

ASSOCIATION OF SCHOOLS OF PUBLIC HEALTH IN THE EUROPEAN REGION
ASPHER

Strategic Plan 2020-2025: ASPHER 2025

FINAL DRAFT – GENERAL ASSEMBLY 2020

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VISION AND VALUES

The Association of Schools of Public Health in the European Region (ASPHER) is the key independent European organisation dedicated to strengthening the role of public health by improving education and training of public health professionals for both practice and research. ASPHER is a membership organisation of institutions, spread across the EU and wider across the WHO European Region, which are collectively concerned with the education and training, and professionalism, of those entering and working within the public health workforce.

The vision of the Association concentrates on the *improvement of the health of the people that we serve* and the *strengthening of professional identity in public health*, and thus its main functions include: (1) To support the professionalisation of the public health workforce in Europe, whilst respecting the diversity of national and regional contexts in which each school of public health operates, and thus; (2) To sustain capacity building in public health, so that it balances with national and European population health challenges and threats, and is supported by best standards of public health education and training, scientific research, and practice.

Our values: (1) *Member-focused* – ASPHER’s strength is in its members, to act as a powerful collective voice for the health of the public in Europe; (2) *Diversity* – ASPHER supports, enjoys and gains vitality from diversity among its membership; (3) *Integrity* – ASPHER acts as a whole, undivided and led by strong moral principles, firm ethical considerations and respect; (4) *Corporate citizenship* – leading by example through ASPHER’s role and responsibilities as a steward for community and planetary health in partnership with a wide variety of actors working locally and globally to foster social responsibility; (5) *Europe-centred global outlook* – grounded in and united by European cooperation and shared European values embodied in the EU and WHO European Region agendas; and (6)

Meaningful work – ASPHER maintains focus supporting creative thinking, ensuring coherent action and inspiring innovation.

ASPHER 2025: CORE MISSION AND ENABLING AREAS

The ASPHER 2025 **Core Mission Areas** include: (1) *Education & Training*; (2) *Applied Research & Service*; and (3) *Professionalisation*.

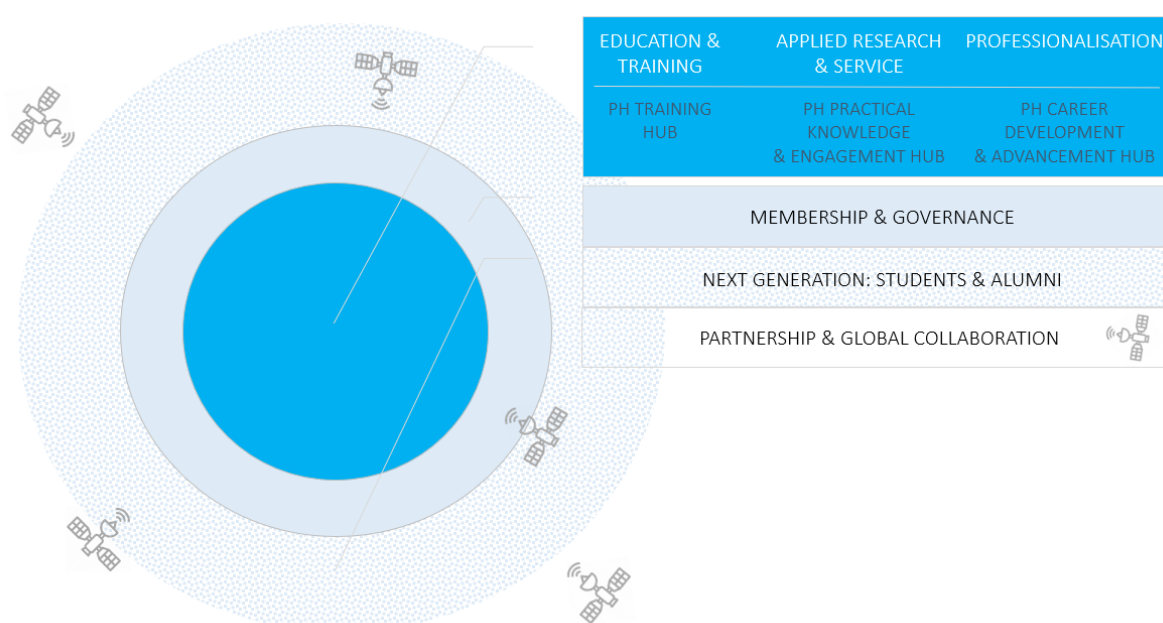
The following **Enabling Areas** complement the strategic agenda of the Association: (A) *Membership & Governance*; (B) *Next Generation – Students & Alumni*; (C) *Partnership & Global Collaboration*.

ASPHER is strategically placed to guide cross-country integration of public health training with professional competency-based systems and assessment. Empowering development, support and recognition for professional careers in public health, enables ASPHER and its members to cultivate public health leaders with the passion, skills and capabilities to work effectively in health systems to improve the health of the population and the planet.

ASPHER 2025: STRATEGIC OBJECTIVES – ACTIVITIES AND OUTPUTS

Core Mission Areas

A shared strategic objective across the Core Mission Areas of the ASPHER 2025 agenda is for the Association to become a focal point with a brokering role for its members to support the key functions of schools of public health. The Association will aim to achieve that by setting up the **Hub initiative** for each of the three Core Mission Areas, i.e.: (1) *Public Health Training Hub*; (2) *Public Health Practical Knowledge & Engagement Hub*; and (3) *Public Health Career Development & Advancement Hub*.



Each of these will be composed of two elements: (i) an *online toolkit* – being an exclusive component of each and every Hub individually; and (ii) a dynamic element focusing on specific activities “hosted” by the given Hub but serving the context of other areas within the core mission and enabling domains as well, falling within the following three categories respectively: (1) *short courses* (for the Public Health Training Hub); (2) *surveys, guidelines and position statements* (for the Public Health Practical Knowledge & Engagement Hub); (3) *internship and fellowship schemes, and the Young Professionals Programme – YPP* (for the Public Health Career Development & Advancement Hub).

Selected functionalities of the **Public Health Training Hub toolkit** include: directory of available CPD/training offerings*, pool of experts/trainers*, and competency-based curriculum creator. Under the *short courses* component, selected possible training include: SPHs/PHPs leadership and management, PH crash course; and/or with a focus on other strategy areas: training for PhD supervisors, training for SPHs/PHPs engaging with the media, training for advocacy, training for building up PH capacity and PHW professionalisation, and ASSETS (Andrija Stampar Summer Educational & Tutoring School).

Selected functionalities of the **Public Health Practical Knowledge & Engagement Hub toolkit** include: support to project implementation including bringing together partners for bids and joint publication efforts*, support to schools engaging in work with communities* and a good practice repository. Under the *surveys, guidelines and position statements* component, selected possible areas of focus include: new sources of data and methods for public health, social accountability and PHET; and/or with a focus on other strategy areas: innovation in teaching and learning, interprofessional PHET for the HiAP/SDGs agenda, diversity in PHET, professional regulation, and mobilization of student and alumni communities.

Selected functionalities of the **Public Health Career Development & Advancement Hub toolkit** include competency-based system capacity and individual career planner, including funding opportunities and job bank. The Public Health Career Development & Advancement Hub will also host the *Association’s internship and fellowship schemes, and the Young Professionals Programme - YPP*, linking to the Next Generation – Students & Alumni enabling area of the strategy.

The Core Mission Area of Professionalisation covers also the following programmes and services necessary to support and ensure a well-trained public health workforce fit to work effectively and to lead to improve the health of the population:

Public Health Competencies Programme, the Association’s flagship programme with wide-range functionality via the Core Curriculum – European Core Competences List for the Public Health Professional (academic focus) and the Competency Framework for the Public Health Workforce in the European Region (practice focus).

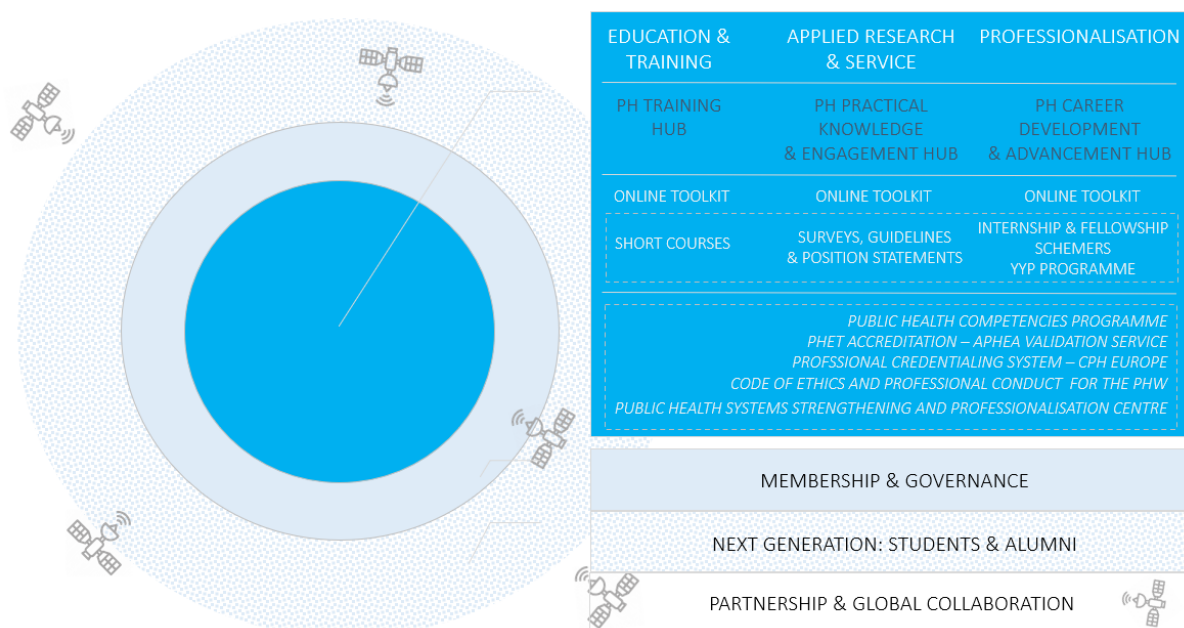
* Activities and outputs remaining exclusive to ASPHER members are marked with “*”

Public Health Education and Training Accreditation – APHEA validation service, the Agency founded and led by ASPHER, serving the Association’s members and contributing to its broader agenda on the PHW professionalisation and PEER service; also to share/develop joint ASPHER-APHEA recommendations for bachelor, master, doctoral programmes and professional training standards.

Professional Credentialing System, one of the most challenging agenda items under the ASPHER 2025 strategy aiming at development of Certified in Public Health (CPH) – Europe scheme, taking advantage of its integration with the relevant mechanisms at the global level allowing for the recognition of professional standards in public health across regions.

Code of Conduct, complementing relevant efforts under the PHW professionalisation agenda by development and wide endorsement of a Code of Ethics and Professional Conduct for the Public Health Workforce in the European Region.

Public Health Systems Strengthening and Professionalisation Centre, ASPHER-led structure to provide consultancy services to members and other stakeholders including countries via the Professionalisation Road Map roll out (implementation-evaluation-feedback).



Enabling Areas: Membership & Governance

Membership & Governance is the fundamental enabling area under the ASPHER 2025 agenda. It assumes a number of critical actions to secure the new strategy implementation:

Statutes & Bylaws review (rules of procedure), including roles and responsibilities within the Association’s governance.

Financial routine review, including budgeting and cash-flow, transparency statement – i.e., ASPHER’s guiding principles concerning partnership, sponsorship, and conflict of interest.

Agenda planning routine review, including guidelines for the formulation of presidency priorities, annual work plans, and 5-year strategies; matching capacity.

Membership policy review, including membership benefits and services offer, the fee structure, and other relevant items such as the ASPHER policies on membership capacity building (solidarity scheme and individual country cases); engagement in member and other projects; and on the Association's collaborating centres and networks, working groups and task forces.

ASPHER PEER positioning as a flagship service of the Association to members. Through the Public Health Education European Review (PEER), ASPHER offers a cadre of expertise on the process of international peer review and standards; to evaluate and provide recommendations for planning and improvement. This is not an accreditation service, but it is a flexible offer that may be tailored to specific development and pedagogic/other project needs as identified by ASPHER members.

Public Health Reviews (PHRS) positioning as a society journal.

ASPHER Deans' & Directors' Retreat positioning as a key membership event of the Association, including development of a handbook to guide the organisation of the event under a new/enhanced format based on past years' experience.

ASPHER Honours Committee positioning as the Association's "reflection chamber", composed of the ASPHER past presidents and the Andrija Stampar Medallists.

Awards & Distinctions review, including policies referring to the Andrija Stampar Medal and ASPHER Deans' and Directors' Good Practice Award in Public Health Education and Training; with additional awards/distinctions to be considered.

ASPHER website & social media channel positioning, achieving greater impact.

Enabling Areas: Next Generation – Students & Alumni

Activities under the Next Generation – Students & Alumni enabling area of the ASPHER 2025 agenda offer a wide-range of opportunities from one-time events to longer-term volunteer engagement, internship and fellowship programmes and representation:

ASPHER Young Researchers' Forum, hosted by the annual European Public Health Conference as standard; possible other contexts include Digital Public Health (DPH) and/or European Scientific Conference of Applied Infectious Disease Epidemiology (ESCAIDE).

ASSETS (Andrija Stampar Summer Educational & Tutoring School), set up to offer a real-world problem-based mentoring session by recognized public health experts, based on the challenges faced by early career public health professionals.

Young Professionals Programme (YPP), engaging students and alumni of ASPHER member schools and programmes in Association projects; involved also in facilitating exchanges among members for practical experiences/placements, thesis supervision and examination.

ASPHER Internship & Fellowship Schemes.

ASPHER Representation, including advisory position to ASPHER Executive Board and the Association's PEER service consultation.

Enabling Areas: Partnership & Global Collaboration

The final enabling area of the ASPHER 2025 agenda refers to Partnership & Global Collaboration. The general approach here is two-fold:

- **Europe-level** via the WHO EURO and the EU relevant structures (such as the WHO PHS Coalition of Partners and the EU Health Policy Platform, or similar);
- **Global-level** via the *Global Network for Academic Public Health* (bringing together ASPHER-like networks from all regions, with TIPH campaign) and via the World Federation of Public Health Associations (WFPHA).

Selected core partnerships and collaboration arrangements within the individual areas of ASPHER 2025 include:

For Education & Training: *Agency for Public Health Education Accreditation (APHEA)*.

For Applied Research & Service: *European Observatory on Health Systems and Policies (OBS)*, *European Public Health Alliance (EPHA)* and *European Public Health Conference of the European Public Health Association (EPH-EUPHA)*.

For Professionalisation: *International Association of National Public Health Institutes (IANPHI)*.

For all three of the Core Mission Areas – serving the Hub initiative, but also selected activities under the Enabling Areas: *Public Health Reviews (PHRS)*.

For Next Generation – Students & Alumni: *European Network of Medical Residents in Public Health (Euronet MRPH)*, and other relevant student and young professional networks such as the *Europubhealth+ Students and Alumni Association (EPHSA)*.

ASPHER 2025: FEE SCHEME

Key features of the new fee structure proposal:

1. **Full Members fee:** 750 – 2500 EUR; calculated based on 2 criteria: (1) Size of the school; and (2) GDP of the country of establishment.
2. **Associate Members fee:** flat rate of 1000 EUR.

Institutional members only, i.e. schools from outside of the WHO European Region. Individual Membership will no longer be offered.

3. **Special fee category** for country-level structures representing more than one institution under the condition of at least 2 institutions remaining in direct membership arrangement with the Association); and other structures with a role in Public Health Education and Training (PHET): 4000 EUR.

4. *Two years of transition period* for members that fall within the higher fee category under the new fee structure proposal.
5. **Supporting membership contribution** – a voluntary contribution/donation separate from the mandatory membership fee scheme; towards a specific programme, strengthening secretariat capacity, building reserves and/or solidarity scheme.

	FULL MEMBERS		ASSOCIATE MEMBERS	
	SMALL SCHOOLS (< 50 STUDENTS)	BIG SCHOOLS (≥ 50 STUDENTS)	INSTITUTIONAL MEMBERS ONLY (NO INDIVIDUAL)	
LOW & MIDDLE INCOME COUNTRIES	750 EUR	1 000 EUR (2 YRS OF TRANSITION)		LOW & MIDDLE INCOME COUNTRIES
HIGH INCOME COUNTRIES	1 000 EUR	2 500 EUR (2 YRS OF TRANSITION)	1 000 EUR (2 YRS OF TRANSITION)	HIGH INCOME COUNTRIES
COUNTRY-LEVEL STRUCTURES REPRESENTING MORE THAN 1 INSTITUTION (NATIONAL NETWORKS OF SPHs, FOUNDATIONS etc.) UNDER THE CONDITION OF AT LEAST 2 INSTITUTIONS IN DIRECT MEMBERSHIP ARRANGEMENT AND OTHER STRUCTURES WITH A ROLE IN PHET (STANDARD SETTING BODIES etc.) 4 000 EUR (2 YRS OF TRANSITION AT MIN. 3 000 EUR)				
SUPPORTING MEMBERSHIP CONTRIBUTION (VOLUNTARY; TOWARDS SPECIFIC PROGRAMME, STRENGTHENING SECRETARIAT CAPACITY, BUILDING RESERVES, SOLIDARITY SCHEME)				

ASPHER 2025: MEMBERSHIP BENEFITS AND SERVICES OFFER

(to be refined with additional details and logical order to distinguish between benefits and services)

Being a part of the ASPHER network – membership community.

Active and passive voting rights on Association matters/General Assembly.

Taking part in consultation and further implementation of the ASPHER agenda (including strategy and annual work plans).

Joint project opportunities with the Association; also ASPHER engaging in projects and other initiatives only if membership link/interest is established.

Invitation to Annual Retreat.

Access to ASPHER PEER service.

Access to ASPHER programmes and networks, working groups and task forces.

Possibility to apply for the ASPHER collaborating centre status.

Access to full functionality of the ASPHER Hub Initiative (PH Training Hub, PH Practical Knowledge & Engagement Hub, and PH Career Development & Advancement Hub).

Access to ASPHER Young Professionals Programme – YPP, Fellowship and Internship Schemes, and advantages in ASSETS and the Young Researchers' Forum participation.

Access to ASPHER partnerships, including the Global Network for Academic Public Health.

Access to This Is Public Health – Europe campaign.

Access to ASPHER awards and distinctions (passive and active voting status).

Access to ASPHER's premises and representation in Brussels.

Access to the online platform – online community membership at aspher.org, and to other communication platforms of the Association (social media, monthly newsletters, journal...).

Advantages in accessing other/member non-exclusive services of the Association, such as the Association-led Public Health Systems and Professionalisation Centre and the ASPHER society journal – Public Health Reviews.

Discounts in APHEA rates and the validation service at the point of entry to the Association, also access to APHEA pool of reviewers.

Other advantages linked to participation in EPH-EUPHA and other key events in partnership with the Association (joining ASPHER-led sessions, exhibition booth...).

ASPHER 2025: TIMELINE

	2020	2021	2022	2023	2024	2025	
EDUCATION & TRAINING		HUB PROJECT LAUNCH (SOFIA 2021)		ASPHER 2025 MID-TERM EVALUATION			
APPLIED RESEARCH & SERVICE		HUB PROJECT LAUNCH (SOFIA 2021)					
PROFESSIONALISATION	COMPETENCIES PROGRAMME NEW AGENDA ASPHER-APHEA POSITIONING	HUB PROJECT LAUNCH (SOFIA 2021) CPH EUROPE FEASIBILITY STUDY	CODE OF CONDUCT (DUBLIN 2022) CPH EUROPE FEASIBILITY STUDY (CONT.)				
MEMBERSHIP & GOVERNANCE	PHRS POSITIONING PEER POSITIONING HONOURS COMMITTEE POSITIONING	REVIEW POINTS (SEE: PP.4-5) ASPHER WWW UPGRADE (SOFIA 2021)	DD RETRRAT POSITIONING (DUBLIN 2022)				
NEXT GENERATION: STUDENTS & ALUMNI	YPP SETUP	YPP SETUP (CONT.)					
PARTNERSHIPS & GLOBAL COLLABORATION	GLOBAL NETWORK FOR ACADEMIC PH LAUNCH TIPH EUROPE POSITIONING	ASPHER-EPH CONFERENCE POSITIONING					
DEANS' & DIRECTORS' RETREAT / GENERAL ASEMBLY	VIRTUAL (JUN-SEP)	SOFIA	DUBLIN				
PRESIDENCY & EXECUTIVE BOARD	MIDDLETON CZABANOWSKA BARROS BUCKINGHAM CODD KUNZLI LYUBOMIROVA (I) RAZUM SIGNORELLI	MIDDLETON SIGNORELLI CODD (I) RAZUM (I)	SIGNORELLI MIDDLETON	SIGNORELLI SIGNORELLI	

Annual work plans (for the following year) will be presented each year at the General Assembly, and preliminarily approved; subject to confirmation via online vote in Q4.

Mid-term evaluation scheduled for the period between 2022-2023 Retreats/General Assemblies.