

# **American Association of Colleges of Pharmacy Strategic Plan – Draft July 2010**

## **AACP VISION**

Academic pharmacy will transform the future of health care to create a world of healthy people.

### **Indicators:**

- Improved pedagogy and contemporary curricula, validated by outcomes assessments, that produce patient-centered professionals
- Expanded base of knowledge, use and evaluation of the systems, innovative practice models, services and technologies that will result in the finest medication use systems available.
- Replication of US pharmacy education models by other countries.
- Evidence-based advocacy which utilizes members' practice innovation and scholarship and positively influences the nation's health policy
- Productive and preeminent scholars in practice, education and the pharmaceutical, administrative, translational and clinical sciences
- Faculty and graduates as leaders contributing in many ways to improve the quality of health care and public health locally, nationally and globally
- Financially strong, progressive and well-lead institutions
- Increased patient awareness of the value of pharmacists as healthcare providers

## **AACP MISSION**

The mission of AACP is to lead and partner with our members in advancing pharmacy education, research, scholarship, practice and service to improve societal health.

We will accomplish this mission by:

- Providing forums for faculty development and networking.
- Disseminating cutting edge pedagogy related to professional and graduate education.
- Fostering environments and stimulating the development of resources that support the research and scholarship of faculty.
- Creating leadership and advocacy skills development opportunities for members and students.
- Fostering development of innovative professional and graduate education programs, assessment, resources and strategies.
- Facilitating members' development, evaluation and dissemination of new practice models through collaboration with other health care organizations and practitioners.
- Facilitating development of products, programs and services for members that create efficiencies and effectiveness and enhance value.
- Ensuring the appropriate infrastructure and resources are in place to advance our mission.
- Providing advocacy for academic pharmacy.
- Supporting faculty and graduates dedicated to and equipped for life-long learning utilizing models of continuing professional development.

**STRATEGIC PLAN:**

**CRITICAL ISSUE 1:** Human Resources for Education, Research, Service

How does AACCP assist members in attracting, motivating, developing and retaining the highest quality and most diverse faculty, students, administrators and professional staff?

1.1. Increase members' engagement in programs that enhance human resource recruitment, retention and development.

Obj 1.1.1 Increase section members' engagement in programs that enhance retention and development. (Section of Pharmaceutics)

Obj 1.1.2 By 2011, annually complete a formal review of admissions systems to ensure the highest quality of students. (Director of Student Affairs)

Obj 1.1.3 By 2011, implement and annually evaluate effective marketing campaigns for faculty recruitment. (Director of Communications)

Obj 1.1.4 By 2011, conduct a formal needs assessment of professional staff at colleges/schools of pharmacy and develop a plan of action based on results. (Staff)

Obj 1.1.5 By 2012, assist colleges/schools of pharmacy in the development and implementation of guidelines for development of psychoactive substance use disorder (PSUD) policies and procedures for faculty, students and staff. (Substance Abuse SIG)

1.2. Expand the range of programs in leadership development and professionalism of students, administrators and faculty

Obj 1.2.1 By July 2011, expand programming at annual meetings for leadership and professionalism of students[also see 3.1.1]. (President)

Obj 1.2.2 By 2011 interim and annual meetings, develop specific programming for department chair development. (Council of Faculties, VP of Academic Affairs)

Obj 1.2.3 By 2012, develop online resources for chair development. (Council of Faculties, VP of Academic Affairs, COF Staff Liaison)

Obj 1.2.4 By July 2012, create online toolkit for CPE/CPD on AACCP website using a PEAS like format (CPE)

Obj 1.2.5 By 2011-12, provide assessment tools for professional behaviors in interprofessional environments. (Interprofessional Professionalism Collaborative (IPC) Liaison, VP of Academic Affairs)

1.3. Identify and act upon opportunities to collaborate with other organizations in advancing Critical Issue 1.

Obj 1.3.1 By 2012, identify and train section members to be liaisons/advocates in key consumer, professional and advocacy group to better represent pharmacy and pharmacy educational issues. (Section of Pharmacy Practice) [Also relates to 3.6, 4.3, 6.1 and 6.4]

Obj 1.3.2 By 2013, collaborate with other interested and motivated organizations to develop and offer faculty programming at their meetings. (Council of Faculties)

Obj 1.3.3 By 2013, implement the pharmacy portal within the Association of American Medical Colleges (AAMC) MedEd Portal. (VP Academic Affairs)

1.4. Expand opportunities for professional student and faculty experiences in local, national, and global health initiative.

Obj 1.4.1 By 2012, coordinate the development of a best practices model for Advanced Pharmacy Practice Experience global/international experiential rotations, (Global SIG, VP of Academic Affairs, Global Education Consultant)

Obj 1.4.2, By 2012, coordinate the development and distribution of orientation materials for specific countries for students going on global/international experiential rotations (Global SIG, VP of Academic Affairs, Global Education Consultant)

Obj 1.4.2 By 2013, and develop a standard student assessment tool for global/international preceptors. rotations (Global SIG, VP of Academic Affairs, Global Education Consultant)

1.5. Expand the evidence on those factors which impact faculty work life and vitality, and apply the findings to improve faculty recruitment, retention and productivity.

Obj 1.5.1 By 2011, determine interest in implementing discipline-specific mentoring programs. (Council of Sections)

Obj 1.5.2 By 2012, create on-line guides to improving faculty life. (Council of Faculties)

**CRITICAL ISSUE 2: Academic Resources and Program Quality**

How do we facilitate members having the necessary resources to advance their institutional missions and achieve the highest quality programs that exceed the standards of accreditation bodies?

2.1. Identify, prioritize and address the needs of schools relative to meeting or exceeding standards and facilitate the acquisition of resources to meet their goals.

Obj 2.1.1 By 2011, develop a needs assessment of what resources are needed to exceed accreditation standards (Director of Academic Affairs)

Obj 2.1.2 By 2012, develop a plan of action based on results from needs assessment (Director of Academic Affairs)

2.2. Facilitate the development of quality preceptors and experiential education sites and the delivery of experiential education.

Obj 2.2.1 By 2010, finalize the IPPE competencies. (Section of Experiential Education)

Obj 2.2.2 In 2011, develop standardized APPE competencies. (Section of Experiential Education)

Obj 2.2.3 By 2011, after the development of IPPE and APPE competencies, standardize development programs that teach preceptors to use the standardized tools. (Section of Experiential Education)

Obj 2.2.4 By 2012, develop an evaluation tool to assess the IPPE and APPE competencies. (Section of Experiential Education)

Obj 2.2.5 By 2013, validate the competencies using the evaluation tool developed in 2.3.4. (Section of Experiential Education)

2.3. Work strategically with ACPE and others to impact quality assurance standards ensuring the Academy's concerns, issues, and priorities are proactively communicated to affect change.

Obj 2.3.1 By 2011, develop a memorandum of understanding with ACPE on developing a new process for the revision of accreditation standards and guidelines (EVP)

2.4. Assist member schools in developing and assessing the effectiveness of their programs' outcomes and communicating about their impact.

Obj 2.4.1 By Fall 2010 launch the assessment portal (Phase I) of the new assessment and accreditation system (JMP, CMP, BEM)

Obj 2.4.2 During Fall 2010 Implement Phase I of the self-study management system (JMP, CMP, BEM)

Obj 2.4.3 By December 2012 launch Phase II portion of Assessment portal (JMP, CMP, BEM)

### **CRITICAL ISSUE 3: Professional practice development**

How do we help fully integrate pharmacists' into the rapidly changing health care environment and prepare our faculty and students to understand and fulfill those roles?

3.1. Lead the development of curricula and programs that enable and empower students and pharmacists to be leaders and change agents in practice.

Obj 3.1.1 By 2011, outline competencies and an accompanying curriculum in creating change agents and leaders in our students and graduates. (Director Alliance Development)

Obj 3.1.2 By 2012, implement efforts to foster collaboration between institutions and pharmacy practice organizations, especially at the state level. (Director Alliance Development)

Obj 3.1.3 By 2012, develop an electronic tool box that provides access to examples of successful partnership models for establishing residency training as well as the tools (example contracts, responsibility delineations, core curricula, accreditation form examples, technology descriptions, etc.) that facilitate the development of new partnerships in postgraduate pharmacy education. (Director Alliance Development)

Obj 3.1.4 By 2011, exemplary academic-practice partnerships for residency training should be communicated, shared and recognized. Create a forum for dialogue on successful practices of members in conducting residency programs. (Director Alliance Development)

Obj 3.1.5 By 2013, systematically collect data through Institutional Research to increase visibility of the capacity and contributions of member institutions involvement in residency programs. (Director Alliance Development, IR staff)

Obj 3.1.6 By 2011, develop and mobilize a plan to encourage member institutions to develop combined residency/Masters degree programs to prepare workforce for leadership roles in practice, industry and academia. (Director Alliance Development)

Obj 3.1.7 By 2013, develop and disseminate educational materials that target learning gaps (e.g., appropriate use of Medication Guides) of pharmacy students in the Science of Safety. (Director Alliance Development, VP Advocacy)

3.2. Collaborate with other health professions educators and professional organizations to provide effective, meaningful interprofessional education.

Obj 3.2.1 By October 2010, convene with members of the Fed of Assoc of Schools of the Health Professions a national conference on health literacy education. (EVP)

Obj 3.2.2 By December 31, 2010 develop competencies for interprofessional education (IPE) and the identification of resources to enable faculty to implement IPE on their campus. (EVP, VP Academic Affairs)

Obj 3.2.4 By 2012, design and offer jointly with other health professions education associations a faculty development institute on IPE. (EVP, VP Academic Affairs)

Obj 3.2.5 By 2012, work with HRSA to include a pharmacist or pharmacy faculty member on each of its advisory groups so that all HRSA programs might benefit from a broader interprofessional viewpoint. (VP Advocacy)

Obj 3.2.6 Define interprofessional education as a goal/objective in Healthy People 2020 through the work of the Health People 2020 Curriculum Task Force, (VP Advocacy)

Obj 3.2.8 By 2011, define the strategies for advancing relevant recommendations in the FDA Science of Safety report in an interprofessional context. (EVP, VP Advocacy)

3.3. Identify, promote and communicate noteworthy or best practices in education and practice.

Obj 3.3.1 By the 2011 Annual Meeting, COD will have identified, promoted and communicated noteworthy or best practices in education and practice. (Council of Deans)

Obj 3.3.2 By 2011, expand the current online listing of pharmaceutical sciences course syllabi to include descriptions of noteworthy examples of the roles of the pharmaceutical sciences in education and practice. (Council of Sections)

Obj 3.3.3 By 2011, develop a supplemental (special) issue in AJPE focused on experiential education. (Section of Experiential Education)

Obj 3.3.4 By 2011, advocate for the engagement and enhanced visibility of members and member institutions in primary care practice and showcase models through appropriate programming, products and services.

#### **CRITICAL ISSUE 4: Advocacy**

How do we strategically position AACP to carry out its advocacy agenda to build recognition of our members' contributions to the public's health?

4.1. Systematize an effective model to encourage members to participate in the advocacy process.

Obj 4.1.1 By 2011, provide an annual meeting special session on effective advocacy in academic pharmacy. (VP Advocacy)

Obj 4.1.2 By 2011, link all future Policy and Advocacy related communications (APN, E-let, Twitter, Updates, etc.) back to the related AACP Policy and Advocacy web page. (VP Advocacy, Communications team)

Obj 4.1.3 By the 2011 AACP Interim Meeting, a COD/COF task force will have established a model to systematically increase advocacy-relevant communications (i.e. system for feedback, notification) between members and AACP. (COD/COF)

4.2. Focus present or new publications to include external audiences (e.g. other health professions, legislators).

Obj 4.2.1 By 2011, Hill staff and other key stakeholders will be notified of Academic Pharmacy Now (APN) publication and other AACP publications as appropriate. (VP Advocacy, Communications team)

4.3. Partner with consumer groups and health advocacy organizations (e.g. AARP) to assure academic pharmacy has the appropriate representation/voice.

Obj 4.3.1 By 2010, place a list of coalitions in which AACP participates on the AACP Policy and Advocacy web page that includes links to the coalition web page. (VP Advocacy, Communications team)

Obj 4.3.2 By July 2011, engage with appropriate consumer and payor groups to increase awareness of “the new American pharmacist” and their role and value in patient-centered care. (Argus)

#### 4.4. Maximize the use of members’ research to advance the AACP advocacy agenda.

Obj 4.4.1 Beginning in 2011, utilize the communication/feedback system recommended by the COD/COF Task Force described in 4.1.3 to identify research relevant to specific policy/advocacy needs for the Association. (VP Advocacy)

### **CRITICAL ISSUE 5: Research and scholarship**

How do we impact academic pharmacy's ability to strengthen research and other scholarship in practice, education and the pharmaceutical, administrative, translational and clinical sciences?

5.1 Assist members in building inter- and intra-discipline collaborations which strengthens research and increase access to quality graduate education, and post-graduate training programs.

Obj 5.1.1 By 2011, collect and disseminate best practices in building research teams with well-funded and renowned researchers from other disciplines and professions. (SAS)

Obj 5.1.2 By July 2012, promote the librarian as a valuable collaborator of quality graduate education, post-graduate training programs and CPE. (Section of Libraries/ER)

Obj 5.1.3 By December 2011, publish an on line directory of NIH- and AHRQ-funded pharmacy faculty, project title and link to the project abstract available from the NIH RePorter. (VP, Research and Graduate Education, IR and Communication staff)

5.2. Encourage and facilitate increased pharmacy faculty leadership and participation in research on pharmacist-driven patient outcomes, health services and health policy.

Obj 5.2.1 By 2011, create a framework to convene practice chairs to identify and share how to develop and document a pharmacist-driven practice that improves outcomes. (Section of Pharmacy Practice)

Obj 5.2.2 By July 2011, complete analysis for faculty development and leadership in practice-relevant research and make recommendations based on outcome. (SAS)

Obj 5.2.3 By 2012, provide pre-session meeting time at the AACP Annual Meeting to offer programming to enhance the research skills of faculty, including education research. (COF)

Obj 5.2.4 By 2012, develop on-line program on research methodologies which can be used to document the value of pharmacy services.

Obj 5.2.5 By 2012, develop with member institutions training programs to expand the number of graduate students and faculty who are prepared to seek competitive funding and conduct comparative effectiveness research. (VP RGE)

Obj 5.2.6 By 2011, identify and implement effective strategies to demonstrate the value of pharmacist involvement in patient-centered primary care medical homes as well as in health innovation zones as part of health reform implementation. (VP Advocacy)

5.3 Strengthen the relationships between AACP and its members and state and federal agencies that fund the spectrum of research in academic pharmacy.

Obj 5.3.1 By July 2011, conduct campus visits to at least 10 colleges and schools of pharmacy with active research programs to establish relations with DGS, campus research leaders/faculty and identify their needs for assistance from AACP to advance the research enterprise. (VP, Research and Graduate Education)

Obj 5.3.2 By June 2012, sign cooperative agreements related to research with one or more federal agencies (e.g., CDC, VA). (VP, Research and Graduate Education)

5.4 Enhance the availability of funding for faculty investigators to help them launch and sustain successful academic careers.

Obj 5.4.1 By July 2011, re-establish the New Investigator Program and facilitate the presentation of NIP investigator research in progress at the AACP Annual Meeting. (VP, Research and Graduate Education, Council of Sections)

Obj 5.4.2 By July 2012, facilitate through workshops and published materials new investigators and their NIH-funded mentors in applying for K08, K23 and R15 awards to launch their research careers. (VP, Research and Graduate Education)

Obj 5.4.3 By July 2012, identify, co-promote or develop educational programs to strengthen skills necessary to build and maintain a productive research and graduate education program (e.g. proposal development, grant writing). (VP, Research and Graduate Education, VP, Academic Affairs, COS and COF)

5.5 Assist member colleges' schools in incorporating an emphasis on research and a scholarly approach to practice in the professional degree curriculum.

Obj 5.4.1 By December 2011, establish a mechanism to collect and disseminate scholarly work of students. (VP RGE, Communications team)

Obj 5.4.2 By July 2011, propose to ACPE that a new competency be added to Standard 12 similar to LCME language regarding the necessity of introducing student to the basic principles of clinical and translational research, including how such research is conducted, evaluated, explained to patients, and applied to patient care. (AACP board and senior staff)

Obj 5.4.3 By 2012, increase visibility through publications and programs of existing and emerging dual degree programs and report annually on enrollment and graduation statistics on such programs as part of Institutional Research. (VP, Research and Graduate Education, Institutional Research)

#### **CRITICAL ISSUE 6: AACP Financial Resources and Infrastructure**

How do we ensure that the organization has the financial resources short-term (1-3 years) and long-term and the necessary infrastructure to support the mission and vision?

6. 1. Increase our members' engagement in the work of the association at all levels of governance.

Obj 6.1.1 By July 2010, make available new Web based technology tools for members for educational sessions. (Associate Director of Information Technology and Director of Meetings and Exhibits)

Obj 6.1.2 By July 2012, 85% of our members will select a Section or SIG in which they want to be engaged. (Associate Director of Information Technology)

Obj 6.1.3 By July 2012, provide each Section and SIG leader with tools to better engage their members. (Director of Communications and Meetings and Governance Manager)

Obj 6.1.4 By February 2012, launch discussions boards and collaborative portions of the AACP Web site. (Associate Director of Information Technology)

Obj 6.1.5 By August 2010, (completed by December 2010) commission an individual membership needs analysis. (Director of Communications and Director of Finance)

Obj 6.1.6 By July 2011, develop plans to increase the involvement of Section & SIG leaders, HOD Delegates, Board Members, Deans, Fellows and other members in AACP activities leading to increased individual membership.

6. 2. Manage AACP human and fiscal resources to assure they are used most efficiently and effectively.

Obj 6.2.1 By July 2010, implement a 3-year budget forecast (Director of Financial Services)

Obj 6.2.2 By October 31, 2010, present updated human resource manual to staff. (COO)

6. 3. Regularly review programs, products and services to align them with our priorities and eliminate those that are no longer needed and less important.

Obj 6.3.1 Beginning 2012, and annually thereafter, review member needs assessment (In Obj 1.1.4) to determine financial priorities. Accountable: Senior Staff

Obj. 6.3.2 By July 2011, develop recommendations for AACP's continued role as a member of AFPE and/or a develop a new entity to fund new and innovative AACP programs. Accountable: COO

6. 4. Increase the return on investment from products and services

Obj 6.4.1 By 2011, identify new revenue-generating product opportunities in strategic plan. (EVP in consultation with Staff and appropriate Committees of the Board)

Obj. 6.4.2 By July 2011 develop recommendations to the Board to determine if current programs, products and services (including AJPE) should be retained and identify new member-only benefits. (Planning committee, Senior Staff & CEO)

Obj. 6.4.3 By July 2011, establish a development and fundraising strategy for supporting meetings and other existing programs. (Director of Meetings and Exhibits and COO)

Obj 6.4.5 By Dec 2010, develop a process and action steps to assess and evaluate new "urgent" initiatives recommended by members, the BOD and the Staff. (Senior Staff and CEO)

6. 5. Ensure our products and services, including future meetings, are delivered in ways and through venues that meet our members' preferences and needs.

Obj 6.5.1 By 2011 summer meeting, members of CPE section assist AACP staff in reviewing bids for CE accreditation for the summer meeting. (CPE Section, Manager, Meetings and Governance)