I am pleased to present the 2012–2014 strategic plan for the Council of State and Territorial Epidemiologists.

This strategic plan provides the roadmap that CSTE will follow and a template for planning beyond those years. We recognize that our strategic plan must remain flexible in a rapidly changing world, where information needs, sources, and technologies continue to evolve. Together with our members and partners, we will work toward our vision of using the power of epidemiology to improve the public’s health.

Sincerely,

Jeffrey P. Engel, MD
At the October 2012 Executive Board meeting, the CSTE Executive Board approved a new Strategic Plan for the next 3–5 years.

This plan represents the first update since the first CSTE Strategic Plan was written in 1997.

Importantly, the Board reaffirmed the CSTE Mission Statement, which will remain unchanged:

- Promote effective use of epidemiologic data to guide public health practice and improve health
- Support effective public health surveillance and epidemiologic practice through training, capacity development, and peer consultation
- Develop standards for practice
- Advocate for resources and scientifically based policy

A new, simpler vision statement was approved:

**Using the power of epidemiology to improve the public’s health.**

Two themes emerged during the Board’s discussion on strategic planning:

- CSTE's legacy was built on infectious disease applied epidemiology, and this success will build the future of the organization to address all major preventable causes of morbidity and mortality; and
- CSTE has grown as an organization and modifications to the current governance structure will improve membership representation.
STRATEGIC PLAN 2012–2014

The central challenge that frames the CSTE Strategic Plan is to drive the use of epidemiologic data to address the major preventable causes of morbidity and mortality in the nation.

There are four organizational priorities under this challenge:

- **Priority 1:** Build and sustain applied epidemiology programs
- **Priority 2:** Be recognized as the home organization for all applied public health epidemiologists
- **Priority 3:** Diversify funding sources
- **Priority 4:** Improve communications both internally and externally

Each priority has specific objectives:

**Priority 1: Build and sustain applied epidemiology programs**
- Objective 1: Recruit and retain CSTE member champions
- Objective 2: Enhance chronic disease, mental health/substance abuse and maternal & child health epidemiologic programs
- Objective 3: Enhance environmental health, occupational health and injury prevention epidemiologic programs
- Objective 4: Support robust infectious disease programs in existing and emerging threats

**Priority 2: Be recognized as the home organization for all applied public health epidemiologists**
- Objective 1: Improve recruitment and outreach to applied PH epidemiologists at all levels
- Objective 2: Strengthen CSTE national office operations
- Objective 3: Restructure CSTE governance

**Priority 3: Diversify funding sources**
- Objective 1: Develop funding map and identify gaps for key priorities
- Objective 2: Seek funding from federal agencies that harmonizes with CDC-based activities
- Objective 3: Solicit grant opportunities from private sector funders
- Objective 4: Create a corporate alliance of business donors

**Priority 4: Improve communications both internally and externally**
- Objective 1: Establish a marketing and communications function at the national office
- Objective 2: Strengthen relationships with sister agencies such as NACCHO, APHL and ASTHO
NEXT STEPS

• The Executive Board and CSTE staff will be developing an implementation plan that will outline specific tactics or actions that will be used to meet the strategic priorities and objectives.

• Tactics will be cross-cutting; that is, one tactic will often address more than one objective and/or priority.
  ◦ As an example, the CSTE National Office has hired a new Director of Marketing & Communications (tactic) to address Priority 4 and its objectives; this director is tasked with improving member engagement that is the first Objective under Priority 1.

• Under Priority 3, the Executive Board conducted a survey of members in October to address the restructuring of CSTE governance to better represent its members.
  ◦ The purpose of this survey was to gauge interest in moving forward with changes to the organization, including changing the name and the voting structure for position statements and the Executive Board. A total of 483 CSTE members responded.

As we approach the Annual Meeting in June, members will be kept up-to-date on the implementation of the strategic plan; each update will reference the priority and/or objective being addressed.

• Your comments are encouraged, as the Strategic Plan is a dynamic process—not a static document. Current CSTE members can post feedback on our members-only forum by clicking here. Non-members are encouraged to submit feedback via email.

• CSTE members can be involved with implementing this Strategic Plan by taking on leadership roles within the organization as sub-committee chairs, co-chairs, or consultants.