



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

***STRATEGIC PLAN***

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**FY 2019 - 2023**

*Approved by the Board of Trustees  
on 6 December 2018*

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. The COF Strategic Plan 2009–2014 responded to that action item. It was the first Plan to be prepared solely for the Foundation, building upon the first Strategic Plan 2002–2007, dated January 28, 2003, that was developed jointly for COF and the Commissioned Officers Association of the U.S. Public Health Service (COA). The COF Strategic Plan FY 2014-2018 built upon those previous plans and incorporates a new Vision and Mission as well as revised Strategic Objectives. This COF Strategic Plan FY 2019-2023 builds upon those previous plans.

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 18-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 Society merger with the COF in 2005 and, also in 2005, the transfer from COA to the Foundation of sponsorship of the Annual USPHS Scientific and Training Symposium. Among other notable COF activities are establishment of the RADM Michael Educational Fellowship, publisher of four books for PHS commissioned officers, collaboration with the Office of the Surgeon General on PHS matters, partnership with the School of Public Health, University of Maryland, sponsorship of two Global Health Summits, research collaboration with the Chinese Association of Health Educators, and evaluation of a health education system for the Nigerian Health Initiative for African Safety and Security. In 2018, COF began supporting community-based public health programs with the Barclay-Giel Seed Grants.

In order to help guide future efforts, this document includes a revised vision and mission statement for the Foundation. The vision is an overarching conceptual goal and the mission provides the organization's purpose. 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 vision and mission, 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 depend largely on its financial position. 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. The Foundation created a Capital Fund for the longer-term strategy of meeting the essential need for a reliable revenue stream to supplement the annual appeal for contributions. The campaign to build this Fund is ongoing, with an initial goal of \$1 million.

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." A complementary document, the COF Action Plan, will be maintained that contains measurable outcomes to guide progress. It is the intent of this Board to proactively move forward with the strategy described in these documents, and to regularly review these documents 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  
December 2018

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

**Vision, Mission, and Strategic Goals**

**VISION**

Advance public health and public health leadership for a healthier Nation.

**MISSION**

Building leadership in public health through advocacy, education, research, partnerships and program support.

**STRATEGIC GOALS**

The COF has five strategic goals:

**ADVOCACY**

Advance public health and public health leadership 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 and promote public health and public health leadership nationally and globally.

These strategic goal areas form the basis of the COF STRATEGIC PLAN 2013–2018. Virtually all of the Plan's goals and objectives are considered to be ongoing actions. In coordination with this Plan, the Board of Trustees will maintain a COF Action Plan with key performance indicators and/or measurable outcomes, designed to ensure steady progress toward achieving the goals and objectives contained within the Strategic Plan.

## STRATEGIC GOAL A. – ADVOCACY

Advance public health and public health leadership 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 appropriate government and non-governmental organizations to facilitate the cooperative support of initiatives that:
- advance public health and public health leadership;
  - demonstrate the essential roles of the PHS Commissioned Corps in advancing public health nationally and globally; and,
  - support public health training programs.

#### **OBJECTIVE A2.**

##### **Improve advocacy capability through an effective public relations effort.**

- A2.1 Encourage PHS officers, including Board members, to proactively seek opportunities to submit letters-to-the-editor, Op-Ed articles, professional journal articles, and other appropriate published writings to publicize the Foundation and its programs, and the work of the USPHS Commissioned Corps in promoting the public health of the Nation.
- A2.2 Seek opportunities to gain wider recognition of the Foundation as the organization dedicated to building public health leadership, especially in regard to 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 PHS Scientific and Training Symposium.**

- B1.1 Expand appeal of 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. The success of enhancement initiatives is evaluated by pre- and post-conference surveys of PHS commissioned officers and by annual meeting attendance.
- B1.2 Seek opportunities to present and collaborate with USPHS leadership and organizations such as academic institutions and other uniformed services to present relevant public health training in the pre-program sessions of the Symposium.
- B1.3 Continue to seek general and specific event sponsorship of the Symposium by appropriate outside groups and organizations, and to increase exhibitor participation.

#### **OBJECTIVE B2.**

##### **Develop and enhance educational and training opportunities for PHS officers and public health professionals.**

- 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 identify new academic program opportunities and pursue partnerships with Schools of Public Health in support of expanded public health training for PHS commissioned officers.

## 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 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 the field of public health and reflect the diversity among those groups of persons.
- C1.2 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 to solicit individual and organizational contributions to the Foundation, with a target increase of at least ten percent in revenue per year. Maintain and monitor a computerized donor history file. Trustees will participate in fund raising activities, when appropriate, with Trustees encouraged to make personal donations to general fund and/or to the Capital Fund.
- C2.2 Provide leadership in the campaign to build the Capital Fund sufficient to create a revenue stream that will supplement individual and organization funds and provide a reserve for designated initiatives. The Fund campaign will include solicitation of corporate and foundation contributors, in addition to individual contributors, for the endowment. The recommended Fund goal is set at \$3 million.
- C2.3 Encourage the pursuit of research and inquiry contracts and project grants from DHHS and other governmental agencies, as well as other appropriate groups. Such projects should be relevant to national public health and, more specifically, the essential role of PHS officers in public health. Retired PHS officers and other knowledgeable volunteers should be encouraged to assist with drafting and marketing such proposals and grant applications.
- C2.4 If determined to be beneficial for the Foundation, apply for General Services Administration Preferred Contractor status when the Executive Director believes that the Foundation has an adequate record of accomplishment for eligibility.

## 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, traditions, and operations of the PHS.
- D1.2 Maintain a library and 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 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.



## STRATEGIC GOAL E. – PROJECT AND RESEARCH SUPPORT

Support and conduct projects and research studies that advance and promote public health and public health leadership 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 projects and research that advance the public health role of PHS commissioned officers and the Nation’s public health.
- E1.3 Support community-based public health programs with the Barclay-Giel Seed Grants.
- E1.2 Apply for HHS and health foundation contracts and grants that support the Foundation’s efforts in education and career development programs for public health leaders.
- E1.3 Participate in projects that improve the training and retention of public health leaders.
- E1.4 Inform public health decision making on National and global health topics.

#### **OBJECTIVE E2.**

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

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