

CUGH Strategic Directions 2025-2028

A. Communicate and Advocate to Sustain Support for Global and Planetary Health

A1. Advance Global Leadership

- Become a thought leader or authority in global health.
- Serve as an effective advocate for the well-being of people and the planet in line with CUGH's mission.

A2. Enhance Public Perception & Credibility of CUGH's mission

- Position CUGH as a “go-to” source for major media on all issues related to global health (print, TV, podcasts, journals).
- Amplify success stories to maintain investment in global health as a priority (e.g., Smallpox eradication, increased life expectancies).

A3. Strengthen Stakeholder Engagement

- Engage diverse communities across multiple sectors and geographic regions through tailored messaging and engagement opportunities.
- Foster strategic partnerships to amplify CUGH's strategic communication and advocacy.

B. Strengthen Universities and Partner Capacities in Global Health

B1. Strengthen Equitable Partnerships

- Foster sustainable, multidisciplinary collaborations that support capacity and accessible training to strengthen research, education, workforce and governance

B2. Engage and Develop the Next Generation of Global Health Leaders

- Empower emerging leaders—especially from LMICs—through targeted internships, networking, and advocacy initiatives.

B3. Expand and Diversify Disciplinary Engagement in Global Health

- Engage social sciences, business (public administration), economics, law, engineering, environmental sciences, private sector, INGOs and large NGOs

C. Sustain and Enhance Capacity to Deliver CUGH's Mission

C1. Broaden and Diversify CUGH Membership & Outreach

- Retain and broaden CUGH membership, increasing geographic and sectoral awareness and representation.
- Engage Minority Serving Institutions (MSIs) and enhance collaborative platforms.

C2. Enhance Financial Sustainability & Diversify Funding

- Increase the diversity of funding sources and secure consistent financial support to maintain and grow operations.

C3. Enhance Organizational Capacity & Operational Support

- Strengthen internal capacity through staffing, administrative support, and financial management to effectively deliver CUGH's mission.

A. Communicate and Advocate to Sustain Support for Global and Planetary Health

Goals	Actions	Metrics & Timeline	Lead	Contributors
<p>Advance Global Leadership</p> <ul style="list-style-type: none"> ○ Become a thought leader or authority in global health. ○ Serve as an effective advocate for the well-being of people and the planet in line with CUGH's mission. <p>Enhance Public Perception & Credibility of CUGH's mission</p> <ul style="list-style-type: none"> ○ Position CUGH as a “go-to” source for major media on all issues related to global health (print, TV, podcasts, journals). ○ Amplify success stories to maintain investment in global health as a priority (e.g., Smallpox eradication, increased life expectancies). <p>Strengthen Stakeholder Engagement</p> <ul style="list-style-type: none"> ○ Engage diverse communities across multiple sectors and geographic regions through tailored messaging and engagement opportunities. ○ Foster strategic partnerships to amplify CUGH's strategic communication and advocacy. 	<p>Action A1: Prepare a forward-looking document addressing the future of global health</p>	<p>A1-1. Future of global health document prepared and disseminated Report prepared by April 9, 2026 to share at CUGH 2026. Final draft by Oct. 30, 2026</p> <p>1. Define Scope and Purpose</p> <ul style="list-style-type: none"> • Purpose and target audience defined • Internal concept note or outline approved by board <p>2. Conduct Evidence Review and Stakeholder Consultations</p> <ul style="list-style-type: none"> • Conduct literature review • At least 5 regional expert interviews or stakeholder consultations conducted virtually • Summary memo or synthesis of insights prepared and integrated into preliminary document • Further discussion at CUGH 2026 with members and key stakeholders <p>3. Draft and Refine the Document</p> <ul style="list-style-type: none"> • First full draft (4,000–6,000 words) completed • At least two rounds of internal/external review conducted • Edits integrated and document finalized <p>4. Disseminate</p> <ul style="list-style-type: none"> • Publish high impact journal • Dissemination emails sent to at least 5 priority sectors (academia, government, donors, NGOs, multilaterals) • At least 2 webinars or panel presentations include the document as a resource 	<p>CUGH Board, CUGH ED</p>	<p>CUGH Committees</p>

	<p>Action A2: Enhance Effectiveness of CUGH Website</p> <ul style="list-style-type: none">Maintain timely updates, and develop a section that documents CUGH’s history	<p>A2-1. Conduct Website Content Audit and Needs Assessment</p> <ul style="list-style-type: none">Website audit completed (review of outdated pages, broken links, content gaps)Feedback collected from at least 10 internal/external stakeholders (via survey or brief interviews) <p>A2-2. Maintain Real-Time Website Updates</p> <ul style="list-style-type: none">Designated web manager/staff member assigned or schedule set (e.g., weekly updates every Friday)Content update log created and maintained (tracks new uploads, revisions, dates)Website homepage or key landing pages updated at least biweeklyNews/events added within 3 business days of submissionAverage response time to web update requests ≤ 72 hours <p>A2-3 Develop and Launch CUGH History Section</p> <ul style="list-style-type: none">Outline and timeline of CUGH milestones drafted and approvedArchive of historical materials collected (e.g., founding documents, past programs, leadership bios)“History of CUGH” page launched, featuring at least:10 major milestonesFounding narrativePast leadership listKey global impact highlightsPDF or downloadable version made available for institutional memory <p>A2-4. Monitor Website Performance and User Engagement</p> <p>Google Analytics dashboard activated to track: Monthly visitors, Time on site, bounce rate, and traffic to key sections (e.g., partner activities, history page)</p> <p>Quarterly performance reports shared with Secretariat Exec. Director & Board</p> <p>User feedback survey distributed annually to assess satisfaction and suggestions</p>	Secretariat-DOO/ Communications Manager	CUGH Board; CUGH Committees
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	Action A3. Develop a coordinated communications strategy that delivers consistent, targeted messages to key global health stakeholders across multiple platforms and sectors.	A3-1. Develop a communications plan that includes: <ul style="list-style-type: none"> • Core Messaging and Strategic Themes • Identifies target audiences and distribution channels • Professional Media Kit • Implementation of Consistent Weekly and Monthly Messaging • Disseminate weekly updates or action points via all platforms • Publish monthly content (e.g., editorial, blog, newsletter, policy brief) • Prepare a monthly newsletter • Highlight impact stories, thought leadership, and global health priorities • Hold advocacy day on Capitol Hill annually • Monitor effectiveness 	ED, DOO	Advocacy & Communications Committee
	Action A4: Stakeholder & Partnership Building <ul style="list-style-type: none"> • Convene strategic meetings/roundtables and nurture partnerships with like-minded organizations and academic advisors. 	A4-1. Develop and implement a stakeholder engagement plan: <ul style="list-style-type: none"> ○ Map and Prioritize Stakeholders ○ Conduct Initial Outreach and Engagement ○ Plan and Host Strategic Roundtable(s) ○ Strengthen and Formalize Key Partnerships ○ Track and Evaluate Relationship and Impact ○ Build relationships with the media 	ED, DOO	Advocacy & Communications Committee
		A4-2 Hold successful annual conferences 2026- DC, 2027-overseas, 2028 DC.	ED. Events Manager	
	Action A5: Training & Engagement Initiatives in Media/Advocacy <ul style="list-style-type: none"> • Provide regular media/advocacy training for members and students to catalyze grassroots actions. 	A5-1. Acquire and share training material with CUGH's members on how to advocate effectively.	ED, DOO	Advocacy & Communications Committee Educational products Subcommittee

B. Strengthen Universities and Partner Capacities in Global Health

Goals	Actions	Metrics & Timeline	Lead	Contributors
<p>Strengthen Equitable Partnerships</p> <ul style="list-style-type: none"> Foster sustainable, multidisciplinary collaborations that support capacity and accessible training to strengthen research, education, workforce and governance <p>Engage and Develop the Next Generation of Global Health Leaders</p> <ul style="list-style-type: none"> Empower emerging leaders—especially from LMICs—through targeted internships, networking, and advocacy initiatives. <p>Expand and Diversify Disciplinary Engagement in Global Health</p> <ul style="list-style-type: none"> Engage social sciences, business (public administration), economics, law, engineering, environmental sciences, private sector, INGOs and large NGOs 	<p>Action B1. Map existing CUGH Secretariat and Committee activities that foster sustainable, multidisciplinary collaborations that support capacity and accessible training to strengthen research, education, workforce and governance</p>	<p>B1-1 Inventory of relevant partnerships and activities categorizing current partnerships and activities by:</p> <ul style="list-style-type: none"> WHO region (AFRO, AMRO, EMRO, EURO, SEARO, WPRO) World Bank economic classification (LMICs, HICs) Sector (academia, government, NGO, health systems) Equity Checklist developed for evaluation equity (e.g., co-leadership, shared credit, bidirectional learning) Multidisciplinary (disciplines represented in the activity/partnership) Whether or not the activity supports capacity and accessible training to strengthen research, education, workforce and/or governance 	Secretariat	All CUGH Committee Leadership
		<p>B2-1 Foster partnerships to strengthen academia and others sectors' capacity in education, research, workforce, governance and program implementation congruent with CUGH's mission</p>	ED, Board	Committees
		<p>B2-2. Foster collaborations between Academic institutions and government ministries, INGO's, other development-global health organizations to build capacity and train to strengthen research, education, workforce and governance</p>	ED	All CUGH Committee Leadership
		<p>B2-3. Increase the diversity of disciplines, organizations and sectors in CUGH's work.</p> <ul style="list-style-type: none"> Count of relevant partnerships and activities that support capacity and accessible training to strengthen research, education, workforce and governance Mentorship programs, webinars, courses, and training sessions conducted annually Number of cross-sector engagements (e.g., Number of government-academia initiatives and collaborative projects launched) 	ED, Board	

		<ul style="list-style-type: none"> Economic and regional representation Equity (per checklist) Disciplinary representation Number of events (regional meetings, Global Health Week) and network growth metrics (e.g., doubling target for Young Professionals). 		
	Action B3. Foster Youth Engagement	B3-1 Run a mentorship program (APPAI)	ED, APPAI Cttee	APPAI Committee
		B3-2. Expand CUGH’s Young Professional Network by 5% per year	TAC	TAC
		B3-3. Hold 1-2 monthly seminars for students	TAC	TAC

C. Sustain and Enhance Capacity to Deliver CUGH’s Mission

Goals	Actions	Metrics	Lead	Contributors
Broaden and Diversify CUGH Membership & Outreach <ul style="list-style-type: none"> Retain and broaden CUGH membership, increasing geographic and sectoral awareness and representation. Engage Minority Serving Institutions (MSIs) and enhance collaborative platforms. Enhance Financial Sustainability & Diversify Funding <ul style="list-style-type: none"> Increase the diversity of funding sources and secure consistent financial support to maintain and grow operations. Enhance Organizational Capacity & Operational Support <ul style="list-style-type: none"> Strengthen internal capacity through staffing, administrative support, and financial management to effectively deliver CUGH’s mission. 	Action C1: Board to discuss discipline-based and organizational composition of membership and identify priorities for broadening	C1-1. Identify discipline-based and organizational composition of membership and identify priorities for broadening <ul style="list-style-type: none"> Composition of membership and priorities for broadening/retaining identified 	ED, Board	Membership Committee
	Action C2: Board to discuss and implement activities to expand Membership	C2-1 Activities to expand Membership discussed and implemented <ul style="list-style-type: none"> Actions for expanding membership agreed upon by board Increased recruitment efforts across Asia, Europe, Africa, and Latin America; engage MSIs in the US. Number of outreach events per year (regional meetings, Virtual Global Health Week) “0” net loss in membership with annual increases per region 	ED, Board	Membership Committee

		<ul style="list-style-type: none"> Grow CUGH's membership by 10 new members per year 		
	Action C3: Diversify Funding <ul style="list-style-type: none"> Board to discuss history of CUGH grant/contract experience and identify potential focus and goals for this. Develop and submit both joint and separate funding proposals targeting diverse donor bases. 	C3-1. Board ratifies objectives and priorities for CUGH fund-raising through grants and development	ED, Exec. and Board	Finance committee
		C3-2. Secure 2 grants per year plus conference sponsorship = \$500,000 per year	ED, Board	DOO, Board
		C4-3. Create a Development Board of Retirees that raise funds for CUGH	ED, Board	DOO, SPM, Board
	Action C4: Analyze opportunities for CUGH operating more efficiently and effectively according to different scenarios to develop plans for future staffing. Identify staffing needs and strategies and plans to address them.	C4-1. Staffing strategy developed and implemented <ul style="list-style-type: none"> Organization chart approved Staffing strategy implemented (e.g., Development/Grant writer, Communications position) 	ED, Board	
		C4-2. Financial reports confirming balanced budgets in year 2026 and after	ED, Board	Finance Cttee
	Action C5: Elevate the Annual Meeting's Global Impact and Relevance	C5. Develop and implement impact metrics (e.g., citation of proceedings, follow-up collaborations, equity in participation) to guide future planning. <ul style="list-style-type: none"> Evaluate meeting per impact metrics and take actions to foster 	SPM	SPM