

Strategic Plan 2025–2028

A global network built for this moment

MISSION CUGH supports academic institutions and partners to improve the wellbeing of people and the sustainability of our planet through education, research, service, and advocacy.

TODAY'S LANDSCAPE

Contracting investment

Funding cuts put hard-won development gains at risk

Planetary pressures

Climate change, biodiversity loss and pollution are reshaping risks everywhere

Science under assault

Trusted, science-based voices are harder to hear

Uncertain career paths

Students and researchers are anxious about their future in global health

Why CUGH, why now: Global health is under assault and underfunded, and inequality is rising just as threats are accelerating. CUGH is the independent platform that connects universities and partners across sectors and borders, and turns their collective knowledge, talent and influence into capacity building, policy leadership, stronger institutions, action and impact.

STRATEGIC DIRECTIONS

Communicate & advocate to sustain support for global and planetary health

Global leadership · Public credibility · Stakeholder engagement

- A forward-looking **Future of Global Health** report, released in 2027
- Communications trainings, monthly newsletter, website and Capitol Hill advocacy days
- **Annual conferences** (Lima 2027 · DC 2028), advocacy training and virtual symposia
- Collaboration with WHO, PAHO, other multilaterals and NGOs

Strengthen universities and partner capacities

Equitable partnerships · Next-generation leaders · Across sectors

- Broker academia–government–NGO collaborations across disciplines and sectors
- **Build capacity** and advance research that delivers programs improving human and environmental outcomes
- **Young Professionals Network**, student seminars, academic program leads

Sustain and enhance CUGH's capacity to deliver its mission

Diverse membership · Financial sustainability · Organizational capacity

- **Increase membership** across Africa, Asia, Europe, Latin America and the U.S., and diverse sector representation
- **Grow revenue** through grants and sponsorships; cultivate new partnerships with foundations, philanthropies and non-traditional partners

THE PLAN IN ACTION

Signature events

- CUGH 2027 · Lima, Peru
- CUGH 2028 · Washington, DC
- Annual Virtual Global Health Week
- Annual NCI Global Cancer Symposium

Leadership for impact

- Humanitarian Crises
- Global Health Leaders Podcast
- Commissions on anti-corruption, pollution, and health information

Advocacy & communications

- Capitol Hill Days
- Health and science communications training
- Advocacy statements, sign-on letters and calls to action

Students & mentorship

- AAPI global health academic mentorship program
- Career fairs
- In-person and virtual networking (coming soon)

THEORY OF CHANGE

ACTIVITIES

- Convene and mobilize the global academic community and partners across sectors
- Advocate and communicate strategically
- Broker partnerships, capacity building and mentorship

OUTPUTS

- Future of Global Health report
- Conferences, roundtables and Capitol Hill Days
- Newsletter, media kit, website and calls to action
- Partnership development, mentorships and seminars
- Contributions to global commissions
- Human resources capacity building

OUTCOMES

- Universities are a go-to voice on global health, translating into policies and programs
- Equitable, stronger partnerships for impact in LMICs and in rural and underserved U.S. regions
- Local leaders and governments' efforts are enhanced to strengthen health and development outcomes

LONG-TERM IMPACT

Universities and partners act as a transforming force, sustaining investment in, and equitable progress on, the health of people and planet