

**PHS COMMISSIONED OFFICERS FOUNDATION
FOR THE
ADVANCEMENT OF PUBLIC HEALTH**



STRATEGIC PLAN

2009 - 2014

***Approved
by the Board of Trustees***

15 April 2009

PHS COMMISSIONED OFFICERS FOUNDATION
FOR THE ADVANCEMENT OF PUBLIC HEALTH

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Introduction

The development of a Strategic Plan for the PHS Commissioned Officers Foundation for the Advancement of Public Health (COF) was recommended by the Board of Trustees at the 2008 Annual COA/COF Board Workshop. This COF STRATEGIC PLAN 2009–2014 responds to that action item. This is the first Plan to be prepared solely for the Foundation—it builds upon the first Strategic Plan 2002–2007, dated January 28, 2003, that was developed jointly for the COF and the Commissioned Officers Association of the U.S. Public Health Service (COA).

The PHS Commissioned Officers Foundation was founded June 7, 2000 by the Board of Directors of the COA. The Foundation, a not-for-profit organization, serves as the education and research affiliate of the COA. Over an eight-year period, the Foundation has matured through increased capitalization, expansion of its programmatic reach, and by assumption of new responsibilities. Two significant program changes were the Anchor and Caduceus merger with the COF in 2005, and the transfer from COA to the Foundation of sponsorship of the Annual Scientific and Training Symposium, beginning with the 40th Annual Conference in 2005. Among other notable COF activities are sponsorship of two Global Health Summits, research collaboration with the Chinese Association of Health Educators, establishment of the RADM Michael Educational Fellowship, publishing two books, collaboration with the Office of the Surgeon General and the Office of Public Health and Science on various PHS matters, and partnership with the School of Public Health, University of Maryland.

In order to help guide future efforts, this document introduces a mission and vision statement for the Foundation. The mission provides the organization's purpose and the vision is an overarching conceptual goal. The vision provides direction for the COF to align its mission-critical objectives. While the statements of goals and objectives that comprise this Strategic Plan will conform to the Foundation's mission and vision, the Board of Trustees recognizes that this Plan will need ongoing review and adjustment for it to be an effective and practical roadmap to the future.

The vitality of the COF and the activities it supports depends largely on its financial position. Therefore, the Foundation places a very high priority on attracting annual contributions that are sufficient to maintain programs at their current operating levels and provide, as much as possible, support for expansion and new ventures. This year, the Foundation will be instituting a longer-term strategy to create an endowment fund that will meet the essential need for a reliable revenue stream to supplement the annual appeal for contributions. The campaign to build this endowment will initially be associated with the Foundation's 10th Anniversary and the Centennial of the Commissioned Officers Association in 2010. Of particular importance to this endowment will be the need to solicit corporate contributions.

As noted in the COA/COF Strategic Plan 2002–2007, "The true success of a strategic plan is in its active implementation, continuous evaluation, and timely revision." It is the intent of this Board to proactively move forward with the strategy described in this document, and to review it at least on an annual basis to assess progress and make modifications, where indicated, in order to ensure that there are continual advances in fulfilling the important mission of the Foundation.

The COF Board of Trustees
January, 2009

**PHS COMMISSIONED OFFICERS FOUNDATION
FOR THE ADVANCEMENT OF PUBLIC HEALTH**

Vision, Mission, and Strategic Goals

VISION

The PHS Commissioned Officers Foundation for the Advancement of Public Health (COF) is the nationally recognized organization that uniquely supports the public health role of the U.S. Public Health Service Officer Corps and promotes public health throughout the Nation and globally.

MISSION

The mission of the COF is to advance public health through advocacy, education, research, and program support, nationally and globally, particularly as it relates to the U.S. Public Health Service Commissioned Corps.

STRATEGIC GOAL AREAS

The COF has five strategic goal areas:

ADVOCACY

Advance public health through participation in, and collaboration on, initiatives that promote the public health mission of the PHS Commissioned Corps and the overarching importance of public health for the Nation.

EDUCATION AND TRAINING

Conduct and fund public health education and training programs for PHS commissioned officers and other health professionals.

GOVERNANCE AND DEVELOPMENT

Maintain an effective and informed Board of Trustees, and increase the Foundation's financial resources in order to provide greater support for public health initiatives that are relevant to the mission of the Foundation.

PRESERVATION OF HERITAGE

Support activities and programs that highlight and preserve the historical legacy of the Public Health Service and the PHS Commissioned Corps.

PROJECT AND RESEARCH SUPPORT

Support and conduct projects and research studies that advance, promote, and/or protect public health nationally and globally.

These strategic goal areas form the basis of the COF STRATEGIC PLAN 2009–2014. Virtually all of the Plan's goals and objectives are considered to be ongoing actions that are presently operational and, if not, should be implemented with due deliberate speed.

STRATEGIC GOAL A. – ADVOCACY

Advance public health through participation in, and collaboration on, initiatives that promote the public health mission of the PHS Commissioned Corps and the overarching importance of public health for the Nation.

OBJECTIVES

OBJECTIVE A1.

Improve advocacy capability through participation and collaboration.

- A1.1 Promote and optimize close working relationships with OSG, OASH, ASPR, and other appropriate government agencies to facilitate the cooperative support of initiatives that:
- advance the Foundation’s public health mission through the exchange of ideas and pertinent information; and,
 - demonstrate the essential roles of the PHS Commissioned Corps in advancing public health nationally and globally.
- A1.2 Seek opportunities to partner with other relevant groups and organizations to advance public health advocacy for the Nation.

OBJECTIVE A2.

Improve advocacy capability through an effective public relations effort.

- A2.1 Encourage opportunities to submit letters-to-the-editor, Op-Ed articles, journal articles, and other appropriate published writings to publicize the Foundation and its programs.
- A2.2 Seek opportunities to gain wider recognition of the Foundation as the organization that has the unique mission of supporting the public health role of PHS commissioned officers.

STRATEGIC GOAL B. – EDUCATION AND TRAINING

Conduct and fund public health education and training programs for PHS commissioned officers and health professionals.

OBJECTIVES

OBJECTIVE B1.

Enhance the annual Scientific and Training Symposium for PHS commissioned officers.

- B1.1 Expand appeal and participation in the annual Scientific and Training Symposium through ongoing quality enhancement and expansion of scope of educational content, while maintaining a core of presentations that focus on the PHS Commissioned Corps.
- B1.2 Seek opportunities to present and collaborate with other organizations to present, relevant public health training in the pre-program sessions of the Symposium.
- B1.3 Continue to seek sponsorship of various facets of the Symposium by appropriate outside groups and organizations, and to increase exhibitor participation.

OBJECTIVE B2.

Develop and enhance educational and training opportunities for public health professionals and PHS officers, with the intent of becoming a preferred source of professional training for PHS commissioned officers.

- B2.1 Seek partnership opportunities with other groups and organizations (including Federal agencies) to support appropriate public health education programs throughout the year, in addition to the annual Symposium.
- B2.2 Explore establishing a continuing education program to:
 - provide a Web-based repository of available, relevant professional programs and training resources; and,
 - present programs on relevant topical issues for PHS officers which can be archived for Web-based access by officers at all duty stations.
- B2.3 Continue to expand current academic support programs such as the RADM Jerrold M. Michael Fellowship and identify new opportunities for other academic support programs.
- B2.4 Enhance the partnership agreement with the University of Maryland, School of Public Health and pursue similar academic agreements, as appropriate, in support of PHS commissioned officers.

OBJECTIVE B3.

Increase support for the Scholarship Program which provides college scholarships to dependents of COA members.

- B3.1 Expand Foundation appeal in order to increase sponsored funding support for the COF Scholarship Program.

STRATEGIC GOAL C. – GOVERNANCE AND DEVELOPMENT

Maintain an effective and informed Board of Trustees, and increase the Foundation's financial resources in order to provide greater support for public health initiatives that are relevant to the mission of the Foundation.

OBJECTIVES

OBJECTIVE C1.

Maintain an effective Board of Trustees whose governance structure and policy roles help to address the COF mission.

- C1.1 Structure the current ad hoc Executive Committee as a standing committee and develop specific guidelines and standards for it to function as a facilitator of effective action by the full Board of Trustees, and serve as an action group in those instances where rapid action on issues of concern is important to the mission of the Foundation.
- C1.2 Develop and maintain an up-to-date Operations Manual (OM) that sets forth the role of the Board of Trustees as a policy body, and the role of the Executive Director as an advisor to the Board and the manager of Foundation operations (e.g., selection and payment of staff, budget implementation, liaison with external entities). The OM further provides detailed information on the Foundation's structure, standard operating procedures (including selection process of Trustees and Honorary Members of the Board), standing and ad hoc committees, and functions of Board of Trustees members, in accordance with the By-Laws of the Foundation.
- C1.3 Appoint Trustees who meet the selection criteria as set forth in the Foundation's Operations Manual, who can contribute to the effective functioning of the Board, who can assist the Foundation staff in the conduct of Foundation affairs, and who will serve with integrity as a member of the governing body of the Foundation. Membership on the Foundation Board of Trustees should include those with a relationship to the PHS Commissioned Corps and PHS stakeholders, and reflect the diversity among those groups of persons.
- C1.4 Strengthen the productivity of the Foundation by increasing participation in the operations of the Foundation through solicitation of retired PHS officers and other appropriate individuals who will volunteer their services for Foundation activities, including its governance.

OBJECTIVE C2.

Enhance the financial position of the Foundation.

- C2.1 Provide leadership for an effective, ongoing program for soliciting individual and organizational contributions to the Foundation, with an increase of at least ten percent in revenue per year. Monitor the operation of a computerized donor history file. Trustees will participate in fund raising activities of the campaign, when appropriate, and by consideration of making personal donations to the campaign.
- C2.2 Provide leadership in the campaign to build an endowment fund to create a revenue stream that will supplement individual and organization funds and provide a reserve for designated initiatives. That will include solicitation of corporate and foundation contributors, in addition to individual contributors, for the endowment. Recommended

endowment goals could be set at \$1.5 million within three years and \$2.5 million within five years.

- C2.3 Encourage the pursuit of research and inquiry contracts and project grants from DHHS and other governmental agencies, as well as other health-related groups. Retired PHS officers and other knowledgeable volunteers can be encouraged to assist with drafting and marketing such proposals and grant applications.
- C2.4 If determined to be beneficial for the Foundation, consider applying for General Services Administration Preferred Contractor status when the Executive Director believes that the Foundation has an adequate record of accomplishments in order to have eligibility status.

STRATEGIC GOAL D. – PRESERVATION OF HERITAGE

Support activities and programs that highlight and preserve the historical legacy of the Public Health Service and the PHS Commissioned Corps.

OBJECTIVES

OBJECTIVE D1.

Support initiatives that provide for promotion and preservation of the heritage of the U.S. Public Health Service.

- D1.1 Publish and sponsor publication of journal articles, books and reports that deal with the history and traditions of the PHS.
- D1.2 Create and maintain a library or information repository of documents (electronic and print) pertaining to the history and traditions of the PHS.
- D1.3 Support the preservation of public and private collections of manuscript material and artifacts pertaining to the PHS.
- D1.4 Fund (when feasible) scholarly research that relates to the history and traditions of the PHS.
- D1.5 Conduct activities that highlight PHS officers and accomplishments or significant events of the U.S. Public Health Service and the Commissioned Corps.
- D1.6 Support the maintenance of a PHS historical office in the DHHS, as circumstances require, to the extent feasible.

STRATEGIC GOAL E. – PROJECT AND RESEARCH SUPPORT

Support and conduct projects and research studies that advance, promote, and/or protect public health nationally and globally.

OBJECTIVES

OBJECTIVE E1.

Conduct, coordinate, and/or fund projects and research that advance the Foundation's public health mission.

- E1.1 Coordinate and fund (when feasible) projects and research that advance the public health role of PHS commissioned officers and the Nation's public health, generally.
- E1.2 Apply for HHS and health foundation contracts and grants that support the conduct of projects and research by the Foundation which enhance the educational and support goals of the Foundation.
- E1.3 Participate in projects to carry out research and recommend improvements in recruiting, selection, and assignment of PHS officers.

OBJECTIVE E2.

Provide a protocol for processing requests to the Foundation for support of projects and research.

- E2.1 Formalize a standard process by which requests for project and research support are reviewed, evaluated and prioritized by the Board of Trustees.
- E2.2 Determine the need for a budget process that provides an annualized allocation of Foundation funds to be set aside for project/research support.