

Strategic Plan Summary & Objectives

Vision

We envision a world of healthy people through the transformation of health professions education.

Mission

Advance pharmacy education, research, scholarship, practice and service, in partnership with members and stakeholders, to improve health for all.

Plan Overarching Key Performance Indicators:

- 2016–17 SPC will identify additional overarching KPI's that align with each Strategic Priority
- Applicant numbers increase by at least 2% annually (over previous year through 2019)
- Maintain or increase current (as of 2016) applicant (accepted and total pools) quality measures (GPA, PCAT scores)

Mission Driven Priorities

Strategic Priority 1: Enriching the Applicant Pipeline (*Robinson/Ross*)

AACP will partner with stakeholders to increase the Pharm.D. applicant pipeline to ensure there will be an appropriate number and quality of pharmacists to meet society's needs.

Goal:

1.1 Pipeline Expansion: Expand national pharmacy pipeline development programs.

Objectives:

- 1.1.1 Messaging Platform:** Develop Pharm4Me messaging platform to be consistent with the “Pharmacists help people live healthier, better lives” campaign.
- 1.1.2 Engagement Activities:** Develop Pharm4Me engagement activities for schools and colleges of pharmacy.
- 1.1.3 Social Media Strategy:** Develop Pharm4Me social media strategy to engage via the most appropriate platforms for the target audiences.
- 1.1.4 Coalition to Include Healthcare in STEM:** Create a coalition with other health education associations to endorse the inclusion of healthcare careers in the STEM professions.

Goal:

1.2 Applicant Pool: Increase the Pharm.D. applicant pool.

Objectives:

- 1.2.1 Pharm4Me Champions:** Develop Pharm4Me champions at colleges and schools of pharmacy in collaboration with efforts reflected under Priority 2.
- 1.2.2 Recruitment Activities:** Identify resources to support Pharm4Me recruitment activities.

Key Performance Indicators:

- Launch the new Pharm4Me website by Sept 2016
- Implement the Pharm4Me Innovation challenge by AM16 with a goal of 30 schools participating
- Increase Pharm4Me social media activity across all platforms by 50%
- Healthcare careers are included on the list of STEM careers by YE 2018

Key Performance Indicators:

- 60% of schools have Pharm4Me champions by 2017, 90% by 2019
- 90% of champion using CRM system to report activities by YE 2017
- Number of hits on Pharm4Me website increase by at least 3% annually
- Number of Pharm4Me social media followers increase by at least 100% by YE 2017
- Maintain or increase amount of support for Pharm4Me recruitment efforts (over baseline of \$50,000)

Goal:

1.3 Increase Diversity: Appropriately measure and increase diversity (broadly defined) in the applicant pipeline.

Objectives:

- 1.3.1 Collect Applicant Background Info:** Collect appropriate information about applicant backgrounds to better assess and define diversity of the applicant pool.
- 1.3.2 Partnership for Diversity:** Engage health profession education partners who recruit diverse candidates to the health professions.
- 1.3.3 Holistic Review Education:** Educate colleges and schools of pharmacy about holistic review in admissions.

Key Performance Indicators:

- 80%+ capacity attendance at admissions institute
- Increased participation in Tour for Diversity events with at least 2 pharmacy participants.
- Application numbers from all our diversity indicators continue to more closely reflect the percentages of the general population
- The number of pharmacy schools awarded in RWJF program increases to at least 2 schools for each award cycle
- Number of RWJF participants who apply to Pharm.D. programs increases by 5% annually

Strategic Priority 2: Creating a New Portrait of Pharmacists and Pharmacy Careers (Allen/Fouch)

AACP, in collaboration with stakeholders, will raise the profile of pharmacy as an essential healthcare profession. We will achieve recognition for pharmacists as trusted and highly accessible healthcare professionals in both traditional and new settings. And we will increase awareness of the quality and scientific rigor of pharmacy education and training.

Goal:

2.1 Coalition Building: Establish a coalition of partners committed to raising the profile of pharmacists and the pharmacy profession.

Objectives:

- 2.1.1 Coalition Plan:** Develop a coalition plan that includes national organizations, including JCPP organizations and other national associations.
- 2.1.2 Brand Ambassadors:** Identify school/college brand ambassadors to generate ideas and carry out the plan at the state and local levels.
- 2.1.3 Private Sector Partners:** Identify private sector partners (e.g., foundations, corporations) as funding sources and campaign beneficiaries.

Key Performance Indicators

- Identify brand ambassadors at a majority of schools (at least 65%) by November 30, 2016
- Secure commitments from at least two other major pharmacy organizations by February 28, 2017

Goal:

2.2 Resources: Develop a budget and identify resources to support the coalition plan and national campaign.

Objectives:

- 2.2.1 Budget Development:** Research appropriate budget parameters, in consideration of the scope and objectives for the campaign.
- 2.2.2 Funding Sources:** Secure campaign funding from partners/funders/members.

Key Performance Indicators

- Secure funding commitments for \$400K campaign by February 28, 2017

Goal:

2.3 National Campaign: Develop and implement a national campaign, to raise the profile of pharmacy as an essential healthcare profession.

Objectives:

- 2.3.1 Current Research & Assets:** Create an inventory of existing research on perceptions of pharmacists and the pharmacy profession, as well as an inventory of available communications materials.
- 2.3.2 Resource Center:** Establish a resource center to house research related to perceptions of the pharmacy profession and marketing assets to support the campaign.

Key Performance Indicators

- Increase the number of positive news reports and feature stories on national, state and local levels, by 10% over base
- Increase awareness and positive attitudes about pharmacy profession
- Regain number one position of pharmacy as the “most respected and trusted profession.”

2.3.3 Communications Firm: Engage a national communications/marketing firm to design and implement an awareness campaign. Campaign deliverables will include target audience analyses, message development, briefings/toolkits, earned and paid media, and SEO.

2.3.4 Implement Campaign: Implement campaign as planned.

Goal:

2.4 Digital Relaunch: Relaunch a new AACP website, along with new versions for tablets and smartphones.

Objectives:

2.4.1 External Audit: Identify attributes of websites of other organizations with features attractive to AACP.

2.4.2 RFP: Select a partner to develop and relaunch website.

2.4.3 Digital Relaunch: Relaunch a new AACP website, along with new versions for tablets and smartphones.

Key Performance Indicators

- Launch new website and other platforms by October 1, 2017

Strategic Priority 3: Innovation in Education and Practice (*Law/Nemire; Eddington/Bradley-Baker*)

AACP will lead and partner with members and other health professions in the transformation of innovative health professions education and practice. Identifying, communicating, assessing and networking regarding aspects pertaining to Interprofessional Education (IPE) and Interprofessional Practice (IPP) and the transition from IPE to IPP will support and promote the academy on a local, national and international scale.

Goal:

3.1 Educational Innovation, including Personalized Learning:

Create a culture that recognizes and implements curricula for personalized learning.

Objectives:

3.1.1 Engage Faculty & Preceptors: Engage faculty and preceptors in creating a culture of accepting and adopting innovative ideas and practice to implement in their curricula.

3.1.2 Recognize Faculty Exemplars: Recognize faculty exemplars through expanded or changed innovations in teaching recognition.

3.1.3 Multi-School Educational Research: Discover opportunities for multi-school educational research and implementation strategies.

3.1.4 Faculty Promotion Guidelines: Provide support for changing faculty promotion guidelines to members and institutions.

Key Performance Indicators

- 50% of faculty members will report use of educational tools for increasing student learning via continuing professional development (CPD) evaluations and other available AACP tools by December 31, 2018.
- AACP supports 2 multi-institution educational research studies underway by December 31, 2020.
- 75% of institutions report having promotion and tenure guidelines which acknowledge faculty efforts in advancing teaching and practice by December 31, 2020.

Goal:

3.2 Quality in Education: Improve quality and determination of competency in learning.

Objectives:

3.2.1 Standardization: Establish a standardized language of learning and assessment used by the pharmacy academy and relevant organizations by optimizing the use of data.

3.2.2 Culture of Professional Development: Leadership, faculty and students engage in a culture of self-awareness, lifelong learning and continuing professional development.

3.2.3 Assist Institutions in Other Nations: Discover and develop opportunities and AACP tools for assisting institutions in the US and in other nations to meet their educational and assessment needs.

Key Performance Indicators

- AACP uses standardized assessment data for institutional effectiveness and quality reporting by December 31, 2019.
- 25% graduates report a significant change in their attitude toward learning or life long learning by December 31, 2019.

Goal:

3.3 Interprofessional Learning & Practice: Colleges and schools transition from Interprofessional Education to Interprofessional Practice.

Objectives:

- 3.3.1 **Learning & Assessment Tools:** Engage members in educational opportunities for adoption and adapting tools for learning and assessment.
- 3.3.2 **Transform Curriculum Models:** Lead transformation of curriculum models from semester learning and teaching of interprofessional theory to achieving interprofessional practice.
- 3.3.3 **Encourage Professional Development:** Engage schools and partner organizations in providing continuing professional development to pharmacist practitioners regarding interprofessional education and practice.

Goal:

3.4 Practice Advancement and Transformation: Academic-practice partnerships and pharmacist practice models that lead to development and progress of the pharmacy profession and Interprofessional Practice (IPP) are evident and promoted at all schools and colleges of pharmacy.

Objectives:

- 3.4.1 **Measure Practice Innovations:** Create a mechanism (i.e., active community of learning) to identify and measure innovations in practice to be collected from schools/colleges of pharmacy (practice and shared faculty members) and practice sites (volunteer preceptors, student pharmacists and patients/caregivers).
- 3.4.2 **Student & Preceptor Value:** Partner with other organizations to generate research involving the valued-added contributions of student pharmacists and pharmacy preceptors to pharmacy practice models and interprofessional education and practice.
- 3.4.3 **Develop Partnership & Models:** Develop the partnerships and models within and outside of the pharmacy profession that contribute to interprofessional education and practice to enhance IPPE/APPE.
- 3.4.4 **Recognition Partnerships & Models:** Development of recognition for partnerships and practice models leading to the progression and adoption of interprofessional practice.

Goal:

3.5 Interprofessional Practice: AACP and its members will be recognized as essential partners within and beyond the pharmacy-centric areas.

Objectives:

- 3.5.1 **Improve Residency Programs:** Partner with organizations to increase the number of PGY1 pharmacy residency programs and number and types of PGY2 pharmacy residency programs.
- 3.5.2 **Extend Successful Practices:** Create mechanisms to provide successful practice and innovation in pharmacy practice, reflecting the Triple Aim*, that extend to broader health care and public health issues (e.g., patient safety, medication abuse/misuse). (**Improving patient care experience, Improving the health of populations, and reducing health care costs.*)

Key Performance Indicators

- 100% of institutions adopted IPEC core competencies and integrated them throughout the curriculum by June 30, 2019.
- 75% of institutions have designated leaders for IPE in pharmacy by June 30, 2018.

Key Performance Indicators

- 100% of AACP member institutions (represented by faculty or preceptors) will be participating in the active learning community regarding practice change and innovation by December 31, 2019.
- 25% of AACP member institutions (represented by faculty or preceptors) will be formally recognized for their pharmacist/pharmacy services by December 31, 2019.

Key Performance Indicators

- 50% of AACP institutional members will participate in AACP mechanisms created to share successful practice and innovation extending to broader health care issues by December 31, 2019.

Strategic Priority 4: Expanding Research & Graduate Education (Brazeau/Farrell/Block)

Total number of funded faculty at colleges and schools of pharmacy and diversity of sources for awards increase over FY2016 baseline. AACP establishes a portfolio of programming for research and graduate education by 2019.

Goal:

4.1 Increase Awareness & Funding: Members gain increased awareness and success in securing research funding for all sectors of discovery through translational research, including education research.

Objectives:

- 4.1.1 Graduate Education Competencies:** Establish competencies for effective graduate and postdoctoral education that will guide the enhancement of educational programs in the schools and colleges of pharmacy.
- 4.1.2 Innovations in Research & Training:** Provide opportunities for training in rapidly emerging research areas relevant to academic pharmacy (e.g., ARFP plus younger career scientists and graduate student and post-docs)
- 4.1.3 Research Funding Opportunities:** Develop an informed and networked community of leaders in academic research in graduate education, that meets the needs of research-focused schools.
- 4.1.4 Graduate Education Data Collection and Analysis:** Develop, in collaboration with the IR Team, data collection and analysis strategies related to Goal 4.1.

Goal:

4.2 Innovative Collaborative Research: Increase member participation in collaborative research and graduate education.

Objectives:

- 4.2.1 Training:** Provide training and support curriculum development in collaborative research methods.
- 4.2.2 Training the Next Generation of Scientists as Pharmacy Educators:** Provide training to prepare graduate students, postdoctoral fellows and new faculty for successful careers in academic pharmacy so they can contribute to both the education and research missions of the colleges and schools of pharmacy.
- 4.2.3 Mentorship Training:** Provide training programs for mentees and mentors.

Goal:

4.3 Expanded Research Careers: Increase graduate student, postdoctoral trainee, Pharm.D. postdoctoral fellow and faculty awareness of career opportunities in the academic pharmacy research workforce.

Objectives:

- 4.3.1 Career Tracking:** Develop best practices working with AACP for annual inventory of career progression of trainees across fields.
- 4.3.2 Postdoctoral Support:** Convene postdoc and postdoctoral training leaders to assist schools and colleges of pharmacy in meeting their needs for postdoctoral support.
- 4.3.3 Increase Awareness & Engagement:** Increase awareness and engagement of graduate students, postdoctoral fellows and new faculty in AACP programs and meetings.

Key Performance Indicators

- 75% adoption of AACP graduate education competencies by YE2018, 90% by YE2019
- 80% of schools submit annual graduate student enrollment, fellowship and training grant data by 2019
- An information and network hub for graduate education and advancement of research is active and engaged by 2018
- A research and graduate education awareness campaign is included as a component of Priority 2 by 2018

Key Performance Indicators

- 25% of schools provide graduate students, postdoctoral fellows and new faculty with educator and mentorship training by 2019, 50% by 2020
- Number of faculty engaged in collaborative research increases over FY2016 baseline

Key Performance Indicators

- Annual inventory of postgraduate career tracking is developed by 2019, 60% adoption by schools by 2020
- Number of engaged graduate student and postdoctoral trainee members of AACP doubles by 2019
- AACP total research funding awarded doubles over 2016 baseline

- 4.3.4 **Funded Awards:** Establish funded awards for graduate and post-doctoral trainees to recognize their research at the AACP Annual Meeting.
- 4.3.5 **NIA Funding:** Increase funding for the New Investigators Award (NIA) Program.
- 4.3.6 **Fund Research Innovation Award:** Establish funding for a Research Innovation Awards for Established Faculty Program.

Strategic Priority 5: Sustaining Member Services/Programs *(Danielson/Maine)*

AACP will consistently provide excellent member programs and services to support individual and institutional member success.

Goal:

5.1 Services/Programs Alignment: All member services and programs will be effective in meeting member needs and expectations and efficient in use of the organization's human and financial resources in meeting those needs and expectations.

Objectives:

- 5.1.1 **Assessment Program:** Establish an assessment process for determining how well current member services and programs meet member needs and expectations.
- 5.1.2 **Analyze Results:** Use the process developed in Objective 1 to analyze how well current member services and programs meet member needs and expectations.
- 5.1.3 **Cost Effectiveness:** Determine how efficient the delivery of member services and programs—including annual meeting, interim meeting, ALFP, ARFP, institutes—are in terms of costs related to human and fiscal resources.

Key Performance Indicators

- Board of Directors' approval of program change recommendations as reflected in Board minutes
- Periodic member survey results reveal level of member satisfaction (3.5 or above on 5 point scale) with current and new programs

Supporting Priorities

Strategic Priority 6: Financial Sustainability *(Ramamurthy/Zgarrick)*

AACP will consistently maintain a strong financial performance and internal controls.

Goal:

6.1 Operations Produce Positive Net Revenue: Ensure financial sustainability through revenue enhancements and operational efficiencies.

Objectives:

- 6.1.1 **Identify New Programs/Services:** Identify new net revenue producing programs and services.
- 6.1.2 **Financial Management:** Manage revenue and expenses to produce a budget with a minimum of 1 percent net revenue beginning in FY18.
- 6.1.3 **Annual Financial Results:** Produce audited financial statements consistently that demonstrate strong internal controls and no material weaknesses.
- 6.1.4 **Decrease Lease Costs:** Negotiate favorable lease provisions for current or new office space to decrease annual costs of occupancy.

Key Performance Indicators

- Audited financial statements show positive income over expenses annually
- External annual audit shows no material errors
- Terms of lease effective March 2018, with favorable financial outcomes

Goal:

6.2 AACP Reserves: Operating stability is secured by maintaining four to six months of operating reserves.

Objectives:

- 6.2.1 **Investment Policy Statement:** Insure the Investment Policy Statement is reviewed annually and revised as necessary to maintain the appropriate level of operating reserves.

Key Performance Indicators

- Audited financial statement shows appropriate operating reserve.
- Reserve funds are available to support development of board approved new member programs and services.

6.2.2 Leveraging Reserve Funds: Identify opportunities to leverage reserve funds to support development of new member programs and services.

Strategic Priority 7: People (Scott/All)

AACP is considered a priority organization for affiliation and leadership development by volunteers and staff.

Goal:

7.1 Board: Assure the highest level of effective and efficient governance is achieved through developing and retaining mission-driven, engaged board members.

Objectives:

- 7.1.1 Board Self-Assessment:** Utilize annual board assessment results to identify opportunities for improved performance.
- 7.1.2 Diversity:** Increase leadership diversity.

Goal:

7.2 Volunteers: Member engagement continues to increase.

Objectives:

- 7.2.1 New Volunteer Opportunities:** Identify new volunteer opportunities for member engagement.
- 7.2.2 Leadership Orientation:** Enhance new leadership orientation activities.

Goal:

7.3 Staff: Recruit, develop and retain an engaged, informed, diverse and skilled staff to enable AACP to fulfill its mission.

Objectives:

- 7.3.1 Salaries & Benefits:** Provide salaries and benefits at or above the 50th percentile for the DC metro area.
- 7.3.2 Professional Development:** Provide professional development opportunities for all staff annually.
- 7.3.3 Staffing Plan:** Produce a staffing plan aligned with each phase of strategic plan implementation.

Key Performance Indicators

- Annual assessment of board performance shows maintained or improved performance over 2016 baseline
- Demographic profile of leadership increasingly reflects diversity of our members

Key Performance Indicators

- AACP engagement scoring system reflects maintained or improved performance over 2016 baseline
- New leader orientation satisfaction with annual Leadership Forum is maintained or improved over 2016 baseline

Key Performance Indicators

- Maintain an annual staff retention rate of 85% OR Turnover/ retention data maintains or improves (using 2015 as baseline)
- 75% of staff salaries are in the 2nd or 3rd tier of the 2016 market analysis
- Annual performance reviews document the professional development activity of each staff member

Strategic Priority 8: Infrastructure/Technology/Knowledge Management (Vice Presidents)

Ensure staff and member confidence in AACP systems through maintenance of attractive, secure and efficient workplace and member support environments.

Goal:

8.1 Secure & Up-to-date Technology: AACP information technology architecture enhances office operations and member services.

Objectives:

- 8.1.1 Develop Technology Plan:** Develop and update annually an organization-wide technology plan.
- 8.1.2 Select Software System:** Select and implement a new association management software system.
- 8.1.3 AACP Connect:** Provide AACP Connect to all member affinity and governance groups to improve members' ability to network with like members and to deliver relevant information resources efficiently.

Key Performance Indicators

- Technology plan/audit is developed and annually meets plan measures.
- AMS is implemented by July 2017
- AACP Connect is used by all sections and SIGs by December 2017

Goal:

8.2 Knowledge Management: Fully implement a robust knowledge management system.

Objectives:

8.2.1 Metadata Tagging: Identify relevant categories of internal information assets for metadata tagging for AACCP Connect and the web site.

8.2.2 Secretary of Knowledge: Implement the secretary of knowledge management position in all councils, sections, SIGs and communities of practice.

Goal:

8.3 Workplace Safety/Efficiency/Comfort: Provide a safe, comfortable and operationally efficient workplace for all staff, including remote workers.

Objectives:

8.3.1 Office Space: Secure new lease for office space effective no later than March 1, 2018.

8.3.2 HR Policies & Procedures: Provide written policies and procedures for HR and operations that are updated annually.

8.3.3 Office Equipment: All staff have effectively operating office equipment (e.g. phones, printers, computers) and effective document retention policies for conducting business.

Key Performance Indicators

- Initial Knowledge Management System in place by July 2018
- Section of Knowledge Management implemented by all sections and SIGs by December 31, 2017

Key Performance Indicators

- New lease terms approved by BOD by July 2017
- HR manual updated by May annually