

A photograph of a university campus. On the left is a large, multi-story brick building with arched windows. A paved walkway leads from the foreground into the distance, flanked by green lawns and mature trees. Several people are walking along the path. A semi-transparent white box with a thin black border is centered over the image, containing the title and date.

DLSPH Academic Plan 2025-2030 **Planning & Budget Committee**

May 14, 2025

INPUTS

- **Background Research and Supporting Materials**
- **Internal Consultations**
- **Foresight Exercise**
- **External Engagement**
- **Community Updates**
- **Final Shaping Consultations**

CHALLENGES

- **Financial Hurdles**

- Tuition is lower today than in 2018, despite high levels of inflation.
- Broader economic challenges threaten philanthropic and other sources of research support.
- The global research enterprise may be shrinking and retreating from core concepts in public health such as equity.

- **Environmental, geopolitical and economic shifts** and increasing risk of a **polycrisis**.

- Unchecked use of Artificial Intelligence (AI).
- Competition from outside of the University sector in public health training.
- A decline in trust in public health and health systems expertise.
- An overall decline in the capacity of the public sector.
- Uncertainty in international norms and academic relationships.

- **Meeting all the TRC Calls to Action remains a challenge**

THEMES

- **Breaking Barriers**
- **Building Trust & Resilience**
- **Developing Leaders and Capacity for Impact**
- **Strengthening the School**
- **Thinking Long Term**