

Executive Summary of CUGH's Strategic Goals & Metrics January 1st, 2018-December 31st, 2023

Global health is a growing academic focus and a dynamic platform of work that can help address some of the pressing challenges our world faces. The growing burden of noncommunicable diseases, the ongoing threat of old and new infectious diseases, state insecurity, and a planet whose ecosystems are being stressed beyond carrying capacity are just a few of the urgent issues that challenge the well-being of people worldwide.

The Consortium of Universities for Global Health (CUGH) was created in 2008 to harness the unique contribution of universities and their partners working in global health to address these challenges. A 501c (3) nonprofit organization, CUGH opened a permanent secretariat in Washington DC in 2012. As summarized in our updated mission statement, CUGH supports academic institutions and partners to improve the well-being of people and the planet through education, research, service and advocacy. This includes strengthening academic global health programs through our ability to convene, share knowledge, mentor, build capacity and facilitate interdisciplinary collaborations. CUGH is the world's largest, academic based organization of its kind with a membership of 170 institutional members from 31 nations and a network of over 30,000 individuals involved in this field.

Although our original members were primarily large, North American universities with a focus on medicine, we have, by design, diversified. Our board members have represented an array of disciplines beyond medicine including: nursing, public health, law, social sciences, engineering, veterinary sciences, environmental sciences and more, reflecting the heterogeneous nature of the field. We have also significantly expanded our collaborations with international nongovernmental organizations, associations and other consortia. Since our Secretariat was established in 2012, our membership has grown from 53 to 170 institutions. Over 20% of our current members are outside North America and we now have a member on nearly every continent.

Over the years, CUGH has maintained a steady increase in its engagement with students – the next generation of academic leaders – through creating student led activities and a student representative program in over 71 academic institutions. This network is a source of information for students, a pathway for them to engage in our global health work, and a mechanism for CUGH to understand and advocate for their needs.

Addressing issues of equity in an increasingly unequal world is fundamental to our work. To that end, we will continue to secure fair representation across gender, geography and discipline in all our activities. Membership representation and ensuring that expertise from colleagues in low and middle-income countries guides our efforts is a fundamental CUGH principle.

It has been an exciting time for CUGH as we continue to grow and influence global health, act as a catalytic convener, share knowledge, build capacity, and support the urgent work that universities and our partners do in global health. Attracting and engaging multiple disciplines in our activities is vital. As a relatively new organization it is also important for us to be responsive about how best to meet the needs of our members.

Over the last year, CUGH's Board of Directors, its Committees and Secretariat, worked together to develop a set of strategic goals and metrics to direct the course of the organization for the next three years. The objective of this exercise was to strengthen our activities and align them with our human and financial resources to maximize our impact. Methods used in this effort included, strengths/weaknesses/opportunities/threat (SWOT) analyses; a business case analysis (conducted *pro bono* by Yale School of Management); qualitative interviews with CUGH's founding, current, and former members; Board retreats to synthesize material; and reviews and additions provided from the Committees.



During this process we updated our mission statement to reflect the increasing interdependence between human well-being and the health of our planet. Of course, we will continue to work across our core areas of education, research, service and advocacy that are central to our members' needs.

The attached strategy outlines our goals across four areas and the metrics that will be used to measure them. Some of the activities are ongoing, some are new. Overall, CUGH will continue to work through its extensive committee structure that utilizes the expertise of our members, as well as through our lean and efficient Secretariat in DC.

CUGH's primary source of revenue is its annual membership dues, that we shepherd wisely to meet our members' needs. Other sources include our annual conference, grants, and donations. An important part of our future work will be to continue to diversify our funding base to support our work.

A central goal of CUGH and our members is to improve the well-being of people around the world, particularly those who are living in low-income communities. It inspires and motivates us all to work together in this grand challenge. We hope you will find that this succinct strategy document outlines a pragmatic path forward that will enable us to impact global challenges and be responsive to our members' needs. One that will strengthen global health programs that generate the knowledge and expertise needed to tackle the global challenges before us. One that will harness our capabilities for the greater good.

CUGH will continue to be flexible and responsive in the face of an ever-changing political, economic and social environment. We look forward to working with you in the years to come to realize a healthier, safer and more secure world for all.

Sincerely,

A handwritten signature in blue ink that reads "Ann Kurth".

Ann Kurth PhD, RN, MPH

Chair, CUGH Board of Directors

A handwritten signature in blue ink that reads "Keith Martin".

Keith Martin MD, PC

Executive Director, CUGH

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Mission: CUGH supports academic institutions and partners to improve the well-being of people and the planet through education, research, service, and advocacy.

Advocacy

Education

Research

Membership

Strategic Goals

- Advocate for CUGH member GH programs, activities, issues, and resources
- Realize policy changes consistent with CUGH’s mission and member priorities
- Support CUGH member advocacy capabilities
- Engage students in CUGH advocacy activities

- Build educational program support and mentoring
- Increase LMIC participation within EC
- Strengthen LMIC education and training capabilities
- Support collaborative educational initiatives among CUGH community

- Strengthen research capabilities and exchange between CUGH members
- Serve as a knowledge hub for GH science and innovation resources

- Identify and meet member needs
- Achieve organizational financial sustainability and resilience
- Grow CUGH members across sectors and disciplines
- Retain existing CUGH members
- Increase number of colleges (undergrad only) within CUGH membership

Metrics

- Yearly ‘Hill’ session held for policy and funding priorities with member reps
- ≥ 1 policy communication training held
- USG, multilaterals, UN policy issues posted on website & in bulletin ≥ 3 x/yr
- Campus reps emailed ≥1x/semester
- Gov’t Relations services supported

- GH core competencies (undergrad & master’s) identified
- LMIC representation in EC activities increases
- LMIC capacity building platform operational and utilized
- GH educational products on CUGH website enhanced
 - >1 educational webinar/yr
 - 12 GHPAS mentorships/yr

- Member talks/Speakers Bureau posts
- Yearly GH grant writing webinar held
- Lancet GH and conference proceedings published annually
- Website ‘research spotlight’ features CUGH member quarterly

- Member survey conducted yearly
- Member institution- ED calls yearly
- Institutional members grow by ≥8/yr
- Membership retention ≥ 85%
- Individual members grow by ≥ 5%
- ≥ 2 grant proposals/yr submitted
- Revenue/spending gap eliminated
- Collaboration with key GH organizations, and other academic GH consortia