

JOHNS HOPKINS  
UNIVERSITY

**Institute for Planetary Health**

**FY25-FY26 Strategic Plan**

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# Table of Contents

## Letter from JHIPH's Advisory Board (to be drafted)

### Introduction

- [What is Planetary Health?](#)
- [One Planet. One University.](#)
- [The Johns Hopkins Institute for Planetary Health \(JHIPH\)](#)
- [Planetary Health is a Global Movement.](#)

### JHIPH's FY25-FY26 Strategic Direction

- **About this Strategic Plan**
- **Vision**
- **Guiding Principles**
- [Priorities](#)

### JHIPH's Faculty Director Initiatives

- **Faculty Program Overview**
  - [Education](#)
  - [Clinical](#)
  - [Policy](#)
  - [Innovation and Implementation](#)

### JHIPH's Student Initiatives

### JHIPH's Future Directions

### Operational Enablers

**List of Appendices**

1. [Appendix 1 – Operations](#)
2. [Appendix 2 – Communications](#)

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## Introduction

### THE FIERCE URGENCY OF NOW

*Sidebar content: Infographic illustrating new data on global attitudes toward planetary stewardship which reflect a worldwide call for bolder action to protect our planet and achieve wellbeing for all — [Global Commons 2024 Survey Data](#)*

The Earth's natural systems are crumbling under the weight of humanity's ecological footprint.

Year-after-year, we see record-breaking temperatures, wildfires, biodiversity loss, storms, large-scale floods, plastic pollution, and famines. These are symptoms of an increasingly destabilized Earth system, which has rapidly spurred a global health and humanitarian crisis.

Despite more than 50 years of effort and attention, human activities continue to unravel the web of life. Various sectors have sought to address each element of the Earth crisis as discrete environmental, social, or governance problems to little effect. But they are not separate issues—they are all part of an interconnected Earth system that supports all life.

Planetary-scale changes to Earth's natural systems are projected to drive much of the global burden of disease over the coming century, hitting the poor, Indigenous peoples, and future generations the hardest. From changes in the quantity of food we produce, the quality of air we breathe and water we drink, exposure to infectious diseases and extreme weather events, and even the habitability of the places where many of us live—every dimension of human health is affected.

**With one planet on which to live and the future of life hanging in balance, the urgent need to act is irrefutable.**

## What is Planetary Health?

### GLOBAL HEALTH DIMENSIONS OF THE EARTH CRISIS

Planetary Health is a rapidly growing transdisciplinary field focused on understanding and addressing the human health impacts of our degradation of Earth's natural systems. It is also a global social movement that calls for deep systemic change centering on social justice and intergenerational equity. Planetary Health is broadly focused on the global health implications of the Earth crisis—all the ways in which human activity is transforming our planet's natural systems—including climate change; disruptions to biodiversity; the pollution of air, water, and soil; and changes in land use, such as deforestation and dam construction.

Planetary Health research has taught us that our dismantling of nature's intricate and fragile web is an urgent threat to human health and wellbeing. It also points to a rich landscape of solutions, including changes to global food and energy systems, manufacturing, the circular economy, urban design, and green chemistry.

**In awakening to the fierce urgency of this moment, Planetary Health offers the science, solutions, and the momentum for the global movement we urgently need *now* to create a future in which all people can thrive.**

## One Planet. One University.

### AN OPPORTUNITY AND A RESPONSIBILITY

Time and again, Johns Hopkins University has demonstrated that, when we foster and elevate collaborations across divisions and schools, we can impact the world in extraordinary and indelible ways.

***Sidebar content: Infographic illustrating the powerful potential of Johns Hopkins University's range of expertise across schools, alongside number of students, faculty, and staff that make up JHU's community.***

The existential threat posed by the Earth crisis and its ensuing human health and humanitarian crisis is the greatest challenge of our time. As a university, we recognize the gravity of this moment and have chosen to act ambitiously through our operations, in our research and education mission, and as part of our responsibility to advance healthy environments in our neighboring communities and around the world.

JHU's Climate Action and Sustainability Plan outlines a deepened commitment to leverage JHU's unique transdisciplinary expertise as the means for addressing areas of research, teaching, and scholarship; climate action; built and natural environments; responsible consumption; and mobility and transportation.

As outlined in JHU's Climate Action and Sustainability Plan, and alongside the leadership of the Office of Climate and Sustainability, JHU stands ready to promote ambitious decarbonization and sustainable consumption patterns, making Johns Hopkins a leading inspiration for the planet's transition to a low-carbon, healthy, and resilient future.

To deepen and accelerate collaborations across disciplines and expand its concept and approach to sustainability, JHU has launched the Institute for Planetary Health to create awareness of, and find solutions for, the accelerating global scale degradation of the natural environment and those impacts on health and well-being. Together, the Office of Climate and Sustainability and the Institute for Planetary Health, will work to guide these efforts. JHU is no stranger to acting boldly in the face of society's most pressing challenges, and climate action, sustainability, and Planetary Health are no exception.

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## The Johns Hopkins Institute for Planetary Health (JHIPH)

### AN INSTITUTE FORGED IN URGENCY

Safeguarding a livable future for humanity and all life on Earth will require every division, department, center, and institute to come together as *One University*, united by a shared commitment to protecting the planet, people, and all life on Earth.

In April 2024, Johns Hopkins Institute for Planetary Health was launched to build a new bridge across schools, departments, and programs for expanding the horizons of transdisciplinary discovery and activating solutions that address the global health and humanitarian dimensions of the Earth crisis.

JHIPH will catalyze scholarship and practice of Planetary Health, bring together a cohesive Planetary Health community within JHU, and serve as a bridge to partnerships with the rapidly growing global Planetary Health community and movement through the Planetary Health Alliance (PHA) based at the Hopkins-Bloomberg Center in Washington DC.

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## The Global Planetary Health Movement

### CONNECTING TO THE GLOBAL COMMUNITY

The Planetary Health Alliance (PHA), affiliated with JHIPH, serves as the global backbone organization for the Planetary Health community, coordinating a consortium of over 472 universities, nongovernmental organizations, research institutes, and government entities from 79+ countries committed to understanding and addressing the impacts of global environmental change on human health and wellbeing. PHA also supports a network of regional hubs to galvanize local action throughout the globe and a cohort of Planetary Health Campus Ambassadors to lift the voices of youth leaders.

***Sidebar content: Infographic illustrating PHA's global reach (+3,000 individuals, +472 organizations, and +79 countries)***

PHA is shifting global consciousness about the moment we face. It is building powerful new constituencies across medicine, global health, the private sector, and civil society to demand rapid structural shifts in how we live so we may protect and regenerate our natural life-support systems and secure a livable future for humanity and the web of life on Earth.

By spanning the enormous strength of Johns Hopkins University's divisions, departments, centers, and institutes and tapping into the PHA's programs, partners, and engagements, JHIPH generates a vibrant, global, transdisciplinary community of scholarship and practice while quickly positioning Johns Hopkins University as a leader addressing our greatest societal challenges.

# Johns Hopkins Institute for Planetary Health's FY25-FY26 Strategic Direction

## IMAGINING EXPANSIVE POSSIBILITIES

Taking advantage of JHU's exceptional culture of collaboration and world-class scholarship across disciplines, Johns Hopkins Institute for Planetary Health is moving swiftly and strategically to develop cross-university Planetary Health programming. JHIPH's FY25-26 strategic plan brings shape to our programming and intention to our community building, with the understanding that our work and strategy will be an inclusive, evolving, and iterative process.

**Vision:** Johns Hopkins University will rise to the challenge of the Earth's crisis by harnessing powerful cross-disciplinary expertise—together as *One University*—united in accelerating solutions to safeguard a livable future for generations to come.

## Guiding Principles

- **We are a community forged in urgency.** With one generation to transform society into balance with Earth's natural systems, we are united in urgency and a shared commitment to protect the web of life on Earth.
- **We are transdisciplinary.** Solutions to the Earth crisis can only be found together. We act as a bridge across disciplines—convening, facilitating, connecting, and empowering collective action.
- **We are practical, solutions-based, and real-world focused.** Time is of the essence. We are collaborative and decisive in our efforts to translate research and education into practical solutions.
- **We value many ways of knowing.** Safeguarding a livable future demands that we value and integrate multiple ways of knowing and making meaning including those of Indigenous Peoples and recognizing that the arts and humanities are as central to this effort as science and technology.
- **We center justice, equity, and compassion.** The health burden of degraded natural systems disproportionately affects future generations and people with the fewest resources, who are often least responsible

for environmental changes. We center justice, equity, and compassion as driving forces as we strive for a future of Planetary Health for all.

- **We partner for global impact.** Our success hinges on our ability to transcend borders and form a global alliance of partners.

### **Johns Hopkins Institute for Planetary Health (JHIPH) Priorities:**

#### **JHIPH Priority 1: Planetary Health scholarship and practice at JHU: Catalyze a transdisciplinary, cross-university community collaboration in Planetary Health scholarship and practice.**

**Objective 1.1: Faculty Initiatives:** Support new, faculty-led Planetary Health initiatives in four programmatic areas: education, policy, clinical, and practice.

**Objective 1.2: Student Groups:** Incubate and advise JHU's Planetary Health-focused student groups to advance programming and expand outreach.

**Objective 1.3: JHU Faculty, Postdocs, Students, and Program Staff Opportunities:** Leverage JHIPH's programs to create opportunities to coalesce across schools and disciplines in advancing JHU's Planetary Health work and explore internal funding opportunities for transdisciplinary projects, including Nexus and Discovery awards, and Campus as a Living Lab grants.

**Objective 1.4: Nexus Awards:** Work with the Provost's office to offer up to three Planetary Health Nexus Awards in FY25.

#### **JHIPH Priority 2: JHU'S Planetary Health Community: Build a thriving transdisciplinary Planetary Health community by creating meaningful and engaging opportunities for interaction.**

**Objective 2.1: Dinner Series:** Host a monthly Planetary Health dinner series and year-end gathering to facilitate connection and community.

**Objective 2.2: Convenings and Events:** Offer or co-host convenings, seminar series, symposia, and other events at Baltimore campuses and Washington, D.C.'s Johns Hopkins Bloomberg Center.

**Objective 2.3: Intentional Integration:**

- Proactively collaborate with the JHU Office of Sustainability and the Sustainability Leadership Council
- Connect JHU Planetary Health initiatives to the global community via the Planetary Health Alliance
- Promote cross-university networks to address Planetary Health research challenges and amplify and implement solutions
- Strategic communications and outreach to amplify JHU's Planetary Health story and work internally while sharing with the world the *One University* approach to Planetary Health at JHU.

**JHIPH Priority 3: JHU and the Global Planetary Health Community: Combine JHU's diverse strengths with the Planetary Health Alliance's global network of programs, engagements, and partnerships to broaden reach and impact of JHIPH initiatives, while building university-wide awareness and participation in the Planetary Health field and movement.**

**Objective 3.1: Awareness of Global Community:** Share PHA's story, initiatives, and resources within JHU to increase awareness, understanding, and participation in the global Planetary Health field and movement.

**Objective 3.2: Accessing Global Partnerships:** Amplify JHU's Planetary Health work by facilitating partnerships within PHA's global network, including regional hubs, networks of cities, UN agencies, national and regional governments and campus ambassadors.

**Objective 3.3: Tapping Guest Lecturers and Networks:** Establish a roster from PHA's networks of potential guest lecturers, researchers, and collaborators.

**Objective 3.4: Collaborating on a Global Education Platform:** Leverage PHA's education platform to inform JHU's educational offerings and contribute JHU's Planetary Health education resources to the platform to reach a global audience.

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## JHIPH's Faculty Initiatives

JHIPH has engaged a dedicated team of cross-university faculty who are convening the JHU community and guiding the development of initiatives that will begin to infuse Planetary Health into university-wide education, clinical care and health systems, policy, and practice through innovation and implementation of solutions. These efforts will constitute the core of JHIPH's programming during this strategy period and be instrumental in building JHU's Planetary Health community and are therefore expanded upon below. The interconnections among these programs will be as rich as the areas themselves: policy work will be informed by research and innovations in practice, while education will benefit from case studies in policy and research results, and the most valuable innovations will be informed by policy questions or implementation requirements.

### Educational Programs

#### Vision

Johns Hopkins University offers a world-class Planetary Health education to all students through integration of Planetary Health principles in teaching, steeped in a dedicated community of practice.

#### Introduction

Planetary Health education encompasses the teaching and learning of the key content, concepts, and skills in this transdisciplinary field. Education in this field includes the following special considerations:

- A target audience of learners that includes "pre-K to gray" (compared to more traditional student populations)
- Particular attention to the attitudes learners bring to Planetary Health, often in response to misinformation
- Instructors' needs to carefully calibrate the emotion regulation capacities of learners given the existential nature of the subject
- Coordinated collective behavior as a key outcome

- Particular attention to (in)equity among people from different cultures, with access to different resources, and across different generations
- Respect for different knowledge systems including Indigenous and Traditional knowledges.

To accelerate Johns Hopkins' leadership in Planetary Health education, the Education Program will begin to focus on the following priorities.

### **Education Priority 1: Integrate Planetary Health into curriculum across JHU.**

**Objective 1.1:** Establish a baseline level of the Planetary Health curricular footprint in 2025, building on the work of the Sustainability Leadership Council (SLC), with metrics to assess the quantity, quality, and reach.

**Objective 1.2:** Drawing from the global Planetary Health community, develop two lists of core competencies for JHU students: (1) that everyone needs; and (2) that people planning to work in the field need.

**Objective 1.3:** Identify curricular gaps and opportunities for incorporating Planetary Health competencies into the learning experience across JHU.

**Objective 1.4:** Strive to fill the gaps between what is being taught and the core competencies.

**Objective 1.5:** Annually update the Planetary Health curricular footprint to create a cycle of continuous improvement for JHU-wide Planetary Health education.

### **Education Priority 2: Develop JHU as an Intellectual Leadership Hub for Planetary Health education.**

**Objective 2.1:** Write a paper describing the role and importance of Planetary Health education for academic audiences in education and in Planetary Health.

**Objective 2.2:** Collaborate with PHA or others to convene global experts on Planetary Health teaching and learning and include students in the events and conversations.

**Objective 2.3:** Create a robust relationship with PHA to distill and apply their learnings about Planetary Health education and to contribute learnings from the Planetary Health courses and programs at JHU.

### **Education Priority 3: Collaborate with partners to expand the accessibility of resources for teaching Planetary Health at and beyond JHU.**

**Objective 3.1:** Develop modules on Planetary Health topics that could be used for multiple courses at JHU and elsewhere.

**Objective 3.2:** Develop a new multidisciplinary course on Planetary Health targeting undergraduates but open to graduate students to introduce more students to Planetary Health and lay the foundation for other learning opportunities across campuses.

**Objective 3.3:** Host educational resources to support and improve the teaching of Planetary Health at JHU, while sharing resources globally through PHA's education platform.

## **Clinical Programs**

### **Vision**

Johns Hopkins University transforms clinical education and care with integration of Planetary Health principles across clinical teaching, practice, and the greening of health care that prioritizes human health alongside the health of the Planet.

### **Introduction**

Johns Hopkins has a tradition of internationally recognized excellence in healthcare and Planetary Health represents a unique opportunity to continue this tradition of transformative innovation, safeguarding a livable future for all life on Earth. The JHIPH Clinical Program will initially focus on clinical education opportunities, collaborating on Greening Healthcare activities, and a clinical fellows initiative.



Planetary Health education encompasses teaching and learning of content, concepts, and skills across disciplines. In medicine and nursing, Planetary Health aligns with shared core values such as health promotion, justice, and advocacy, setting the stage for the transdisciplinary solutions needed to address the Earth Crisis. Engaging these values, and their associated areas of clinical expertise within the Planetary Health framework involves fostering a shift in curricula, transforming clinical spaces, and innovating programs that engage individuals throughout the healthcare sector.

The Clinical Program will help establish Johns Hopkins as a leader in Planetary Health education and practice through the priorities listed below.

### **Clinical Priority 1: Integrate Planetary Health into Johns Hopkins University's Nursing and Medicine curricula establishing JHU as a national and global leader in Planetary Health clinical education.**

**Objective 1.1:** In collaboration with JHIPH's education program, assess medical and nursing curricula and strategies to integrate Planetary Health into JHU's nursing and medical curricula.

**Objective 1.2:** Develop, evaluate, and disseminate medical and nursing-specific learning opportunities that reflect core Planetary Health competencies identified by the JHIPH education program.

**Objective 1.3:** Integrate Planetary Health competencies into SON and SOM curricula including piloting and evaluation phases, departmental outreach, teaching workshops, and engaging with faculty leaders.

**Objective 1.4:** Broaden and empower student involvement by supporting a clinical students' working group within the Clinical Programs structure. This group will advocate for Planetary Health in healthcare education, lead the Planetary Health Report Card effort, foster collaboration across schools, promote early engagement, and connect students to opportunities for mentorship in Planetary Health initiatives.

### **Clinical Priority 2: Expand and strengthen Green Healthcare efforts at Johns Hopkins.**

**Objective 2.1:** Ensure complementary progress toward common goals by aligning JHIPH's Clinical Programs with SLC efforts.

**Objective 2.2:** Establish and sustain collaboration with The Johns Hopkins Office of Sustainability and The Johns Hopkins Health Systems Facilities.

**Objective 2.3:** Foster engagement and innovation among key Hopkins-based partners by leveraging existing funding opportunities and expanding the Campus as Living Lab into clinical spaces.

**Objective 2.4:** Engage with the broader Planetary Health community (such as Healthcare Without Harm, Medical Society Consortium on Climate & Health, and Planetary Health Alliance) by both disseminating Johns Hopkins innovations and learning from the global community.

### **Clinical Priority 3: Develop a Planetary Health Clinical Fellows Program.**

**Objective 3.1:** Launch a Clinical Fellows Program beginning with Emergency Medicine utilizing the Johns Hopkins Emergency Medicine Department's Focused Advanced Specialty Training (FAST) opportunities. The fellowship will explore how Planetary Health issues intersect with emergency medicine, as well as relevant subspecialties including disaster medicine, global health, social medicine, and more.

**Objective 3.2:** Investigate opportunities to broaden the scope and impact of the Clinical Fellows Program by collaborating with existing Hopkins programs such as the General Internal Medicine Fellowship, Doctor of Nursing Practice, Global Women's Health Fellowship and others.

**Objective 3.3:** Explore opportunities to create a decentralized hybrid fellowship program that allows clinicians nationwide to participate remotely.

**Objective 3.4:** Retain Fellows as JHIPH Affiliates through engagement and training opportunities and recognizing their achievements in Planetary Health.

**Objective 3.5:** Explore development of a Planetary Health Clinical Certificate Program in collaboration with the JHIPH Education program. Consider hybrid options and potential revenue generation.

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## Policy Programs

### Vision

Johns Hopkins University demonstrates leadership in integrating Planetary Health principles and approaches into governance, laws, and policies to confront pressing global challenges and safeguard a livable future for all.

### Introduction

The JHIPH Policy initiative inclusively conceptualizes the domains where Planetary Health can realize this vision. The scope of the program is constructed to capture a breadth of definitions, including classic policy implementation approaches, like programs, strategies and activities, as well as the wider enabling environment including legislation, regulation, and governance. The scope of the Policy initiative is also constructed deeply, capturing levels of governance from the JHU community and local city/ies, to national and global policy-making.

Across these domains, the JHIPH Policy initiative will engage across all these levels to amend, adopt, and advance governance, laws, and policies informed by Planetary Health principles and approaches. To that end, the Policy initiative seeks to bring together a cohesive community of Planetary Health policy expertise at JHU, informed by collaborations through global networks. Through the strategic priorities listed below, the JHIPH Policy initiative seeks to establish JHU as a global leader in Planetary Health law, governance, and policy.

### Policy Priority 1: Influence Johns Hopkins policy and plans.

**Objective 1.1:** Integrate Planetary Health concepts and principles into university governance and academic policies, such as inclusion in JHU strategic plans and sustainability initiatives.

### Policy Priority 2: Engage in local-level policy advocacy.

**Objective 2.1:** Promote Planetary Health principles and approaches in local-level policy-making processes through collaboration with JHU community members engaged in work with local governments, such as the Bloomberg Center for Public Innovation and Johns Hopkins Institute for Health and Social Policy, and in the JHU local community, such as the Johns Hopkins Urban Health Institute.

### **Policy Priority 3: Influence national and global policy agendas.**

**Objective 3.1:** Integrate Planetary Health into national and global law-making and policy through participation in national and international conferences and policy forums to advocate for Planetary Health approaches.

**Objective 3.2:** Build alliances with global organizations, institutes and networks to promote Planetary Health, including the United Nations Development Program, World Health Organization and other international organizations, and the Planetary Health Alliance.

**Objective 3.3:** Establish partnerships with internal entities, including Johns Hopkins School of Advanced International Studies, Krieger School of Arts and Sciences, and Johns Hopkins Center for Health Security, and external research institutions, including schools of law, to collaborate and enhance policy impact.

### **Policy Priority 4: Support Planetary Health policy training and communications.**

**Objective 4.1:** Develop the knowledge and skills necessary for effective advocacy in Planetary Health through identification, development, and dissemination of policy case studies that capture multiple sectors and governance scales.

**Objective 4.2:** Explore creation of a fellowship or internship program and student working groups focused on policy research and advocacy in law, politics, and international relations to promote Planetary Health.

**Objective 4.3:** Conduct academic scholarship to develop theoretical and practical frameworks for Planetary Health policy.

### **Policy Priority 5:** Foster Public Awareness and Education

**Objective 5.1:** Raise awareness of Planetary Health and its policy implications amongst the JHU community and broader public through engagement with JHU community and student groups working in policymaking, law, politics, and international relations to demonstrate the role of Planetary Health in their work.

**Objective 5.2:** Deliver a JHIPH Planetary Health Law course and identify and implement opportunities for cross-listing with other departments.

## **Innovation and Implementation Programs**

### **Vision**

Johns Hopkins University leverages diverse cross-university expertise to expand transdisciplinary discovery and activating solutions that address the global health and humanitarian dimensions of the Earth crisis.

### **Introduction**

The escalating Earth crisis is triggering an unprecedented humanitarian and global health emergency, necessitating rapid and profound transformations across investment systems, energy systems, food production, manufacturing processes, and urban infrastructure. These changes are vital to safeguard and restore the natural systems that sustain human life and allow for stable, thriving societies. Policy reforms in the built environment and the asset management industry are crucial to change the way economic outcomes are measured. Equally imperative are cutting-edge technological solutions and their real-world implementation to meet the new demands in support of creating a livable future.

Johns Hopkins University, with its extensive network of expertise spanning investments, the built environment, engineering, technology, and data science, is uniquely positioned to drive this innovation and will start on this endeavor by working on the following activities.

### **Innovation and Implementation Priority 1: Develop and disseminate Planetary Health principles for the built environment.**

**Objective 1.1:** Create a JHU working group of faculty members, staff, and students with four subgroups (construction & design; financing; land use policy & zoning; marketing & promotion) to draft principles, share with global partners, and refine for broader dissemination.

**Objective 1.2:** Disseminate Planetary Health Principles for the Built Environment through conferences, articles, and meetings within the JHU community ([JHU Real Estate Healthcare Conference](#) (May 2025) and more broadly ([Planetary Health Annual Meeting](#) (October 2025) in Rotterdam.

### **Innovation and Implementation Priority 2: Develop and socialize Planetary Health principles for asset management.**

**Objective 2.1:** Create a working group comprised of internal and external stakeholders to help identify a “Planetary Health” friendly asset manager willing to be the subject of the case study.

**Objective 2.2:** Collaborate with the working group to write the case study.

**Objective 2.3:** Disseminate the case study across JHU’s Finance and MBA programs and to the investment industry more broadly.

### **Innovation and Implementation Priority 3: Socializing Planetary Health within engineering and science research and education.**

**Objective 3.1:** Identify faculty champions, particularly Assistant and Associate professors, to lead focused convenings on topics such as new materials, waste management (e.g., bio-reactors generating electricity), smart waste solutions, alternative proteins, etc.

**Objective 3.2:** Highlight and build upon existing commitments, such as the Nexus Award cryosphere convening.

**Objective 3.3:** Establish an interdisciplinary committee comprising various focus groups identified from Objective 3.1 to set strategic priorities for potential interdisciplinary seed grants.

**Objective 3.4:** Conduct outreach to WSE departments by visiting different department faculty meetings to introduce JHIPH and promote efforts in the Innovation and Implementation initiative.

**Objective 3.5:** Collaborate with the Provost's office to incorporate a section in their regular announcements about potential external funding opportunities focused on Planetary Health.

**Objective 3.6:** Work closely with the JHIPH Education Initiative to:

- Conduct a landscape analysis of relevant engineering and science undergraduate and graduate courses at JHU.
- Collaborate with faculty to incorporate Planetary Health modules into existing courses or develop new ones.
- Identify courses with existing Planetary Health aspects and work with faculty to promote them and gauge interest in related research.

**Innovation and Implementation Priority 4 (Long-term Goal): Accelerating and scaling technological solutions for Planetary Health through convening, community building, research, education, and student engagement.**

**Objective 4.1:** Develop opportunities for partnerships between the Whiting School of Engineering and external entities by securing external grants and funding to support research and development of new technologies for Planetary Health.



**Objective 4.2:** Explore and secure collaborations with industry through coordination with the Johns Hopkins Technology Ventures (JHTV) to enable partnering with technology firms and startups for co-development and deployment of Planetary Health solutions

**Objective 4.3:** Expand outreach efforts to scale the impact of JHIPH's initiatives beyond the university, fostering broader adoption and implementation of developed solutions.

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## Student Initiatives

### Introduction

Johns Hopkins University's vibrant student community comes from a rich diversity of experiences, backgrounds, and perspectives. With over 750 student-led groups and 83% involvement in at least one organization outside of their classrooms, JHU students are actively engaged and widely connected members of JHU's community.

JHIPH will engage JHU's student community by incubating and advising select Planetary Health-focused student groups. JHIPH's student groups will benefit from the connections, expertise, and seed funding they receive to advance their programming and expand their reach.

JHIPH is currently working with three student groups and anticipates this number to grow as our community building efforts increase and more groups become aware of JHIPH.

- **The Alt Protein Project at Johns Hopkins University**
- **Johns Hopkins Science Policy and Diplomacy Hub**
- **Johns Hopkins Planetary Health Media Club**

## Future Directions

The Johns Hopkins Institute for Planetary Health launched in April 2024 and while the Institute is off to a solid start there are some programs and activities that need additional time or funding to bring to fruition. Included in this list of possibilities are:

- **Planetary Health research program fostering transdisciplinary scholarship**
- **Planetary Health post-doc program to support innovative and collaborative research programs**
- **Seed grants to support Planetary Health research and projects across JHU**

## Operational Enablers

Operational enablers provide the foundation for our initiatives. They are the internal approaches that allow us to effectively apply our capabilities to advance JHIPH's mission. Four operational enablers provide the infrastructure through which this strategy will be delivered and are expanded upon in Appendix 1 and 2.

1. **Transparent and broad governance** is necessary for building engagement and making the effective decisions needed to deliver this ambitious strategy.
2. **Compelling communications** will elevate the Institute's work within JHU and globally, while connecting with similar efforts worldwide to extend our reach and support Johns Hopkins University's position as an internationally recognized leader addressing the global health and humanitarian dimensions of the Earth crisis.
3. **Attracting and developing excellent people** underpins every activity of the Institute to ensure it is an engaging and inclusive place to work, and to nurture its positive workplace culture.
4. **Finance and fundraising** to attract, secure, and maintain the resources needed to operate.

## List of Appendices

### Appendix 1 – Operations

- [Operational Enablers](#)
- [Organizational Chart](#)

### Appendix 2 – Communications

- [FY25-FY25 Strategic Communications Plan](#)

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## Appendix 1

# Operational Enablers

## Transparent and Broad Governance

Transparency of direction and decision making is essential to build engagement through trust to further promote the continually evolving Planetary Health movement. Because the Planetary Health movement requires protean initiatives, broad governance is essential to provide a framework through which we deliver solutions making Johns Hopkins a leading Planetary Health global institution.

### Rationale

With recognition of the tension between implementing a shared mission of systems transformation across the oldest research university in the United States, a sensitive approach will be necessary to navigate the diversity of operating models, capabilities, and content expertise. Different units within Johns Hopkins have specific governance arrangements to meet the needs of funders or partner organizations. Thus, a collaborative approach to governance is important in building trust and support from partners. As we focus on cross-JHU collaboration and transparent experimentation, relational dexterity is required to adapt governance arrangements in support of our mission.

### Implementation Opportunities

- Execute milestones to achieve progress while remaining nimble to a dynamic goal. Consider alternative governance models or organizational structures throughout.
- Establish quantitative milestones for JHU with shared responsibility for advancing cross-Institute integration and allocating responsibility for cross-Institute portfolios of internal and external engagement, brand/profile development, business and venture development, philanthropic engagement, and international program delivery.
- Review milestones with JHIPH's Advisory Council through quarterly meetings.

- Employ the Faculty Steering Committee to shape the research and education relationships to grow across Johns Hopkins faculties.
- Introduce annual executive succession planning discussion to address key person risks across the Institute.

## Compelling Communication

As a brand-new Institute, Johns Hopkins Institute for Planetary Health will need to make itself known across 9 schools with countless divisions, centers and institutes and across faculty, students, and staff. JHIPH's communication strategy (Appendix 2) seeks to enhance JHIPH's name recognition and university-wide Planetary Health understanding, while growing a thriving community at Johns Hopkins University by shaping, packaging, and delivering the Johns Hopkins Institute for Planetary Health to JHU and the world.

### Rationale

While communications about JHIPH's programming will be critical to the success of the Institute, both with JHU and beyond, it is essential for JHIPH to build name recognition and Planetary Health understanding to build momentum within JHU during this strategy period. Thankfully, JHU's communication channels have been building steam for, in some cases, nearly 75 years. JHIPH will collaborate with cross-university communication's offices and actively seek editorial and social media coverage to amplify JHIPH's messaging and tell the story of Planetary Health through well-established communication channels. Additionally, JHIPH will set up a system for measuring communication outcomes to monitor success, course correct when necessary and share outcomes throughout JHU.

### Implementation Opportunities

- Include a strategic Communications Officer and team on the JHIPH staff.
- Collaborate with all existing JHU communications teams across the university to tell JHU's *One University* Planetary Health story through well-established communication channels
- Focus on increasing JHIPH's outreach and profile internally, then internationally.

- Grow JHIPH's JHU community in a CRM with audience data including school, department, center/institute, faculty, staff, and students to help understand data trends.
- Host events to garner interest, encourage learning and collaboration, drive change and increase profile and reputation.

## **Attracting and developing excellent people**

JHIPH is developing a positive workplace culture highly valued by faculty, staff, and students. This includes attracting and retaining excellent personnel, providing mentoring and career development opportunities, and the commitment of JHIPH leadership to fostering a caring, purposeful culture that values teamwork, trust, and high-quality work.

### **Rationale**

JHIPH's positive culture rests on staff feeling valued and recognized for their effort and performance, a sense of connection and belonging to each other and the Institute, a transparent organizational structure, and support for ambitious experimentation. Given the rapid growth in the field and at the Institute ongoing effort is needed to nurture this shared culture and provide regular and diverse opportunities to come together. JHIPH must attract talent with different perspectives and experiences to garner transdisciplinary solutions and further attract diversity across the University.

### **Implementation Opportunities**

- Maximize staff integration events between JHIPH, PHA, and other affiliated Centers, enabling staff to spend meaningful time in other units to foster knowledge development and sharing and support the cross-JHU collaboration agenda.
- Prioritize professional development opportunities and actively foster leadership development and career progression discussions through the performance planning process. Encourage staff to bring ideas to managers for their professional development.

- Seek a regular schedule of cross-JHU convening activities and initiatives that foster connection and collaboration for social, cultural, research, and learning outcomes.
- Identify opportunities for staff at all levels to promote Planetary Health either within JHU or within their communities.

## Finance and Fundraising

We will increase the impact of our work through sound financial management. To support the Institute's growth, we will establish business development capabilities to attract and secure diverse multi-year sources of grant funding, revenue, and philanthropic fundraising.

### Rationale

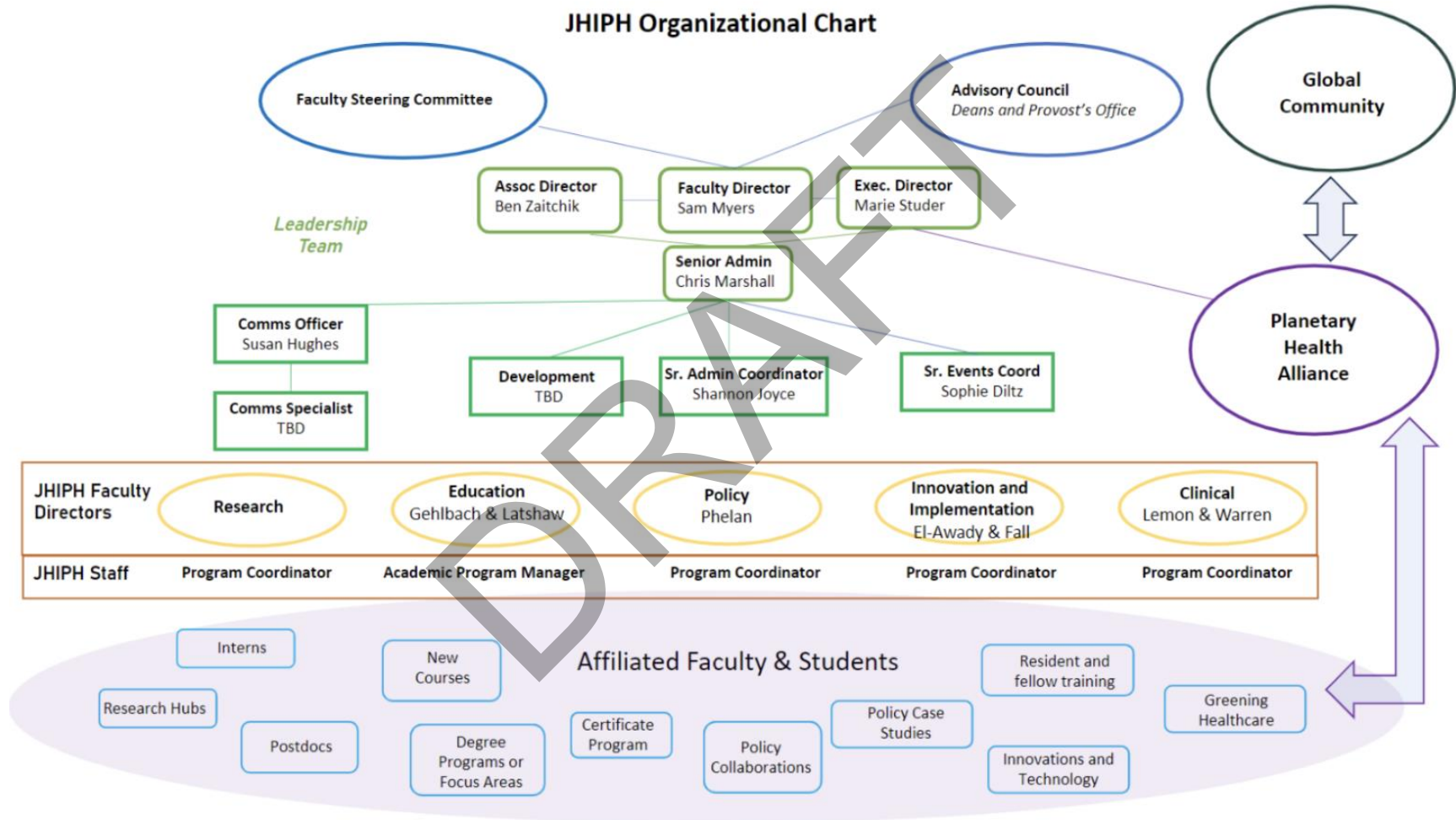
A strong financial foundation is critical to JHIPH's continued success and impact. Shared processes and systems for attracting and securing funding need to be combined with a strategic business development approach. Shared visibility of the range of projects and funding opportunities is also necessary, recognizing that across JHIPH there is likely to be a diverse portfolio of initiatives. Developing a shared view of the 'whole of JHIPH' business model is also needed. From this foundation, resourcing decisions can be aligned with shared ambitions, and revenue-raising and philanthropy strategies developed accordingly.

### Implementation Opportunities

- Practice a quarterly review of the whole of JHIPH business model.
- Build a shared business development function to explore new revenue models that fit with the needs and existing capabilities of JHIPH while also considering future growth.
- Develop a fundraising strategy in coordination with JHU's Development and Alumni Relations.
- Develop a research grant funding strategy in coordination with JHU faculties. <sup>[OBJ]</sup>



# Appendix 1 Org Chart



## Appendix 2

# Communication Strategy

JHIPH's communication strategy seeks to enhance JHIPH's name recognition and university-wide Planetary Health understanding, while growing a thriving community at Johns Hopkins University by shaping, packaging, and delivering the Johns Hopkins Institute for Planetary Health to JHU and the world.

### **Communication Priority 1: Increase university-wide awareness of the Johns Hopkins Institute for Planetary Health by leveraging existing JHU communication channels.**

- **Objective 1.1: Branding:** Embrace Johns Hopkins University's brand, connecting JHIPH to JHU's One University strategic priorities in collaboration with the Office of Climate and Sustainability. Develop JHIPH's brand guide and phase 1 branded materials.
- **Objective 1.2: JHU Communications:** Collaborate with cross-university communication's teams on editorial and social media coverage to amplify JHIPH's programmatic work. Amplify JHIPH's messaging and tell the story of Planetary Health at JHU through well-established communication channels.
- **Objective 1.3: External Communications:** Launch JHIPH's LinkedIn page to begin promoting JHIPH and Planetary Health across JHU to help spread awareness of JHIPH. Actively seek external media coverage.
- **Objective 1.4: PHA/Email List Building:** Design and deploy an email list-building campaign using PHA's JHU connections to promote the Institute and onboard new community members to JHIPH's mailing list.

### **Communication Priority 2: Improve university-wide Planetary Health understanding.**

- **Objective 2.1: Website/Storytelling:** Build-out website with landing pages detailing the work of our faculty directors and student programs that weave in cross-university Planetary Health stories to share and drive traffic to JHIPH's website. Further connect to the Planetary Health Alliance's educational content to deepen context and Planetary Health understanding.
- **Objective 2.2: Johns Hopkins Office of Sustainability and the Sustainability Leadership Council:** Collaborate with the Office of Sustainability and the Sustainability Leadership Council to cross-pollinate communication and outreach efforts.

- **Objective 2.3: Faculty and Student Planetary Health Ambassadors:** Design and develop Planetary Health at JHU and Globally—a presentation for select and trained faculty and students to use in presentations or include as components of their work.
- **Objective 2.4: Single-topic emails:** Share storytelling and Planetary Health happenings with JHIPH's email list.
- **Objective 2.5: Community-building monthly newsletter:** launch monthly community newsletter

### **Communication Priority 3: Build a Planetary Health Community at Johns Hopkins University.**

- **Objective 3.1: CRM/Marketing software:** Implement CRM/Marketing software to grow JHIPH's community database using landing pages designed to onboard new members of the JHIPH community, tagged appropriately for more targeted communication in FY26.
- **Objective 3.2: Website:** Build-out website landing pages designed to onboard new JHIPH's community tagged by school, department, center/institute, faculty, staff, students, alumni, etc. for more targeted communication and reporting metrics.
- **Objective 3.3: Events:** Support communications and marketing designed to increase participation in JHU-wide dinners, convenings, and events that bring JHU together in pursuit of Planetary Health.
- **Objective 3.4: LinkedIn Strategy:** Rollout LinkedIn strategy to intentionally engage JHU faculty, students, and staff in JHU's Planetary Health community.

**END OF DRAFT PLAN**