



August 1, 2023 - July 31, 2028

VISION: All people live in thriving and resilient communities supported by sustainable food systems

MISSION: To improve public health by creating and strengthening equitable nutrition policies, systems, environments, and programs for all people through development of diverse public health nutrition leaders and collective action of members nationwide

ASPHN Strategic Plan

Advancing Health Through Leadership

GOALS Focus On	Membership Engagement Maximize membership engagement	Professional Development Strengthen members' knowledge and skills	Collaboration Cultivate diverse, strategic partnerships to fulfill priorities	Policy Support equitable policy, system, and environmental (PSE) changes	Career Development Advance public health nutrition as a profession at all career stages	Internal Operations Maintain sufficient resources to sustain continued operations
OBJECTIVES Measure	<ol style="list-style-type: none"> 1. Increase the number of members serving in leadership roles who identify as a race other than white from 18 to 30. 2. Maintain geographic diversity of members who serve in leadership roles, with at least 4 representatives from each HHS region and at least 7 representatives from each USDA region. 3. Increase the proportion of members who report active engagement with ASPHN from 70.6% to 75.6%. 4. Increase the proportion of members who report that their engagement with ASPHN has helped them do their job better from 82% to 85%. 	<ol style="list-style-type: none"> 1. Increase the monthly page views of asphn.org from 7,318 to 9,000. 2. Offer a minimum of 450 training calls and webinars (90 per year). 3. Increase the annual average number of participants in training calls, webinars, and in-person trainings from 2,580 to 2,709. 4. Maintain at 87% (or increase) the proportion of members who report ASPHN trainings and resources increased their knowledge of PHN. 5. Increase proportion of members who report that ASPHN helped build their leadership capacity from 79% to 85%. 	<ol style="list-style-type: none"> 1. Increase to at least 4 the number of new collaborations with non-traditional partners. 2. Increase the number of working projects with partner organizations from 10 to 12. 3. Increase the number of active partner organizations from 25 to 30. 4. Increase the number of partnerships from 17 to 20 that ASPHN Liaisons report at a collaboration level of 3 or above. 5. Increase the number of partners who report they are very satisfied with the way their organization and ASPHN work together from 15 to 18. 6. Establish baseline measure of partner perception of the value PHN as a profession. 	<ol style="list-style-type: none"> 1. At least 325 actions taken by the Policy Committee in support of equitable, evidence-informed policies directing federal programs (65 per year) 2. At least 170 trainings, programs, or projects provided each year that help members implement PSE strategies (34 per year). 3. Increase the number of members involved in ASPHN Policy Committee activities and/or trainings from 45 to 55. 4. Increase the proportion of members who say that being a part of ASPHN helped them plan PSE change strategies from 68% to 75%. 	<ol style="list-style-type: none"> 1. Implement at least 2 new opportunities to create demand for PHN positions. 2. Implement at least one action to establish a baseline count of the number of PHNs working in state agencies. 3. Receive at least 375 new student member applications (75 per year). 4. Offer at least 4 career development resources per year, with at least 1 student experiential learning opportunity, 1 early-career resource, 1 mid-career resource, and 1 late-career resource. 5. Establish baseline measure of member perception of the value of PHN as a profession. 	<ol style="list-style-type: none"> 1. Increase ASPHN annual operating budget from \$4,346,381 to \$4,781,019. 2. Secure at least 8 nonfederal funding sources. 3. Maintain cost effective virtual operations so expenses do not exceed 100% of revenue. 4. Maintain or increase annual federal funding at \$4,293,831. <p><i>Last updated: February 20, 2024</i></p>

CORE VALUES: Prioritize health equity | Use evidence-informed decision making | Engage members and partners



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STRATEGIES Work On	<ul style="list-style-type: none"> A. Monitor the diversity of our membership and use this data to expand membership B. Identify and implement actions that will help ASPHN advance antiracism and prioritize diversity, equity, and inclusion C. Identify effective engagement methods D. Foster active engagement of members and leaders E. Respond to member feedback to provide a valuable membership experience for all 	<ul style="list-style-type: none"> A. Assess top professional development needs, emerging issues, and other relevant topics of interest B. Provide diverse, relevant resources and professional development opportunities to members on a variety of topics of interest, with support of partners when needed C. Promote ASPHN professional development opportunities and resources to members, partners, and to the broader field D. Evaluate resources and professional development opportunities annually E. Offer leadership development opportunities 	<ul style="list-style-type: none"> A. Actively seek out non-traditional and diverse partners B. Identify prospective partners working in emerging and innovative public health nutrition areas C. Support and enhance liaison and committee skills to maintain and grow healthy partnerships D. Elevate and promote the work of ASPHN and public health nutrition 	<ul style="list-style-type: none"> A. Select policies and actions on which to focus that prioritize diversity, equity, and inclusion B. Build relationships with organizations that represent priority populations to do advocacy work C. Collaborate on PSE change actions across ASPHN's councils, committees, and workgroups D. Empower members to advocate for nutrition PSE changes at all levels 	<ul style="list-style-type: none"> A. Expand experiential learning opportunities for students within ASPHN B. Conduct outreach promoting PHN to high school, college, and graduate students C. Educate employers and other decision makers on role and value of PHNs D. Encourage funders to include preference PHN positions as core staff in relevant funding opportunities E. Assess the number of PHNs working in state agencies F. Promote career development at all stages, with emphasis on early-career stage 	<ul style="list-style-type: none"> A. Maintain funding from existing funding sources B. Seek funding from new funding sources C. Apply for or collaborate on non-federal funding opportunities D. Maintain efficient virtual operations E. Develop policies and procedures for raising and utilizing unrestricted revenue

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