

Annual Report 2019

Pharmacists Help People Live Healthier, Better Lives.

American Association of
Colleges of Pharmacy **AAACP**

Dear Colleagues

In her keynote for the *Pharmacy Education 2019* Opening General Session, acclaimed author Doris Kearns Goodwin draws upon the lessons from four U.S. Presidents to describe “leadership in turbulent times.” Whether in higher education or healthcare today, “turbulent times” is applicable to the challenges and opportunities AACP and our members navigate daily.

We are pleased to provide the 2019 AACP Annual Report, organized in a manner to share activities and impact across the eight strategic priorities in the updated 2018 Strategic Plan. The top four priorities on applicant pipeline, public awareness, education and practice transformation, and research and graduate education are described in greatest detail. Priorities 5 through 8 remind us that our people, programs and financial stability must remain strong and well-supported if we are to achieve the most significant results together with our members.

Achieving a new level of public awareness of the exciting roles for graduates of our Pharm.D. and post-graduate education programs is an essential element of our collective success. To that end, AACP is leading two synergistic public education campaigns—Pharmacy is Right for Me and Pharmacists for Healthier Lives. They have distinct audiences and message channels but share a common story, or many stories, that communicate to the public that our graduates truly make meaningful differences in peoples’ lives—even to the point of saving lives!

Strong leadership at every level within our respective organizations has also been a significant focus of the past year. We have assessed gaps in leadership development programming and provided recommendations to expand such programs. Our standing committees each examined aspects of leadership aligned with our top priorities. A unique Leadership Development Committee began to identify the means to ensure that the diversity of AACP’s leadership across each level of governance reflects the diversity of our members and society in general. And leadership for practice transformation will be the priority for the coming year.

AACP recognizes that our reach as a national organization depends on the activation of our members’ efforts on the local and regional level. Our programs and services must stimulate and support that work, and the AACP Board of Directors and headquarters staff pledge to do all that is possible to ensure that our work matches members’ needs for that support. We believe that you will see evidence that this is reflected in the material in this annual report.



David D. Allen, R.Ph., Ph.D., FASHP, FNAP, FAPhA

President, AACP

Dean and Professor

Executive Director of the Research Institute of Pharmaceutical Sciences

The University of Mississippi School of Pharmacy



Lucinda L. Maine, Ph.D., R.Ph

Executive Vice President and CEO

AACP

Strategic Plan Priorities

1

Strategic Priority #1: Enriching the Applicant Pipeline

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.

2

Strategic Priority #2: Creating a New Portrait of Pharmacists and Pharmacy Careers

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.

3

Strategic Priority #3: Innovation in Education and Practice

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.

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Strategic Priority #4: Expanding Research and Graduate Education

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.

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Strategic Priority #5: Sustaining Member Services/Programs

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

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Strategic Priority #6: Financial Sustainability

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

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Strategic Priority #7: People

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

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Strategic Priority #8: Infrastructure/Technology/Knowledge Management

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

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Strategic Priority #1 Enriching the Applicant Pipeline

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.

Webinar Link: <http://connect.aacp.org/viewwebinar/strategic-priority-1-recording>

Priority 1 Goals:

- ▶ Expand national pharmacy pipeline development programs.
- ▶ Increase the Pharm.D. applicant pool.
- ▶ Appropriately measure and increase diversity (broadly defined) in the applicant pipeline.

Key Achievements:

- ▶ Released a new quiz, "[Which Pharmacy Career is the Best Fit for You?](#)" for prospective students on the Pharmacy Is Right for Me (Pharm4Me) Web site that highlights fifteen different pharmacy [career specialties](#) and showcases multiple [profiles](#) of practicing pharmacists with the goal of expanding visitors' understanding and appreciation for the exciting career opportunities available in the profession in a fun and interactive way. The quiz generated more than 350,000 impressions and 3,000 clicks since it launched in April 2019.
- ▶ Partnered with [CVS Health](#) to offer a new CVS Health Minority Scholarship for Pharmacy Students consisting of five \$8,000 scholarships for underrepresented minorities with the goal of promoting and supporting a diverse population of student pharmacists who will care for an increasingly diverse population of patients. AACP received 390 completed applications.
- ▶ Created a new [Pharm4Me Champions Advisory Committee](#) to guide AACP staff on the development and assessment of national student recruitment initiatives.
- ▶ Collaborated with members to develop a new HOSA Pharmacy Science Engagement Tool Kit and sponsored the HOSA International Leadership Conference, which contributed to the move of the [HOSA Pharmacy Science](#) competitive event from pilot to regular status in 2019. HOSA has 245,000 student members who are interested in healthcare careers.
- ▶ Launched a new series of [PharmCAS tip videos](#) for prospective applicants on YouTube to assist them in navigating the admissions process via an accessible and familiar platform that has resulted in more than 13,000 views to date.
- ▶ Added 219,000 new sessions and 178,000 new visitors to the [Pharm4Me Web site](#) and increased [Instagram](#) followers by 129%, [Twitter](#) by 19%, and [Facebook](#) by 11%.
- ▶ Generated more than 500,000 emails to prospective students, advisors, and applicants via EMP with a 45% open rate—more than double the mean for the higher education industry.
- ▶ Expanded the number of onsite recruitment events attended from 11 to 19 and promoted pharmacy to more than 50,550 conference attendees and directly communicated with more than 3,000 of them.
- ▶ Invested in [Pharm4Me](#) digital and social media ads that have resulted in approximately 2,000,000 impressions and 10,000 clicks since last year.

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Strategic Priority #1 Enriching the Applicant Pipeline (cont'd)

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▶ Participated in and contributed to a 78% increase in the number of registrants for the 2018 [Health Professions Week](#) (HPW), an interprofessional event for high school and college students who are interested in learning more about pharmacy and 20 other healthcare careers.

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▶ Collaborated with the American Dental Education Association (ADEA) and the American Physical Therapy Association (APTA) to present the “Experience Your Future: The Importance of Shadowing and Observation Hours,” the latest interprofessional Webinar for prospective students interested in applying to any health profession program.

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▶ Compiled a list of pre-pharmacy clubs and societies to help members and AACP connect with students and advisors who are interested in pharmacy education and careers.

▶ Hosted the 2018 [Pharmacy School Virtual Fair](#), which experienced a 23% increase in student registrants over the previous year. The next fair is scheduled on September 25, 2019.

▶ Offered a series of recruitment Webinars to members that highlighted innovative ways that members can interest more students in their respective programs and the profession.

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▶ Renewed partnership agreement with [Tallo](#), a digital student recruitment company with a database of 325,000 high school students across the country, to promote Pharm4Me.

▶ Administered the [2019 Pharm4Me Innovation Challenge](#), a competition sponsored by OptumRx in which teams of student pharmacists and high school students submit innovative solutions to medication or health-related problems in their community.

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▶ Amplified the [Pharmacists for Healthier Lives](#) campaign by sharing and adapting the content for Pharm4Me social media and prospective students.

▶ Administered a survey of student recruitment strategies for colleges and schools of pharmacy in support of the 2018-2019 AACP Student Affairs Standing Committee, which identified gaps in knowledge about recruitment within the academy and potential resources to address them.

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▶ Conducted the AACP pre-pharmacy students and seats survey in spring 2019 that captured the number of known, pre-pharmacy students in the pipeline, as well as the target and maximum number of Pharm.D. degree seats available versus filled in recent years.

▶ Released a new AACP Student Recruitment Metrics Report in January 2019 that provided a detailed overview of national events and activities with measurable outcomes that were implemented in support of the association’s Strategic Priority #1 through December 2018.

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▶ Released a revised AACP Strategic Student Recruitment Guide in July 2018 that described current, developing, and potential strategies for national student outreach for Pharm.D. and advanced pharmacy degree programs at the national and local levels.

▶ Released a new PharmCAS Applicant Data Report in fall 2018 that provided applicant and application data for the most recent admissions cycle, as well trend data for past cycles, to assist member institutions in benchmarking and forecasting their respective applicant pools.

▶ Revised the PharmCAS Applicant Survey for the 2018-2019 cycle to capture what factors most influenced a student’s decision to pursue a career in pharmacy and enhance future marketing.

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Strategic Priority #2 Creating a New Portrait of Pharmacists and Pharmacy Careers

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.

Webinar Link: <https://connect.aacp.org/viewwebinar/strategic-priority-2-recording>

Priority 2 Goals:

- ▶ Establish a coalition of partners committed to raising the profile of pharmacists and the pharmacy profession.
- ▶ Develop a budget and identify resources to support the coalition plan and national campaign.
- ▶ Develop and implement a national campaign to raise the profile of pharmacy as an essential healthcare profession.

Key activities and achievements:

Goal #1:

- ▶ Continued engagement with the JCPP to build support and enthusiasm for this priority.
- ▶ Built a coalition of pharmacy organizations to join AACP in our campaign, by providing financial contributions and/or strategic implementation channels. The roster of campaign partners has increased significantly and now includes:
 - National organizations: ASHP, AMCP, ACPE, NASPA, BPS, the National Pharmaceutical Association, Prescribe Wellness
 - State organizations: Alabama Pharmacists Association, Georgia Pharmacy Association, Illinois Pharmacy Association, Indiana Pharmacists, Iowa Pharmacy Association, Nebraska Pharmacists Association, Virginia Pharmacists Association,
- ▶ Prioritized potential private sector supporters and funders, including a major grocery and pharmacy chain. We anticipate their active participation in FY20.
- ▶ Developed presentation materials for national and state associations, and potential funders.

Goal #2:

- ▶ Allocated sufficient budget resources to launch the national campaign.
- ▶ Secured financial commitments from specific coalition partners to supplement the budget, including most of the named campaign partners.
- ▶ Developed funding proposals for new partners.

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Strategic Priority #2

Creating a New Portrait of Pharmacists and Pharmacy Careers (cont'd)

2

Goal #3:

- ▶ **Pharmacists for Healthier Lives** launched in October 2018.
 - Objectives are to raise the profile of pharmacy as an essential healthcare profession; to increase recognition of pharmacists as trusted and highly accessible professionals; to increase awareness of the extensive education pharmacists receive; and ultimately, help enrich the pharmacy school applicant pipeline.
 - Target audiences are women 35–55, caregivers 45–65, as well as healthcare professionals.
 - The campaign channels are paid social media (Facebook and Instagram), organic social media, earned media and the campaign website www.pharmacistsforhealthierlives.org.
- ▶ Paid media metrics through March 2019 demonstrate exposure and growth:
 - 5.7 million consumers reached
 - 17.7 million video plays
 - 19.8 million impressions
 - 2.5 million engagements
 - 7.3 thousand clicks
- ▶ Earned media tracking shows a 5% increase in key message pick-up. Highlights include:
 - Outreach to 232 national and trade reporters.
 - Press release and/or story pick-up in more than 300 media outlets, including *USA Today*, the *Pittsburgh Post-Gazette* and the *Boston Globe*.
 - Pick-up by local ABC, CBS and NBC broadcast affiliates.
- ▶ Year 2 planning is underway. Key campaign initiatives include:
 - “Impact Stories”: real-life videos of pharmacists providing effective care and helping patients achieve healthy outcomes.
 - Campaign statement supporting vaccinations and promoting pharmacists’ roles in helping to halt the spread of preventable diseases.
 - Stories highlighting pharmacists’ roles in dealing with the opioid epidemic.
 - A media symposium focusing on diabetes prevention and treatment.
 - A digital quiz to be deployed at the 2020 Science & Engineering Festival, as well as on kiosks and devices at pharmacies and other locations.

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Strategic Priority #2

Creating a New Portrait of Pharmacists and Pharmacy Careers (cont'd)

Website Update:

- ▶ The new www.aacp.org launched in November 2017, with new versions on all platforms.

AACP.org Engagement

Comparison of 2019, 2018, and 2017: Jan 1–June 30

The number of users on aacp.org increased from 209,856 in 2017 to 228,883 in 2019. There were 347,195 sessions in 2019 vs. 336,503 in 2017.

Increase in Time on Site and Pages Visited

2019: Jan 1–June 15

Avg. Session Duration

All Users

00:02:02

Repeat Users

00:03:01

Bounce Rate

All Users

56.80%

Repeat Users

42.94%

Pages / Session

All Users

1.94

Repeat Users

2.44

2018: Jan 1–June 15

Avg. Session Duration

All Users

00:02:23

Repeat Users

00:03:26

Bounce Rate

All Users

47.70%

Repeat Users

36.69%

Pages / Session

All Users

2.14

Repeat Users

2.67

2017: Jan 1–June 15

Avg. Session Duration

All Users

00:01:51

Repeat Users

00:02:46

Bounce Rate

All Users

63.29%

Repeat Users

53.67%

Pages / Session

All Users

2.04

Repeat Users

2.50

Session: Total number of Sessions within the date range. A session is the period time a user is actively engaged with your website, app, etc. All usage data (Screen Views, Events, Ecommerce, etc.) is associated with a session.

Repeat Users: Totals based on users who visited the website more than once between Jan 1 and June 15.

Bounce Rate: The percentage of single-page sessions in which the user only visited one page on aacp.org.

Mobile Use

Traffic from mobile devices has increased from 31.6% of all traffic in 2017 to 37.58% in 2019.

Top 10 Pages Jan 1–June 30, 2019

1. [Pharmacy Education 2019](#) and associated pages
2. [Homepage](#)
3. [Pharmacy School Admission Requirements](#)
4. [Graduate Degree Programs for Pharmacy and Pharmaceutical Sciences](#)
5. [Top 10 Reasons To Be A Pharmacist](#)
6. [Frequently Asked Questions \(FAQ\) about Pharmacy Admissions](#)
7. [Career Center](#)
8. [CVS Health Minority Scholarship for Pharmacy Students](#)
9. [International Students and Graduates](#)
10. [School Locator](#)

Users via Email

2019: 13,495
2018: 8,659 **+479%**
2017: 2,331 (increase over 2017)

Users via Social Media

2019: 4,201
2018: 2,636 **+111%**
2017: 1,992 (increase over 2017)

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Strategic Priority #3

Innovation in Education and Practice

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.

Webinar Link: <https://connect.aacp.org/viewwebinar/strategic-priority-3-recording>

The following activities have occurred:

- # 2
- # 3
- ▶ The AACP Council of Deans (COD) and Council of Faculties (COF) Task Force on Catalyst for Change, completed its work in 2018, which was focused on how colleges and schools of pharmacy are integrating the [Pharmacist Patient Care Process \(PPCP\)](#) into the curricula. The Task Force submitted four policy statements, which were adopted by the AACP House of Delegates, to support the dissemination and use of the PPCP profession-wide;
 - ▶ AACP will be awarding [Scholarship of Teaching and Learning Grants](#) for a second year in 2019 to fund AACP members who are engaging in educational research. The [American Foundation for Pharmaceutical Education](#) collaborates with AACP on this faculty development program;
 - ▶ AACP has developed a plan to formalize the relationship between AACP and adjunct/affiliate preceptors (defined as preceptors receiving less than 50% of their compensation from a college or school of pharmacy). This plan began in 2019 with providing a 2-year complimentary AACP membership to the 2018 Preceptors of the Year recognized by each college and school of pharmacy;
 - ▶ AACP presented a four-part webinar series with continuing education (CE) credit, [Understanding CAPE, PPCP, and the EPAs for New Pharmacy Graduates](#), in 2019 to assist faculty members in ensuring that pharmacy school graduates are prepared for the needs of patients and their caregivers in the current and future healthcare landscape;
 - ▶ [The Interprofessional Education Collaborative \(IPEC\)](#), comprised of 21 health professions education associations, convened the 15th IPEC institute for faculty development and the second Interprofessional Leadership Development Program;
 - ▶ [The AACP Academic Leadership Fellows Program \(ALFP\)](#), designed to develop the nation's most promising pharmacy faculty for roles as future leaders in academic pharmacy and higher education, began the second week of September 2018 with its fifteenth cohort. This brings the total number of participants to nearly 480 since the program's inception;
 - ▶ The University of Colorado Skaggs School of Pharmacy and Pharmaceutical Sciences was awarded the 2017–2018 [AACP Lawrence C. Weaver Transformative Community Service Award](#). This award highlights community service as an important element of the academic mission and recognizes institutions that serve as examples of social responsiveness on the part of the academic pharmacy community;
 - ▶ Continued our collaboration with multiple organizations as part of the [Patient Access to Pharmacists' Care Coalition \(PAPCC\)](#) in pursuit of an amendment to Medicare for recognition of pharmacists as providers;
- # 4
- # 5
- # 6
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Strategic Priority #3 Innovation in Education and Practice (cont'd)

- ▶ [The AACP Master Preceptor Recognition Program](#) recognized its fifth cohort of preceptors in 2018. This program, funded in part by the NABP Foundation, the American Pharmacists Association (APhA) and the American Society of Health-System Pharmacists (ASHP), recognizes preceptors who are not full-time employees of a college or school of pharmacy for their sustained commitment to excellence in experiential education and professional practice;
- ▶ AACP has partnered with the National Alliance of State Pharmacy Associations (NASPA) and the Cardinal Health Foundation on the Optimal Prescribing in Pain Management (OPPM) Initiative. This is a multi-stakeholder collaborative to drive leadership on improving prescribing in pain management by providing 2-year grant funding to engage pharmacists in helping to prevent opioid use disorder by implementing strategies that drive prescribing of pain medications (both opioid and non-opioid) and to facilitate appropriate pharmacists' interventions. Grants will be provided in July 2019 to five states organizations (Maryland Pharmacists Association, Missouri Pharmacy Foundation, North Carolina Association of Pharmacists, Ohio Northern University and the Wisconsin Pharmacy Foundation) to facilitate their work to find and support solutions to the public health crisis of opioid misuse;
- ▶ [The Pharmacy Workforce Center \(PWC\)](#), a non-profit corporation of national pharmacy organizations of which AACP is the secretariat, announced the suspension of the Pharmacist Demand Indicator in January 2019. The PWC plans to work with multiple pharmacy stakeholder groups throughout 2019 to determine the best methodology to refine how pharmacist demand is reported. PWC is also the sponsor of the [National Pharmacist Workforce Survey \(NPWS\)](#). The 2019 NPWS, the fifth survey of this type, is currently underway and the results will be available in early 2020.



Strategic Priority #4 Expanding Research and Graduate Education

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.

Webinar Link: <http://connect.aacp.org/viewwebinar/strategic-priority-4-recording-1>

AACP began new programs and services and expanded existing programs:

- ▶ The AACP House of Delegates approved the policy statement, “AACP supports the training and development of an increasingly diverse population of researchers at colleges and schools of pharmacy through active efforts to promote graduate and professional education.”
- ▶ The 2018–2019 AACP Research and Graduate Affairs Committee (RGAC) identified a set of skills to successfully lead a research team and mapped these skills to the six domains of graduate education in the pharmaceutical sciences established by the 2016–2017 RGAC. The RGAC administered surveys to faculty and administrators to gather information about needs and support available for research leadership support and presented their findings at a poster at *Pharmacy Education 2019*. The committee recommended AACP work with schools and other organizations to expand research leadership development opportunities for pharmacy faculty and residents.
- ▶ AACP continues to partner with AAPS on joint programming. AACP and AAPS are collaborating on sessions on leadership, collaboration and emotional intelligence for the AACP and AAPS annual meetings, *Pharmacy Education 2019* and *PharmSci360 2019*. AACP and AAPS are also seeking to develop programming in areas of shared scientific and educational interest, such as clinical pharmacology and support for new pharmacy faculty.
- ▶ AACP partnered with the American Heart Association to offer a webinar for AACP members, *AHA Funding Opportunities for Pharmacy Researchers*. AACP also organized the webinar, *Translating Patient Diversity into Optimal Drug Therapy: A Tour of FDA’s Office of Clinical Pharmacology*, to provide background and information for members on working with the FDA Office of Clinical Pharmacology.
- ▶ The 2019 AACP Research Symposium, “Engaging the Next-Gen Research Workforce,” was held in Tampa, Fla., in conjunction with *INvolve 2019*. Faculty and deans from research-intensive and research-emerging schools discussed research engagement and training for Pharm.D. students. Topics included opportunities and outcomes for pharmacy researchers, strengthening the pharmacy research career pipeline, and building professional competencies with research experience.
- ▶ AACP successfully completed an initial survey of activities related to the opioid crisis at colleges and schools of pharmacy across the U.S. Members of the Substance Use Disorder SIG helped champion the information collection at schools, assisted in coding submitted activities for creation of a curated database, and prepared a poster to share the survey’s findings at *Pharmacy Education 2019*. SIG members are also preparing a publication for the *American Journal of Pharmaceutical Education* on the survey results. AACP will continue to collect and update activities, sharing the information with stakeholders and policy makers as appropriate.

Strategic Priority #4 Expanding Research and Graduate Education (cont'd)

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- ▶ AACP is participating in the National Academy of Medicine Action Collaborative on Countering the U.S. Opioid Epidemic both as a network organization and as a member of the Health Professional Education and Training Working Group.
 - ▶ AACP staff continues to work with coalition partners to advocate for science and research policies that maintain a strong research enterprise in the U.S., including budget increases for NIH, AHRQ, CDC and NSF in FY19.
 - ▶ AACP organized visits to congressional offices in March 2019. AACP President-Elect Todd Sorensen met with Representative Buddy Carter to discuss the Pharmacists for Healthier Lives campaign and the importance of implementation and health services research to advance pharmacy practice. University of Pittsburgh faculty member and associate dean Melissa Somma-McGivney met with staffers in the offices of Senators Bob Casey and Jim Toomey to advocate for pharmacists as care providers and managers.
 - ▶ The AACP New Investigator Award Program, which provides start-up funding for new pharmacy faculty's research programs, funded 16 awards across eight disciplines in 2018.
 - ▶ Debuting at *Pharmacy Education 2018*, the trainee poster competition will again be held at *Pharmacy Education 2019*. Designed with support and advice from the Council of Sections, the trainee poster competition encourages students to present their research and scholarship and engage in AACP. In its second year, the trainee poster competition received 160 submissions, an increase of 29 from the inaugural competition. At *Pharmacy Education 2019*, 144 trainees from more than 70 institutions will participate in the competition. The competition includes a live judging component, supported by more than 100 faculty volunteers, to help build research communication skills in graduate and professional students, residents, fellows and postdocs.
 - ▶ The research and education poster sessions at the AACP Annual Meeting continue to provide a popular platform for meeting attendees to present their scholarly work. This year, AACP received 554 abstract submissions, of which 410 were accepted for presentation at one of three sessions to be held during *Pharmacy Education 2019*.
 - ▶ AACP, in conjunction with the American College of Clinical Pharmacy and the National Academy of Medicine (NAM), coordinates the NAM Pharmacy Fellowship. The fellowship is a 2-year experience for an early career clinician/scientist who dedicates approximately 20% of their time to work on a diverse array of NAM programs (e.g., action collaboratives, studies). Through the program the fellow meets leaders in medicine and health policy, engages in studies on some of the most challenging issues in society, and advances their own career markedly. In 2018, NAM named Dr. Dima M. Qato, assistant professor in the Department of Pharmacy Systems, Outcomes and Policy at the University of Illinois at Chicago College of Pharmacy, as the 2018–2020 NAM Fellow in Pharmacy.
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Strategic Priority #5 Sustaining Member Services/Programs

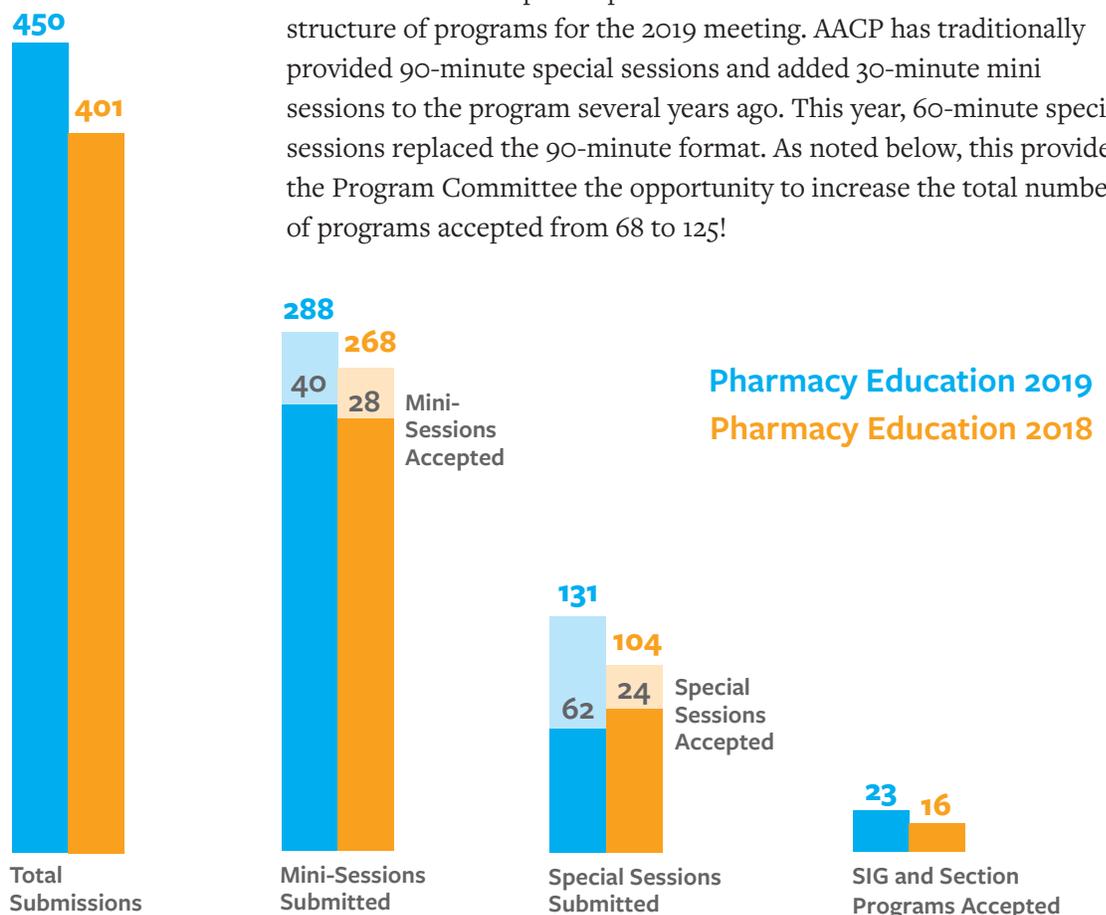
AACP will consistently provide excellent member programs and services to support individual and institutional member success.

The AACP Strategic Planning Committee is always chaired by the AACP President-elect and six other members of the Board of Directors serve annually. With the 2018–2020 AACP Strategic Plan adopted by the AACP House of Delegates in July, the Committee turned its attention to strategic discussions of several relevant topics. President-elect Sorensen led the Committee in discussing the activation of Strategic Priority #3 and specifically the roles of AACP and member institutions in accelerating practice transformation so that pharmacists were more well-positioned to use their unique knowledge to optimize medication use and health outcomes. Charges to the 2019–2020 AACP standing committees reflect this priority and will result in action plans to guide future programs and services for members.

Other areas for Planning Committee analysis included AACP’s portfolio of programs addressing global pharmacy education. Many AACP members are actively engaged in global collaborations across the mission areas of education, research and service. AACP, in partnership with the Accreditation Council for Pharmacy Education, delivers faculty development programming in the Middle East and Europe in collaboration with host schools and other pharmacy education associations. The seeds of a partnership for leadership programming have been sown with the International Pharmaceutical Federation (FIP) in 2019.

One existing program that received significant attention this past year is *Pharmacy Education 2019*, also known as the AACP Annual Meeting. The increase in member submissions for programming has increased exponentially over the years, which is a strong sign of member engagement and the value of

this member development platform. This led to a reevaluation of the structure of programs for the 2019 meeting. AACP has traditionally provided 90-minute special sessions and added 30-minute mini sessions to the program several years ago. This year, 60-minute special sessions replaced the 90-minute format. As noted below, this provided the Program Committee the opportunity to increase the total number of programs accepted from 68 to 125!



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Strategic Priority #5 Sustaining Member Services/Programs (cont'd)

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In addition to our in-person meetings and educational offerings, a total of 55 webinars addressing a wide range of topics were offered this year. On average, 150 people registered for these webinars and peak registration of more than 300 was realized for the webinar, *How to Support Struggling Students Through Effective Remediation Plans*.

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The Strategic Planning Committee asked that plans be developed to initiate a substantial membership analysis in 2019–20 to identify unmet needs at both the institutional and individual member levels. This work has begun with the assistance of the same firm that helped AACCP build the 2016 Strategic Plan that has served the Association so effectively. A combination of interviews and surveys will be used to seek input from members and nonmembers. This information will then inform critical analyses of existing programs and services. A separate evaluation of the Assessment and Accreditation Management System (AAMS) has also been planned to examine patterns of use of the features of the system to support assessment at the institutional level as well as comprehensive self-studies.

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Strategic Priority #6 Financial Sustainability

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

AACP ended the Fiscal Year 2018 with positive operating performance resulting in an increase of \$383K to the net assets and a strong financial position with assets at over \$11M. The independent financial audit for Fiscal Year 2018 received a clean opinion with the financial statements presented fairly and in accordance with accounting principles generally accepted in the United States.

2

Priority 6 continues to focus on adequate funding and monitoring of expenses for the Strategic Plan and other operating activities. The national media campaign, an integral part of Priority 2, gained traction with several partners making financial contributions to the campaign. The focus of this campaign is to help brand the profession and complement the initiatives in Priority 1 of the Strategic Plan. The association moved its headquarters location to Arlington, Va., in March 2018 and the rental holiday in the lease agreement has helped maintain a favorable cash flow for the association. The investment in several information technology platforms provides increased member services for the association.

3

The association's general investment portfolio remains healthy with a fair market value of \$7.24M as of May 2019, and provides an appropriate level of operational reserves. The endowment investment fund, which is separate from the general investment portfolio, has a portfolio balance of \$1.03M as of May 2019. The endowment fund spending policy provides the guidelines for the use of earnings generated from the endowment fund account.

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Strategic Priority #7 People

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

Members, volunteers, leaders and staff comprise the categories of people that help make AACP a vibrant, member-driven organization. AACP stands out in the association world with respect to membership numbers and levels of participation, with 100% of eligible institutions and well over 50% of eligible individuals maintaining membership in the Association. Using only annual meeting attendance as a metric of engagement, more than half of our individual members attend this meeting each year and their level of participation in programming, poster submission and networking opportunities grows year over year!

AACP created and launched a new Member Volunteer Portal in 2019. Intended to be a one-stop repository and guide for opportunities for member active participation in the wide range of AACP programs and services, members can access the portal by logging into AACP Connect (<https://connect.aacp.org/volunteeropportunities>). Over time, the many ways a member can directly participate in professional development programs, leadership activities at many levels, committees and other engagements will be profiled in the portal.

AACP Connect Metrics: 5/1/2018–4/30/2019

Total Discussions Posted: 2,427
(333+ compared to previous year)

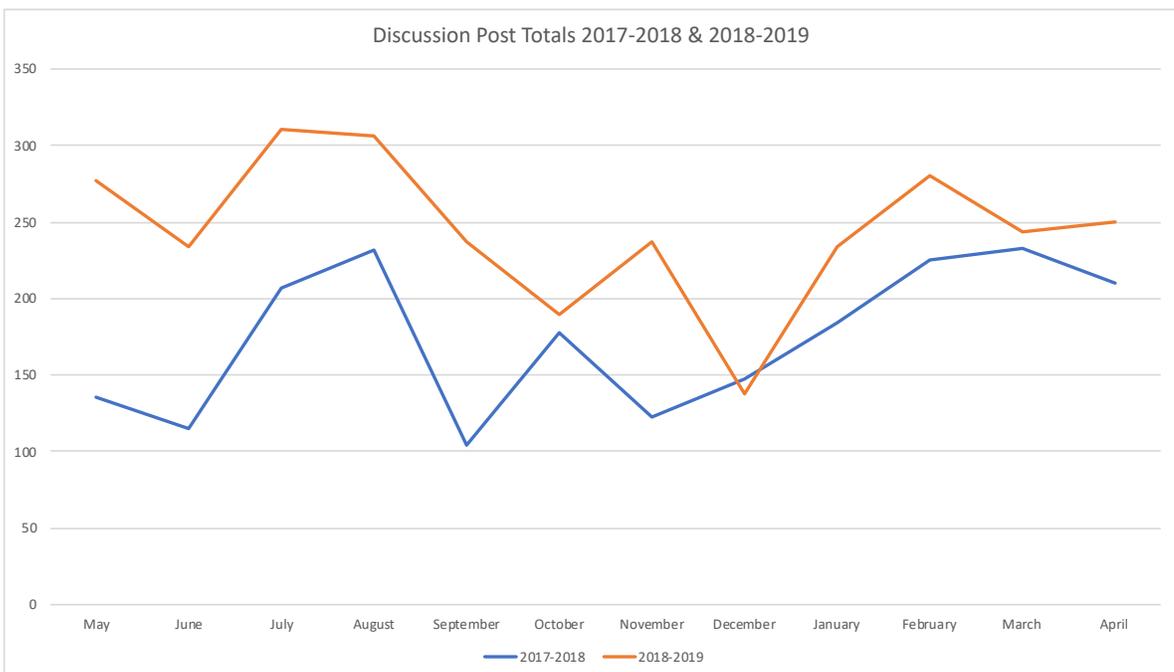
Total Replies: 1,135
(139- compared to previous year)

Total Logins: 21,959
(2,984+ compared to previous year)

Total First Time Member Logins since inception: 4,117
(May 1, 2017 to present)

Top Terms Searched:

1. Webinar(s): **99**
2. FAQ(s): **61**
3. EPA: **45**
4. Experiential: **35**
5. House of Delegates: **33**



1

Strategic Priority #7

People (cont'd)

2

As he entered the office of AACP President in July 2018, Dr. David Allen identified leadership at all levels as the Association's top priority for the coming year. This included the creation of an ad hoc Leadership Development Committee chaired by Dr. Stephen Cutler, dean at the University of South Carolina. The committee met several times in person and via conference calls in the past year to study patterns of member engagement in elected positions in Councils and at the level of the Board of Directors. They have recognized the need for some changes in the nominations and elections process, including making the responsibilities, time commitments and qualifications of leadership positions more transparent. The committee will continue its work until 2020 and has recommended that it become a permanent committee of the Board to enable AACP to achieve our diversity and inclusion aims for leadership positions across the Association.

3

AACP maintains a staff of approximately 35 individuals in three primary divisions of the Association. The Board established the aim of maintaining an 85% retention level for staff on an annual basis and the rate for the past two years was approximately 89%. Yet, the Association did experience several significant senior leadership departures in 2018-19 with talented individuals who had served the Association for 10 or more years identifying new career opportunities at other associations. Despite a tightening job market in the metro area, AACP was successful in recruiting new leaders at several levels to continue our member programs and services. In addition, an outside firm completed a staff analysis related to our culture and working conditions. While finding an overall high level of commitment and satisfaction, the consultant has offered several recommendations to make AACP an even more attractive place to work.

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1

Strategic Priority #8 Infrastructure/Technology/Knowledge Management

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

2

The results of our analysis of office location and our March 2018 move to Crystal City became more interesting in the past year due to the announcement by Amazon that Crystal City will be their HQ2 location! In fact, the exact location of their buildings is only three blocks away from the AACP office at 1400 Crystal Drive. Their decision emphasizes the convenient location, airport and metro accessibility, and amenities available in this part of Northern Virginia and the DC metro area at large. While the corporation estimates that they will employ approximately 25,000 people at this location, the move in will happen gradually over the coming decade.

3

After implementing several new technology platforms in 2017, including the revamped AACP website, AACP Connect, and a new association management software system, attention turned to more nuts and bolts aspects of the information technology systems supporting our work. AACP critically assessed IT support vendors and ultimately selected a new IT management partner, Hilltop Consultants, Inc., to both ensure day-to-day operations and offer the services of a virtual Chief Information Officer. In depth assessments of hardware and software have been undertaken and new systems have been implemented to support staff and member services that are increasingly dependent on internet connectivity and related technologies.

4

AACP transitioned to a new internal network drive structure this year. The first phase of this transition included sorting, deleting, archiving, and renaming files that were out of date or misplaced throughout the years. By doing this we were able to clear up more than 150 GB of internal network space and made the process of locating and accessing specific documents easier. The second phase was transitioning to a new network structure that will make sharing, saving, and locating material internally more efficient and timely moving forward.

5

AACP has also undergone a digitization process to not only preserve physical material on-site but to make sure that material is more easily accessible and searchable by members and staff. This material includes our historical collection with material from the early 20th century, the Institutional Research reports collection and the previously undigitized AJPE collection. Some of these the collections had content that was not located anywhere else in the country and, as far as we know, AACP had the only copy. To ensure the ongoing access and safety of these collections, all content has been scanned and digitized into PDF format for easy access by staff and searchability within each document for quick and efficient location of text.

6

7

Additional technology enhancements are forthcoming for the *American Journal of Pharmaceutical Education*, scheduled for migration to a more robust web platform during Fall of 2019. An agreement has been executed with HighWire as the vendor hosting the AJPE website. AACP is also working on developing a new website for both PharmCAS and PharmGrad with both scheduled to launch in Spring of 2020.

8

American Association of
Colleges of Pharmacy **AACP**

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1400 Crystal Drive, Suite 300 ■ Arlington, VA 22202

703-739-2330 ■ www.aacp.org