AACP Strategic Plan 2018–2021

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:

- Applicant numbers increase by at least 2% annually (over previous year through 2021)
- Launch and sustain along with partners a national public media campaign that increases positive news reports and feature stories on pharmacists by 10% over base
- 75% of colleges and schools of pharmacy report having a designated leader(s) for IPE by June 30, 2019
- AACP total research funding increases over 2016 baseline (e.g. NIA, SOTL grants)
- Audited financial statements show positive income over expenses annually
- AACP engagement scoring system reflects maintained or improved performance over 2016 baseline
- Technology plan/audit is developed and annually meets plan measures

Mission Driven Priorities

Strategic Priority 1: Enriching the Applicant Pipeline (*Haines/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:

1.11 Engagement Activities: Enhance Pharm4Me engagement activities for colleges and schools of pharmacy.

1.1.2 Social Media Strategy: Enhance Pharm4Me social media and Enrollment Marketing Solution (EMP) strategy as to engage target audiences and broaden outreach.

1.1.3 Coalition to Include Healthcare in STEM (Science, Technology, Engineering and Math): Create a coalition with other health education associations to endorse the inclusion of healthcare careers in the STEM professions.

Key Performance Indicators:
- Enhance the Pharm4Me Innovation challenge with a goal of increasing the number of schools over 2018 baseline.
- Healthcare careers are included on Bureau of Labor Statistics (BLS) list of STEM careers by YE 2020.

Goal:

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

Objectives:

1.2.1 Pharm4Me Champions: Increase the number and engagement of Pharm4Me champions at colleges and schools of pharmacy in collaboration with efforts reflected under Priority 2.

1.2.2 Recruitment Activities: Identify and develop new resources to support Pharm4Me recruitment activities.

Key Performance Indicators:
- 100% of schools have a Pharm4Me champion by YE 2019.
- Number of Pharm4Me social media followers increase by at least 100% over YE 2018 baseline by YE 2019.
- 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 to increase diversity of pharmacy applicant pool.

1.3.3 **Holistic Review Education:** Educate colleges and schools of pharmacy about holistic review in admissions.

Key Performance Indicators:

- 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 Summer Health Professions Education Program (SHPEP) program increases to at least 2 schools for each award cycle.
- Number of SHPEP participants who apply to Pharm.D. programs increases by 5% annually.

Strategic Priority 2: Creating a New Portrait of Pharmacists and Pharmacy Careers (*Melchert/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:** Expand the number of pharmacy associations and other healthcare organizations who are committed to achieving this goal.

2.1.2 **Private Sector Partners:** Identify private sector partners (e.g., foundations, corporations) as funding sources and campaign beneficiaries.

Key Performance Indicators

- Engage brand ambassadors and recruitment champions as "channel partners."
- Pursue meetings and commitments from additional partners.

Goal:

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

Objectives:

2.2.1 **Funding Sources:** Secure campaign funding from partners/funders/members.

Key Performance Indicators

- Allocate additional resources to campaign budget with commitments from partners.

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.

2.3.3 **Communications Firm:** Collaborate with RP3, the agency of record for the national campaign, to implement the awareness campaign, through paid, earned and owned media. Focus on opportunities for increased media coverage—such as American Pharmacists' Month—to reach key target audiences.

2.3.4 **Implement Campaign:** Implement campaign as planned.

2.3.5 **Effectiveness/Metrics:** Measure the impact of the campaign—in terms of awareness, understanding and favorability—against the benchmark Opinion Influence Study (May 2018).

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."

Strategic Priority 3: Innovation in Education and Practice *(Lin/Nemire; Sorensen/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 application of IPE and 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 consistent practices to implement in their curricula (i.e., immunization training, Pharmacist Patient care process).

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

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

Key Performance Indicators
- 50% of faculty members will report utilizing educational tools for increasing student learning via continuing professional development (CPD) evaluations and other available AACP mechanisms by December 31, 2019.
- AACP supports 2 multi-institution educational research studies underway by December 31, 2020.
- 90% of institutions have 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
- 100% of graduating pharmacy students agree or strongly agree that they have developed the skills needed to prepare them for continuous professional development and self-directed life-long learning by December 31, 2020.

Goal:

3.3 Interprofessional Learning & Practice: Faculty and preceptors from colleges and schools of pharmacy lead and role model innovation to apply curricular concepts and skills to Interprofessional Education and Interprofessional Practice.

Objectives:

3.3.1 Learning & Assessment Tools: Engage members in educational opportunities for adopting and adapting tools for Interprofessional Education and Interprofessional Practice.

3.3.2 Transform Curriculum Models: Lead transformation of curriculum models from time and place based teaching and learning 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.

Key Performance Indicators
- 75% of colleges and schools of pharmacy report having a designated leader(s) for IPE by June 30, 2019.

Goal:

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

Objectives:

3.4.1 Measure Practice Innovations: Create a mechanism to identify and measure innovations in practice to be collected from colleges and schools of pharmacy (practice and shared faculty members) and practice sites (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 preceptors to pharmacy practice models, interprofessional education and interprofessional practice.

3.4.3 Promote Partnership & Models: Promote the partnerships and models within and outside of the pharmacy profession that contribute to interprofessional education and practice to enhance pharmacy education.

3.4.4 Engage with Preceptors: Create mechanism(s) to collaborate with all preceptors, including those who are not full-time faculty, to learn from and educate about pharmacy practice models and other practice innovations.

3.4.5: Strategic Engagement: Extend collaborations that enable pharmacy academia to have participation in creating and redefining pharmacy practice in health care.

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

AACP will enable innovation to sustain high impact research/scholarship and graduate education. The scope of AACP-supported programs, resources and funding for the research and graduate education community expands compared to 2016 baseline.

Goal:

4.1 Research Capability: AACP becomes a hub for tools, services and networks to augment the culture of research at colleges of pharmacy.

Objectives:

4.1.1 Graduate Education Competencies: Promote acceptance of appropriate competencies for effective graduate and postdoctoral research training and education in colleges and schools of pharmacy.

4.1.2 Research Leadership: Develop an informed and networked community of leaders in academic research and graduate education.

4.1.3 Graduate Education Data Collection and Analysis: Identify or develop data sources to support and assess research training in academic pharmacy.

Goal:

4.2 Innovative and Collaborative Research: Increase participation of academic pharmacy administration, faculty and trainees in innovative and/or collaborative research and graduate education activities.

Objectives:

4.2.1 Collaborative Research Training: Provide training and support curriculum development in collaborative research methods.

4.2.2 Continued Career Development: Provide support and training programs in collaborative research and mentoring at all career stages.

4.2.3 Innovations in Research & Training: Provide opportunities for training in rapidly emerging research areas relevant to academic pharmacy.

4.2.4 NIA Funding: Increase funding for the New Investigator Award (NIA) Program.

4.2.5 Fund Research Innovation Award: Establish funding for a Research Innovation Award for Established Faculty Program.

Key Performance Indicators
- AACP-sponsored programming and funding for emerging and/or innovative research increases over FY2016 baseline.

Goal:

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

Objectives:

4.3.1 Career Tracking: Develop best practices to maintain an annual inventory of career progression of trainees.

4.3.2 Graduate Student and Postdoctoral Support: Convene graduate students, postdocs and postdoctoral training leaders to assist colleges and schools of pharmacy in providing support at all levels of training.

4.3.3 Increase Awareness & Engagement: Increase awareness and engagement of graduate students, postdoctoral fellows and new faculty in AACP programs and meetings.

4.3.4 Funded Awards: Establish funded awards for graduate and postdoctoral trainees to recognize their research at the AACP Annual Meeting.

Key Performance Indicators
- A portfolio of resources, tools, services and programs for graduate and postdoctoral trainees is established by year end 2019.

Strategic Priority 5: Sustaining Member Services/Programs (*Cox/Plaza*)

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 on-going 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: Periodically determine how efficient the delivery of member services and programs—including annual meeting, interim meeting, ALFP, Catalyst, institutes—are in terms of costs related to human and fiscal resources.

Key Performance Indicators
- 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 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.

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.

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

    6.2.3 External Investment Fund Manager: To achieve the desired risk adjusted return while maintaining the appropriate level of liquidity

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.

Strategic Priority 7: People *(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 periodic board assessment results to identify opportunities for improved performance.

    7.1.2 Diversity: Increase leadership diversity.

Key Performance Indicators
- Demographic profile of leadership increasingly reflects diversity of our members.

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.

Key Performance Indicators
- Annual measures from AMS and AACP Connect reveal increased member engagement.

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 Corporate Well-Being Strategy: Produce a plan to enhance and promote corporate well-being

Key Performance Indicators
- Maintain an annual staff retention rate of 85% OR Turnover/ retention data maintains or improves (using 2015 as baseline).
- 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 AACP Connect: Advance AACP Connect effectiveness and efficiency for members and governance groups to engage and network.

Key Performance Indicators
- Technology plan/audit is developed and annually meets plan measures.

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 AACP 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.

Key Performance Indicators
- Trend data on AACP Connect demonstrates greater levels of member engagement.

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: Evaluate the impact of the new office design on staff productivity and operational efficiency for all employees.

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