Public Health will endeavor to develop solutions that build resilience and promote optimal wellness and mental health so that communities can thrive despite challenges. Resilience is an empowering response to adversity. The School of Public Health wants to build the resilience of individuals and communities so they can thrive in all situations, especially difficult ones.

Overview: Shifting to Prevention and Strength-based Behavioral Choices

Mental health issues affect tens of millions of people in the United States. Stress, chronic depression, and anxiety are major sources of widespread disability, compromised health, and reduced productivity. Local, national, and global conversations about the significance of population-level mental health and resilience, especially in historically marginalized and underrepresented groups, provide a context for this thematic area. In the School, faculty-led research and student-engaged inquiries into these issues have developed substantially over the past five years, providing a strong foundation for signature initiatives.

Public health is central to promoting resilience for individuals and communities. Studying resilience can help us achieve health equity for all by uncovering and promoting the strength-based processes that cultivate success in the face of adversity and vulnerability.

To counter the effects of chronic stress facing populations, Brown researchers target behavioral choices that threaten well-being and encourage those that foster wellness and healthy development. Enhancing physical and mental health, and preventing the risk factors that lead to disease in the first place, are key public health priorities at the School of Public Health.

One method we are studying is mindfulness. Used as a therapeutic technique, mindfulness is defined as a mental state achieved by focusing one’s awareness on the present moment while calmly acknowledging and accepting one’s feelings, thoughts, and bodily sensations. The School of Public Health has invested in programs and faculty to study whether mindfulness can effectively lower blood pressure and improve cardiovascular health. Research is also focusing on whether mindfulness practices can improve mood, medication adherence, and other important health indicators. As the field of mental health shifts from an emphasis on diagnosis and treatment to a focus on prevention and optimal well-being, the School of Public Health will position itself as a leader in addressing this area of urgent need.

Signature Initiatives by 2024:

- Expand educational programs, courses, and concentrations for undergraduate students, and create graduate student fellowships in mindfulness and mental health to train the next generation of public health scientists and professionals on evidence-based methods and interventions.
- Develop new undergraduate and graduate courses in mindfulness and resilience, with a new Master of Public Health concentration targeted for launch in the 20/21 academic year
- Establish applied internships to conduct supervised research on the intersection of positive mental health, resilience, and community health.
• Establish an interdisciplinary research unit that draws on expertise and programs across the University, with a focus on social, behavioral, and biological mechanisms for promoting mental health and resilience.

• Provide catalyst funding for community-engaged programs that address positive mental health, resilience, and mindfulness. These programs serve as tools for supporting health-promoting behaviors (e.g., exercise, healthy eating, and participation in health screening, smoking/alcohol reduction or cessation), with a special focus on Rhode Island’s most vulnerable community subpopulations.

• Collaborate with international partners (e.g., collaborators in South Africa, Kenya, China, etc.), further develop existing research on resilience and thriving in historically vulnerable populations, including women and girls, sexual and gender minorities, and people living with chronic illness.

Environmental Health and Climate Change

The School of Public Health will identify the health risks associated with our changing climate and with exposure to environmental toxins, and will work to protect population health by informing policies that reduce these risks.

Overview: Mitigating Environmental Threats to Health

Brown researchers have shown that inaction on climate change could lead to tens of thousands of additional heat-related deaths annually in US metropolitan areas within just a few generations. Environmental pollutants, including toxic chemicals, heavy metals, air pollution, and noise, also pose threats to the health and well-being of infants, children, adults, and older adults. Research excellence in the School of Public Health is focused on these environmental health risks, with faculty, students, and trainees working to promote human health and well-being through the improvement of the physical, chemical, social, and built environment. As the world around us changes, public health researchers will identify harmful environmental chemicals and climatic factors, develop strategies to protect human health from these growing threats, and urge policy action to mitigate the impacts of climate change and environmental toxins.

Signature Initiatives by 2024:

• Establish new interdisciplinary training opportunities for undergraduates, graduate students, and postdoctoral research associates with expanded student scholarships.

• Target investments in the School of Public Health Center for Environmental Health and Technology to grow and include greater collaboration with the School of Engineering; the Department of Earth, Environment and Planetary Sciences; Alpert Medical School; and the Institute at Brown for Environment and Society.

• Enhance international collaborations to examine new lines of inquiry into the effects of climate change and environmental pollutants in China, Mexico, and other regions.
Vulnerable Life Stages: Children and Older Adults

The School of Public Health will prioritize the care of the most vulnerable members of society. This includes understanding the genetic, prenatal, and early-life factors of childhood health problems, as well as the diverse needs of a growing population of older adults facing multiple chronic health and health care challenges.

Overview: Focusing Expertise on Both Ends of the Life Spectrum

The number of Americans aged 65 and older is projected to escalate from 46 million today to over 98 million by 2060. And while children are a shrinking share of the population, they are critical to our future; taking steps to optimize their development and health today will pay dividends in years ahead.

Worldwide, a range of diseases and conditions affecting children and older adults—from autism to dementia—are increasing at alarming rates. These populations need more focused health care solutions to optimize their health, but societies are struggling to serve these vulnerable populations within a costly health care system. Researchers at the Brown University School of Public Health have expertise in approaching both ends of the life spectrum to improve the quality of care for children and older adults.

Signature Initiatives by 2024:

Child Health

- Launch an Engaged Scholars Program in Maternal and Child Health through which any undergraduates—no matter what their concentration—can benefit from a targeted course curriculum augmented by applied learning experiences with research institutes and community partners.

- Launch a Master of Public Health concentration in Maternal and Child Health, which draws on the School’s well-established strength in the field.

- Partner with colleagues in the School and across the University to assess the impact of environmental toxins on a broad range of health issues such as optimal neurodevelopment, healthy weight gain, asthma, etc.

- Identify and deploy cutting-edge technology solutions to assess risk exposures and provide tailored interventions; use smartphones, geographic information systems, and wearable technology to gather data on people’s diets, activities, neighborhoods, and pollutant exposures.

- Allocate transformational funding to establish a child health policy and research incubator, joining with state agencies and community partners to design and evaluate interventions to improve child health.

Older Adults

- Create national and international consortiums of health care systems willing to host large studies to test the effectiveness of programs designed to meet the needs of frail elderly populations.
• Expand expertise in elder care by designing specific master’s, doctoral, and postdoctoral programs in implementation science.

• Develop new partnerships with Rhode Island-based and regional nursing homes that can serve as living laboratories for School of Public Health faculty, students, and postdocs investigating medication management strategies such as de-prescribing initiatives.

• Target investments to develop highly secure, flexible data systems that will allow for inclusion of new data sources, including streaming health insurance and pharmacy data.

Addiction

The School of Public Health will work to inform public health and policy interventions in order to prevent substance abuse and addiction, treat substance use disorders, improve the health and outcomes of people who use drugs, and address the expanding scope of behavioral addictions that affect our society and world.

Overview: Emphasizing Prevention, Treatment, and Harm Reduction

Tobacco, alcohol, and other drug use are the leading causes of preventable death in the United States. According to the National Institutes of Health (NIH), an estimated 16 million people in our country suffer from alcohol use disorder alone. The Brown University School of Public Health is recognized as a national leader in the field of addiction science, creating innovative interventions that are being replicated across the United States and impacting health policy for all Americans. With access to scholarship from the School’s oldest and largest research center, the Center for Alcohol and Addiction Studies, to emerging studies investigating and addressing America’s devastating opioid crisis, the School of Public Health is uniquely poised to impact the field of addiction. We will train future health leaders with an emphasis on prevention, treatment, and harm reduction so people with substance abuse disorder can go on to lead productive lives. Addictions are not limited to the use of alcohol and drugs, and our public health scientists will extend the boundaries of addiction science and intervention to address addictions to technology, food, and gambling, among other issues.

Signature Initiatives by 2024:

• Serve as a central convening hub and “incubator” for crosscutting addiction research.

• Compete for NIH-funded research opportunities by establishing a comprehensive partnership with state entities to assess the effectiveness of state-level policies around vaping and e-cigarettes, especially in vulnerable populations such as youth and people with mental health conditions.

• Develop new educational programs in Alcohol and Addiction Science, obtain necessary approvals and accreditation, market the programs, and accept applications.
• Create an “addiction research action lab,” with the express goal of supporting projects that involve both School-affiliated researchers and state or national policymakers. Collaborate with the Brown Policy Lab, which focuses on conducting policy-relevant research in close collaboration with state officials.

• Grow national research by obtaining new training grants with an emphasis on addressing disparities in addiction, and use these funds to attract students from historically underrepresented groups and sexual and gender minorities.

• Deepen existing connections with the Rhode Island Department of Health that will benefit the local community.

Capabilities:

Health Data Science and Technology
The advent of “big data” has profoundly altered the landscape of public health research. The size and complexity of data used for public health research has increased exponentially in recent years. Modern public health researchers use data generated by social networks, massive-scale genomic and imaging data, streaming data from mHealth (mobile phone apps) and wearable devices, and highly complex data from electronic health records.

At the School of Public Health, health data science and technology are essential tools for addressing population health challenges and educating future leaders in the field. New technologies—ranging from smartphone apps, to remote HIV testing kits, to methods of analyzing tumor images—and new methods for implementing and making better use of these technologies—efficiently preprocessing massive genomics data, linking records without matching identifiers across large databases, finding better ways to return personalized intervention results to patients—hold the promise of addressing problems including alcohol use disorder, tobacco use, the spread of HIV, cancer, and inefficiency in the health care system. The School of Public Health will support the creation and integration of emerging technologies and methods and tools that will facilitate the adoption of these technologies, harnessing their power to target interventions, diagnose disease, predict patient outcomes, and connect people and resources in ways we can now only imagine.

Prevention and Policy
There has perhaps never been a time in our country’s history when it was more important to develop, disseminate, and implement evidence-based practices related to prevention and public health, and to ensure that leaders and policymakers understand and utilize high-quality evidence in their decision-making. It is critical that the public health community mobilize to take on climate change, substance abuse, health disparities, the obesity epidemic, how to achieve universal health care coverage, and the challenge of improving the value delivered by our very expensive health care system.
The Brown University School of Public Health is poised to seize its opportunity to address these and other challenges. The School’s Center for Evidence Synthesis in Health embodies this capability, conducting systematic reviews and meta-analyses to examine, distill, and assess specific health problems and treatments. The Center for Health Equity Research develops, implements, and evaluates interventions to reduce health risks and enhance quality of life. The established strengths of these and other research endeavors in the School of Public Health will be brought to bear on all four focus areas as the School moves toward a future where health problems are prevented before they begin because health policy is informed by a solid base of evidence.

**Teaching, Mentoring, and Advising**

Not only are the faculty members in the Brown University School of Public Health experts in their fields; they are also teachers and mentors, dedicated to nurturing strong, independent researchers and future public health professionals. Our faculty knows that bringing about real improvements in the health of populations requires considerable knowledge and analytical skills, and they foster academic excellence with innovative, rigorous, student-centered curricula. Inside and outside the classroom, our students receive personal attention from faculty and staff. The School’s small size and low student-faculty ratio means that, as students move through their individual educational pursuits, they are closely guided by mentors invested in their success. Our recent investments in the Office of Diversity and Inclusion are creating a more dynamic community by embracing the contrasting perspectives and ideas that are needed for public health education and innovation. The School is committed to maintaining its small size and a culture that ensures personal attention for our students. Ongoing support for inclusion resources and training opportunities will foster an even more diverse and equitable community of teachers, scholars, and learners.

**Partnerships: Local, National, and Global**

Making long-lasting commitments to the communities in which we work is a hallmark of the School of Public Health. Public health work is collaborative by nature and often community-based, relying on the buy-in and input of community members, locally, nationally, and globally. Researchers in the Brown University School of Public Health know that when community members are engaged in the process, researchers not only gain trust, but are able to gain a deeper understanding of prevailing health behaviors and formulate more nuanced approaches to improving them. Forging strong community partnerships will continue to enhance the School’s research capacity as well as its educational offerings, giving the School more opportunities to provide meaningful service to our partner organizations, in Providence and around the globe.
Indicators of Success: How We Will Measure Our Progress

Through strategic initiatives over the next five years, the Brown University School of Public Health will emerge as one of the leading schools of public health in the areas of: Mental Health, Resilience, and Mindfulness; Environmental Health and Climate Change; Vulnerable Life Stages: Children and Older Adults; and Addiction. Success will be measured through increases in the following indicators:

- Faculty investigators addressing thematic areas and capabilities in their research.
- NIH grant submissions, peer-reviewed publications, and awards focused on methodologies and/or interventions.
- Educational programs, course enrollments, theses, and internships for undergraduate and graduate students interested in population health within the themes identified in the strategic plan.
- Undergraduate and graduate alumni career outcomes that start in the classroom and continue to evolve throughout professional life.
- Local and international community-engaged activities and partnerships addressing urgent health challenges and improving health equity.
- Media placements reporting important discoveries and interventions.
- Increased philanthropic support demonstrating that the goals and accomplishments of the School are inspiring donors and laying the groundwork for the next five years and beyond.

Conclusion: A Plan of Action to Meet Rapidly Evolving Needs

Population health research and initiatives have had a tremendous positive impact on the health of communities all over the world. Such efforts have contained and sharply reduced contagious diseases, reduced the incidence of preventable diseases, and improved health care delivery. Public health is widely credited with adding more than 25 years to the life expectancy of people in the United States in the 20th century by, for example, controlling influenza and tuberculosis through vaccination, increasing the safety of food and water supplies, and encouraging healthier lifestyles.

The Brown University School of Public Health is renowned for its collaborative culture, expertise in notable and increasingly important areas of health, and ability to translate research into high-impact policies and care initiatives. The School’s small size allows faculty to work one-on-one with students to ensure their success. Working at the population level, the School’s research centers are devising interventions for substance use disorders and tobacco addiction; investigating ways to help people lose weight and live more active lives; improving the end of life for patients with terminal illness, particularly Alzheimer’s disease and other dementias; and studying the utilization of health services that will help physicians and policymakers navigate the new frontiers of health care reform.
Over the next five years, the School of Public Health will build upon its foundational strengths, focusing its research agenda, educational programs, and community impact around four main themes that reflect the ethos of Brown University and are central to the public health challenges of today and the future. Established and emerging organizational and scientific capabilities will maximize growth and impact in these thematic areas. With an eye to the rapidly evolving public health landscape, the School will capitalize and expand on its existing activities and assets while pursuing new opportunities to innovate and transform public health education and research. The School remains firmly rooted in its foundational commitment to improving population health by advancing science and training tomorrow’s leaders while it looks ahead, ready to take on urgent health challenges, improve health equity, and optimize health outcomes of future generations.
Appendices

Strategic Planning Steering Committee

- **Laurie Ward**, Sr. Director of Finance and Administration, Committee Co-Chair
- **Ira Wilson**, Chair of Health Services, Policy, and Practice, Committee Co-Chair
- **Nancy Barnett**, Associate Dean for Faculty Affairs
- **Joseph Braun**, Associate Professor of Epidemiology
- **Rachel Denlinger**, Doctoral Student, Behavioral and Social Health Sciences, President of Graduate Student Council
- **Kate Ellis**, Assistant Director of Dean’s Initiatives and Special Projects
- **Alison Field**, Director of the Centers for Epidemiology and Environmental Health, Chair of Epidemiology, Professor of Epidemiology and Pediatrics
- **Constantine Gatsonis**, Henry Ledyard Goddard University Professor of Biostatistics, Professor of Biostatistics, Director of the Center for Statistical Sciences
- **Caroline Kuo**, Associate Dean for Diversity and Inclusion
- **Lacey Loomer**, Doctoral Student, Health Services, Policy, and Practice
- **Rebekah McKinney**, Director of Development for School of Public Health
- **Amy Nunn**, Associate Professor of Medicine, Associate Professor of Behavioral and Social Sciences
- **Don Operario**, Associate Dean for Academic Affairs
- **David Savitz**, Associate Dean for Research
- **Karen Scanlan**, Director of Communications and Outreach
- **Julie Skarha**, Master’s Student, Epidemiology
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