

Pharmacists Help People Live Healthier, Better Lives.

American Association of  
Colleges of Pharmacy **AACP**

**ANNUAL  
REPORT  
2023**

## Message from the President

Dear Colleagues:

We are most pleased to present the 2023 AACP Annual Report. The report highlights some of the great accomplishments and progress our association made toward our strategic priorities over the past year. And what a year it has been!

While we were certainly not out of the pandemic at *Pharmacy Education 2022*, we were able to convene in Grapevine, Texas, and reconnect in person for the first time in more than two years. It was a great time to establish a theme for the year of Strengthening Community and Sense of Belonging in AACP. We all welcomed the opportunity to get together and rebuild, grow, and renew our connections.

So where are we now? We know from Surgeon General Vivek Murthy's recently released report, *Our Epidemic of Loneliness and Isolation*, that "social connection is vital not only to our individual physical, mental, and emotional health, but also to the health and well-being of our communities." To that end, AACP is getting back to doing what I think it does best. AACP supports many opportunities for creating, building, growing, and maintaining communities that can serve our own well-being and the well-being of our students, our patients and populations at large, our Academy, and the profession. This obviously directly feeds into Strategic Priority 4: Achieving Well-being for All. But it also assists us with all our strategic priorities, providing opportunities for better collaboration and support of one another.

For Strategic Priority 1, we followed up on the Bridging Pharmacy Education and Practice Summit to launch the AACP Transformation Center's Expert Advisory Council (EAC), which has continued to meet and plan the future of the Center and advise on our education and practice transformation efforts. We also continued to support the Academia-Community Transformation (ACT) Pharmacy Collaborative and its signature programs. Most recently, we have identified Advocacy Champions at the majority of our member organizations to share and consider new avenues for advancement in advocacy.

For Strategic Priority 2, we celebrated the release of the CAPE/EPE (COEPA) document that was developed by our Academic Affairs Committee, which went on to provide the official AACP recommendations to ACPE regarding Standards 2025. The Academic Affairs Committee worked for two years to develop and revise this work as they provided many opportunities for feedback from the Academy. AACP was also fortunate to have key input into the revised Interprofessional Education Collaborative (IPEC) Core Competencies, which should be released in the near future. And have you checked out the recently released Microlearning Miniseries? These outstanding "bite-sized" modules help us all continue to enhance our scholarship, leadership, and teaching skills.

For Strategic Priority 3, AACP awarded nearly \$100,000 in scholarships, in collaboration with CVS and Walmart, for promoting diversity and particularly recruitment of underrepresented minority students as well as students committed to serving rural or medically underserved populations. Once again in 2023, AACP and the University of Mississippi co-hosted the Equity, Diversity, and Inclusion (EDI) Institute focused on helping members effectively incorporate and enhance EDI efforts within their curriculum and assessment plans.

## Message from the President

Those are just a few of the highlights you can find in this year's Annual Report. We also continue to make important strides in Strategic Priority 4, particularly identifying how AACP can work with our partners to promote healthy work environments that include focus on well-being for students, staff, faculty, preceptors, and all those involved with shaping the future of our profession. And, of course, your AACP leadership, staff, and Board of Directors continue to work on Strategic Priority 5: Strengthening the Financial Health of AACP and Our Members, as well as Strategic Priority 6: Ensuring Our Strong Culture and High-Functioning Operations Support Our Work.

Thank you to all the volunteer leaders at AACP who work so hard to make all this happen. I also want to give special thanks to our hardworking and dedicated staff and leadership. They have ensured that we stay on track, stay focused on our strategic priorities, and facilitate all our efforts to transform pharmacy education and practice. And thank you for all you do to support the important work of AACP, and for your critical roles in developing the future pharmacists and pharmaceutical scientists who will help people live healthier, better lives.



Sincerely,

A handwritten signature in black ink, appearing to read 'Russell B. Melchert'.

**Russell B. Melchert, Ph.D.**

2022–2023 AACP President

Dean and Professor in the Division of Pharmacology  
and Pharmaceutical Sciences

University of Missouri–Kansas City School of Pharmacy

## Message from the Executive Vice President and CEO

It has been my honor to serve my first year as the Executive Vice President and CEO of the American Association of Colleges of Pharmacy. The past year has gone by very quickly, with most of my time spent learning about the incredible association I am now part of—in particular, learning about and from our fantastic members and volunteer leaders, and our dedicated and talented staff.

As President Russ Melchert mentions in his introductory message in this report, priorities 5 and 6 in AACP's strategic plan focus on the financial health of our association and the cultural and operational aspects of the team that supports the organization. In addition to learning about AACP over the past year, I devoted significant time to furthering the work begun by my predecessor, Dr. Lucinda Maine, in those areas.

Ensuring the association's financial health is a critical responsibility of the EVP and CEO, and it requires attention to both cost and income. On the cost side, considerable effort has gone into identifying and implementing changes that will drive efficient operations. Despite some difficult choices that will necessitate more cuts, we remain focused on ensuring that programs and activities that bring value to AACP members will continue and grow. For example, our new co-publishing relationship with Elsevier for the American Journal of Pharmaceutical Education (AJPE) will expand services for our authors and readers and will save significant operational costs when compared to our previous self-publishing strategy.

Revenue enhancement has been a major focus of the past year. AACP is developing partnerships with key stakeholders who share in our mission and goals and are willing to provide financial support to help us achieve those shared objectives. Discussions with Argus Commission members have added clarity to our development plan, focusing us on corporate partnership opportunities as well as areas where monetizing the association's assets will lead to stronger revenue streams. For example, investment in a new learning management system (LMS) will provide AACP with a vehicle to increase revenue in educational program delivery. Implementing the new LMS will be a significant goal for the coming year.

It is not simply financial health that is needed to ensure the success of any association. The well-being of its members and staff, and continuous, intentional focus on organizational culture and values is also critical. We are all seeking a "new normal" for connectivity as we emerge from the pandemic. Keeping members and staff in contact, renewing and maintaining relationships, and rebuilding and strengthening our communities have been top priorities. That work was instrumental in our progress in priorities 4 and 6 in AACP's strategic plan and will continue as we move forward.

I invite you to review the content of this Annual Report. We can all take pride in what we have achieved through our work in the past year. I look forward to continuing that work with all of you in the coming year.



Sincerely,

A handwritten signature in black ink, appearing to read "Lee Vermeulen".

**Lee Vermeulen, B.S.Pharm., M.S., FCCP, FFIP**  
AACP Executive Vice President and CEO



# The “So What?” of Strategic Planning

Introduced during the 2022–23 academic year, **IMPACT** is a new dimension to AACP’s strategic plan. This reflects going beyond the strategic plan priorities, goals, and objectives and the activities or actions to implement the plan (also known as Outputs); and going beyond the results of those actions and efforts (also known as Outcomes). Impacts require us to look at the changes that resulted from strategic plan implementation efforts and actions.

AACP’s strategic efforts, collectively across the Association and the Academy, aim to address an essential question: Are we advancing our AACP mission? The stated mission is to “advance pharmacy education, research, scholarship, practice and service, in partnership with members and stakeholders, to improve health for all.” With this question in mind, what are the major themes or issues that AACP strives to address (**IMPACT THEMES**) and what does success look like as we work to address these themes (**IMPACT INDICATORS**)?

The **IMPACT THEMES**, presented below, cover wide-ranging issues that are critical to the AACP membership and the pharmacy profession. As strategic plan implementation continues, the **IMPACT THEMES** are aligned with the specific strategic goals, allowing us to effectively see and measure the true success of our collective and collaborative efforts. The metrics and measures associated with the **IMPACT THEMES** will be introduced during the 2023–24 year.

## **Pharmacy Workforce Issues**

## **Pharmacy Workplace Issues**

## **Practice Advancement and Transformation, and Practice Modeling**

## **Member (Institutional and Individual) Success and Effectiveness**

## **Association Operational and Organizational Effectiveness**

### **IMPACT THEME 1:**

#### **Pharmacy Workforce Issues**

This includes:

- ▶ Pharmacy student enrollment/pipeline recruitment and retention
- ▶ Workforce readiness, including the full spectrum of the Pharm.D., graduate and post-graduate education and training, curriculum, academic achievement, experiential education, and professional identity formation
- ▶ Workforce sustainability/Continuing professional development and lifelong learning
- ▶ Workforce diversity among students, faculty, practitioners, and leaders

### **IMPACT THEME 2:**

#### **Pharmacy Workplace Issues**

This includes:

- ▶ Working conditions in all pharmacy work settings, including academia
- ▶ Well-being and avoiding burnout; staying healthy physically and mentally
- ▶ Bridging education and practice, including the transition from student pharmacist learner to pharmacist professional

# The “So What?” of Strategic Planning

## IMPACT THEME 3:

### Practice Advancement and Transformation, and Practice Modeling

“Practice” is defined in the broad sense—it is not a specific area of practice (e.g., clinical or community-based practice).

- ▶ The ongoing mindset and readiness to ensure that the pharmacy profession and pharmacy practice transform and advance as required by the ever-changing healthcare environment
- ▶ Creating and replicating innovative and effective pharmacy practice models

## IMPACT THEME 4:

### Member (Institutional and Individual) Success and Effectiveness

This includes administrator, faculty, and staff development (including leadership development) and the financial health of member institutions.

- ▶ Providing benefits, services, programs, and opportunities that allow AACP members to thrive and achieve priorities and goals
- ▶ Providing and sustaining an environment for optimal development of institutional and individual members and leaders

## IMPACT THEME 5:

### Association Operational and Organizational Effectiveness

This includes programs, services, infrastructure, technology, etc.

- ▶ Ongoing assessments, maintenance, and continuous improvements of AACP operations, including the staffing, facilities, technology, and finances necessary to provide the optimal benefits, services, and programs to members
- ▶ Ensuring the maintenance of a strong governance infrastructure for leading the Association
- ▶ Developing and maintaining valuable relationships with external stakeholders and partners to ensure organizational and operational success

## Strategic Priority #1

# Leading the Transformation of Pharmacy Practice



*As the healthcare environment changes, it is essential that the pharmacy profession and academic pharmacy are prepared for and proactively involved in leading those changes to improve patient care. Leading change in pharmacy means creating a culture and producing the capacity to seek, critically assess, and selectively incorporate new, progressive, contemporary ideas and practices—all the time, inside as well as outside the organization. AACP will strategically lead the transformation of pharmacy education and practice to ensure that pharmacists' contributions to medication optimization and health outcomes are evident. This strategic priority focuses on fostering and sustaining a culture of transformation within pharmacy education and practice that embraces the challenges and creates positive changes in the healthcare environment. This ongoing transformation requires the expansion of patient-centered pharmacy practice and will be further advanced through strategic engagement with other healthcare organizations and stakeholders.*

### Goal Statement 1.1

#### Foster a Professional Culture of Change and Transformation in Pharmacy.

Foster a culture within pharmacy education that embraces change and transformation among faculty, current and future learners, preceptors, and staff.

#### Key Activities and Achievements:

- **AACP Transformation Center (ATC) [Expert Advisory Council \(EAC\)](#):** Established and launched the Expert Advisory Council in September 2022. The EAC includes 12-14 individuals from diverse professional disciplines, different areas of expertise in pharmacy education and pharmacy practice, and various geographic regions. The EAC has convened three times (September 2022, November 2022, and April 2023). The members serve as subject matter experts to determine the scope and steer the work of ATC, provide insight and experience from real-world healthcare settings, and create and develop partnerships within pharmacy and with external stakeholders.
- **Bridging Pharmacy Education and Practice (BPEP) Summit:** Six regional sites across the country hosted the [BPEP Summit](#) in June 2022. Participants engaged in strategic analysis and planning around the following four topics: (1) Competency-based Pharmacy Education, (2) Professional Identity Formation, (3) Optimizing the Continuum of Learning: Pharm.D. through Post-graduate Education, and (4) Pharmacists' Continuing Professional Development and Lifelong Learning. A commentary ("[The Bridging Pharmacy Education and Practice Summit: A Unique Convening With Purpose](#)") and a summary report ("[Working Together: Summary and Recommendations of the 2022 Bridging Pharmacy Education and Practice Summit](#)") followed this event, highlighting the key discussions and recommendations.
- **Academia-Community Transformation (ACT) Pharmacy Collaborative Signature Programs:** AACP and the ACT Collaborative are co-leading efforts to launch Year 1 of three signature programs in 2023-24:
  - ▶ **Community Pharmacy Student Scholar Leaders Program**—Establishing a national "Community Pharmacy Student Scholar Leaders" course to engage at least 50 students during the 2023-24 academic year. The program will run as a short series of remote, live sessions. A three-day mini-course will provide an opportunity to meet and learn from community pharmacy leaders and faculty nationwide, develop leadership skills, and create practice transformation philosophy and a career development plan.
  - ▶ **Community Pharmacy Practice Transformation Badge**—Designing a "Community Pharmacy Practice Transformation Badge" for academic and practice faculty. This program will include participating in a monthly webinar series and additional sessions,

#### Related Impact Themes:

**Pharmacy Workforce Issues**

Pharmacy Workplace Issues

**Practice Advancement and Transformation, and Practice Modeling**

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

# Leading the Transformation of Pharmacy Practice

allowing faculty to earn a formal badge. These sessions will focus on faculty development services, specifically highlighting practice transformation, billing, financial models, contracting, research, precepting, credentialing, and more.

- ▶ **Community Pharmacy Practice Centers of Excellence Framework**—Creating a college/school of pharmacy “Centers of Excellence” framework to support recognition of those colleges and schools that are making significant strides to teach, practice, and research practice transformation. The criteria include teaching, service, scholarship, and leadership support.

## Goal Statement 1.2

### Establish A Clear, Evidence-based Vision of Patient-Centered Pharmacy Practice.

Articulate and provide supporting evidence for a strong, clear, and cohesive vision of patient-centered pharmacy practice that contributes to medication optimization and health outcomes.

#### Key Activities and Achievements:

- **AACP Transformation Center (ATC) [Expert Advisory Council \(EAC\)](#):** See Goal Statement 1.1 Key Activities and Achievements for more details. A patient advocacy expert was appointed to the ATC EAC to ensure that the crucial patient perspective is central in this transformation work.
- **Bridging Pharmacy Education and Practice Summit:** See Goal Statement 1.1 Key Activities and Achievements for more details. The BPEP Summit publications referenced above serve as resources for advocacy on the value proposition of pharmacists.
- **[ACT \(Academia-Community Transformation\) Pharmacy Collaborative](#):** AACP strengthened its support of and involvement with the ACT Pharmacy Collaborative. Two initiatives in particular focused on patient-centered pharmacy practice.
  - ▶ **[50 Stories from 50 States Multimedia Library](#):** This resource showcases the vital patient care services that community pharmacies are providing nationwide. The written narratives, videos, and photos can be used in educational and advocacy efforts to showcase pharmacists’ increasingly complex and crucial role in healthcare.
  - ▶ **Community Pharmacy Centers of Excellence:** An ongoing workgroup is creating a framework to support and recognize colleges and schools that are making significant strides in teaching, service, scholarship, and leadership related to community pharmacy practice transformation. This initiative will also help identify successful models and practices that can be used to assist other colleges and schools in growing their commitment to patient-centered community pharmacy practice.
- **2022 Digital Health Workshop and 2023 Equity, Diversity, and Inclusion Institute:** Patients were included in panels during these two programs to share stories and provide the necessary perspectives on these evolving areas of patient-centered pharmacy practice.

#### Related Impact Themes:

[Pharmacy Workforce Issues](#)

[Pharmacy Workplace Issues](#)

[Practice Advancement and Transformation, and Practice Modeling](#)

[Member \(Institutional and Individual\) Success and Effectiveness](#)

[Association Operational and Organizational Effectiveness](#)



# Strategic Priority #1

## Leading the Transformation of Pharmacy Practice

### Goal Statement 1.3

#### Create and Implement a Strategic Engagement Plan.

Articulate a plan and provide tools and resources for individual and institutional members to increase their capacity for effective strategic engagement with diverse types of stakeholders.

#### Key Activities and Achievements:

- **Discover Advocacy Champions:** The 2022–23 Strategic Engagement Standing Committee conducted a survey identifying individuals across U.S. colleges and schools of pharmacy who have the experience of teaching advocacy as a curriculum within their university's program. The Strategic Engagement Committee identified 218 persons, named the Advocacy Champions, who will share ideas and consider new avenues for advancement in advocacy.
- **Identify Effective Advocacy Activities:** The 2022–23 Strategic Engagement Standing Committee surveyed the Advocacy Champions to discover advocacy activities that have succeeded within their programs and to identify additional activities that would benefit other health professionals. The committee received thoughtful responses that will be used to create an advocacy resource guide.
- **Create a Compendium of Resources for Advocacy:** The 2022–23 Strategic Engagement Standing Committee gathered and compiled thought-provoking and useful information to create a compendium that will reflect myriad ideas for improving advocacy in curriculum, practice, and programming.

#### Related Impact Themes:

Pharmacy Workforce  
Issues

Pharmacy Workplace  
Issues

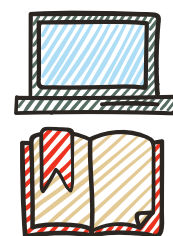
Practice Advancement  
and Transformation,  
and Practice Modeling

Member (Institutional  
and Individual) Success  
and Effectiveness

Association Operational  
and Organizational  
Effectiveness

## Strategic Priority #2

# Optimizing Pharmacy Education and Training Across the Lifespan of Pharmacists and Pharmaceutical Scientists



AACP and its members are responsible for educating and preparing pharmacists and faculty who are ready to lead or engage in the transformation of education, practice, and research. To meet the needs of today's students and patients, sustain a thriving workforce, and advance education, practice, and research, AACP and its members will work together to develop and implement innovative professional and graduate curricula and professional development opportunities. This strategic priority focuses on initiatives that assess and evaluate current educational outcomes and their fitness for today's pharmacy landscape (workforce readiness). This includes regional conferences in which pharmacy organizations, faculty, and employers will come together around professional identity formation, competency-based education, and workforce optimization to support lifelong learning. Emphasis will be on advancing interprofessional, person-based care and expanding the profession in a variety of practice and research areas.

## Goal Statement 2.1

### Stimulate Innovative Curricula.

Offer educational programming that models state-of-the-art, innovative, contemporary teaching and learning methods.

### Key Activities and Achievements:

- The updated CAPE/EPA (COEPA) document was presented at *Pharmacy Education 2022* and staff obtained member feedback. AACP's Board of Directors approved COEPA in November 2022. This was shared with the membership and will be published in the *American Journal of Pharmaceutical Education (AJPE)*. A guidance document to help colleges and schools with COEPA implementation and operationalization will be shared at *Pharmacy Education 2023*.
- Recommendations/feedback to ACPE on Standards 2025 were submitted in April 2023.
- Programming at the 2023 Interim Meeting included an ACPE session and other sessions on meeting learner needs post-COVID. A New Administrators program was also held at the 2023 Interim Meeting.
- A Digital Health Workshop occurred in October 2022.
- The Interprofessional Education Collaborative working group is updating the IPEC core competencies for distribution to all health professions in fall 2023. IPEC Institutes were held in September 2022 and May 2023.
- The Council of Faculties Committee on Curricular Overload presented at *Pharmacy Education 2022*. An upcoming AJPE issue will include a miniseries on the topic.
- The Council of Deans, Council of Faculties and Council of Sections Competency-Based Education Task Force has prepared a piece outlining the results of their work for publication in AJPE. CBE will be the primary charge of the 2023-24 Academic Affairs Committee.
- Curricular Diversity, Equity, Inclusion, and Anti-racism (DEIA) issues were emphasized at the annual Equity, Diversity, and Inclusion Institute held in January 2023.
- A new Microlearning Miniseries launched in spring 2023 (8 bite-sized modules) focused on Educational Research, Innovative Pedagogy, and Inclusive Leadership.

### Related Impact Themes:

**Pharmacy Workforce Issues**

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

## Strategic Priority #2

# Optimizing Pharmacy Education and Training Across the Lifespan of Pharmacists and Pharmaceutical Scientists

### Goal Statement 2.2

#### Cultivate Innovative Faculty.

Train, educate, and support member institutions and their faculty in the delivery of innovative and contemporary curricula.

#### Key Activities and Achievements:

- A new microlearning series launched in spring 2023 (8 bite-sized modules) focused on Educational Research, Innovative Pedagogy, and Inclusive Leadership.
- The 2022 Teachers Seminar, *Simple Approaches to Complex Teaching and Learning Challenges*, was held during *Pharmacy Education 2022*.
- The annual EDI Institute and a Digital Health Workshop were offered during the 2022–23 academic year.
- The Annual Meeting Programming subcommittee has been working to improve the submission rubric, incorporate new categories, and encourage innovative content and delivery methods.
- The Implementation Science training series virtual session in January 2023 included a case study of applying implementation science to pharmacy education around the Pharmacist Patient Care Process (PPCP). The in-person workshop held at the 2023 Interim Meeting continued the discussion on implementing PPCP training in the pharmacy curriculum. One workshop breakout discussed implementation science and pharmacy education; the other two focused on implementation science pharmacy practice.
- The Implementation Science Workshop included facilitated discussions of participant projects, submitted through a pre-workshop form in small and large group sessions. AFPE sponsored a competitively awarded, post-workshop Implementation Science Scholar Award (\$2,500) for participants to support additional project planning and preparation. This piloting a model of research project planning was supported by AACP and AFPE.
- The COF Faculty Affairs Committee is considering ways to use the new AACP Learning Management System (LMS) for microcredentialing and new models of revenue sharing to encourage content creation and innovation.
- The Emerging Teaching Scholar Award Committee coffee talks resumed in January 2023.
- Introductory series on the Science and Teaching of Learning (SOTL) research being planned by COF will be ready in summer 2023.
- A networking event for implementation science and SOTL communities will be held at *Pharmacy Education 2023*.
- The Pharmacy Opportunities Network, PharmON, the career center of fellowships and internships, launched in partnership with APhA and AFPE.
- The Graduate Education SIG hosted a virtual open discussion on online master's programs in January 2023.

#### Related Impact Themes:

Pharmacy Workforce Issues

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

## Strategic Priority #2

# Optimizing Pharmacy Education and Training Across the Lifespan of Pharmacists and Pharmaceutical Scientists

### Goal Statement 2.3

#### Enhance Workforce Development.

Fostering a pharmacy workforce that embraces, leads, and sustains a professional culture of change, transformation, and continued professional development.

#### Key Activities and Achievements:

- Following demonstrations from various vendors for the AACP Learning Management System (LMS), a vendor was selected. LMS implementation is scheduled for 2024. Under consideration are educational content such as microlearning sessions to be integrated, in addition to possible badges and certifications in the future.
- An ACT Pharmacy Collaborative session occurred at the 2023 Interim Meeting. The 2022–23 Professional Affairs Committee charges included developing a plan to integrate the ACT Collaborative into the work of the AACP Transformation Center to advance pharmacy workforce development.

### Goal Statement 2.4

#### Bridge Education to Practice.

Bridge education to practice through the development and implementation of the Center to Accelerate Pharmacy Practice Transformation and Academic Innovation (ATC).

#### Key Activities and Achievements:

- AJPE published the 2022 Bridging Pharmacy Education and Practice Summit proceedings, including 35 top-ranked (by participants) recommendations that arose in key areas (Competency-Based Education, Professional Identity Formation, Optimizing the Continuum of Learning, and Continuing Professional Development).
- Revised Interprofessional Education Collaborative (IPEC) Core Competencies will be available in fall 2023. The IPEC Institutional Assessment instrument development has been completed and published. IPEC Institutes were held in fall 2022 and spring 2023.
- The 2022–23 Research and Graduate Affairs Committee worked on resource guides for the recruitment and retention of graduate students and faculty to increase diversity in pharmacy schools. The committee collaborated with assessment leads from a group of research-intensive pharmacy schools, the Graduate Education SIG, and other stakeholders to assess progress in cultivating diverse, interdisciplinary science and research workforce and grad ed student pools.
- The 2022–23 Strategic Engagement Committee identified school strategic engagement champions and advocacy partnerships between schools and state associations, to form the basis of an advocacy community of interest within AACP.
- AACP recommendations to ACPE on Standards 2025 proposed that professional advocacy be included in those standards. AACP is in the early stages of planning a potential Advocacy Institute in collaboration with schools and state pharmacy organizations. Some efforts are underway within Sections/SIGs to partner with non-pharmacy organizations in their space.

#### Related Impact Themes:

**Pharmacy Workforce Issues**

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

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#### Related Impact Themes:

**Pharmacy Workforce Issues**

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## Strategic Priority #2

# Optimizing Pharmacy Education and Training Across the Lifespan of Pharmacists and Pharmaceutical Scientists

- The Pharmacy Advanced Clinical Trial (PACT) Network project, in collaboration with Texas A&M University is creating a database of activities in schools aimed at increasing clinical trial diversity, which will be publicly shared and will form the basis of a virtual training session. The project team has received 15 submissions from schools related to increasing clinical trial diversity, with plans to expand the data collection and publish a database in 2023. *(This project is supported by the Food and Drug Administration (FDA) Office of Minority Health and Health Equity of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award [FAIN] totaling \$1 million with 100 percent funded by FDA OMHHE/HHS. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by FDA/HHS, or the U.S. Government.)*
- The Implementation Science training series increases awareness and capacity for rigorous dissemination and implementation research within academic pharmacy.
- AACP Continuing Education (CE) programs will now include a six-month follow-up with participants regarding the lasting impact on knowledge, attitude, and behavior.



## Strategic Priority #3

# Leading Diversity, Equity, Inclusion and Anti-racism (DEIA) Efforts



AACP and its members are committed to the principles of diversity, equity, inclusion, accessibility, justice, and anti-racism. The association recognizes that to help diminish health disparities and promote health equity, it must work intentionally and courageously to eradicate structural and systemic racism that may be found in academic pharmacy. The initiatives outlined in this priority provide an initial, multipronged approach for AACP and its members to continue efforts to create academic environments that are welcoming to all.

### Goal Statement 3.1

#### Cultivate and Support a More Diverse Population of Learners.

Promote a more diverse learner population to foster innovation and to improve cultural competence and patient care outcomes for an increasingly diverse patient population.

#### Key Activities and Achievements:

- AACP received 402 applications and awarded five \$8,000 scholarships for the 2022 CVS Health Minority Scholarship for Pharmacy Students. This scholarship was awarded to five outstanding underrepresented minority students who have been accepted into a Doctor of Pharmacy (Pharm.D.) program for the next academic year OR were enrolled in their first (P1) year of the professional phase of the Pharm.D. degree program during the current academic year. The CVS Health Minority Scholarship for Pharmacy Students was renewed for a fifth cycle (for the 2023–24 academic year).
- AACP received 692 applications and awarded ten \$5,000 scholarships for the 2022 Walmart Health Equity Scholarship for Pharmacy Students. This scholarship was awarded to ten outstanding Doctor of Pharmacy (Pharm.D.) degree students who are accepted or enrolled in the professional curriculum at a U.S. college or school of pharmacy. Selected awardees must demonstrate leadership, academic success, and a commitment to serving rural or medically underserved patient populations. The Walmart Health Equity Scholarship was renewed for a second cycle (for the 2023–24 academic year).
- AACP staff created a Spanish version of the [Pharmacy Is Right for Me](#) (Pharm4Me) brochure. The Pharm4Me campaign is intended to inspire and inform high school and college students from diverse backgrounds who may be interested in a health professions career.
- AACP participated in the spring 2023 Health Professions Week (HPW) with a live panel featuring a diverse group of pharmacists across different areas of practice. Of the 343 students who registered for the AACP webinar event, 244 “opted-in” to receive communications from the HPW partners.
- AACP launched a new digital newsletter in January 2023, designed to share relevant information with prospective pre-pharmacy and pre-health students and their advisors and increase interest in the pharmacy profession among a wider, more diverse student population. The monthly newsletter includes scholarship information, student stories, application tips, highlights of different pharmacy careers, diversity spotlights, and more. Since the launch, the mailing list has increased from 256 to 631 subscribers.
- AACP released a short [film](#) for the Pharm4Me campaign that highlights the benefits of a pharmacy career and the diverse and exciting opportunities available to Doctor of Pharmacy (Pharm.D.) degree graduates. The student recruitment video is primarily designed for high school and college students who are exploring health profession careers. It features

#### Related Impact Themes:

**Pharmacy Workforce Issues**

**Pharmacy Workplace Issues**

**Practice Advancement and Transformation, and Practice Modeling**

**Member (Institutional and Individual) Success and Effectiveness**

**Association Operational and Organizational Effectiveness**

## Strategic Priority #3

# Leading Diversity, Equity, Inclusion and Anti-racism (DEIA) Efforts

pharmacists and students who discuss their passion for the profession and the positive impact they can have on patients and populations.

- The 2022 AACP Admissions Workshop featured sessions focused on minority applicants, including “Recruitment Strategies to Build a Diverse Pipeline” microsessions, “An Inclusive Process for the Development of Standardized Admissions Interview Questions,” and “Triangulating Best Practices to Advance Diverse Admissions Outcomes.”
- A subgroup of the Diversity in Student Recruitment and Retention Advisory Committee formulated a presentation on incorporating belonging into recruitment practices, titled *You Belong Here: Focusing on Belonging to Boost Underrepresented Minority Student Recruitment*, which will be presented at the 2023 Admissions Workshop. The committee will publish a more in-depth guide over the next year.
- On behalf of AACP, the CEO signed an Association of American Medical Colleges (AAMC) amicus brief in support of limited consideration of an applicant’s racial or ethnic background or experiences in higher education admissions in the *Students for Fair Admission v. Harvard* and *Students for Fair Admission v. University of North Carolina (UNC)* cases before the U.S. Supreme Court in the fall.
- Felony and misdemeanor questions were removed from the 2022–23 PharmCAS application to accommodate the evolving needs of applicants and member schools in states with current or pending legislation, and to promote access, equity, and inclusion.
- Beginning in the 2023–24 application cycle, two new questions will be added within the Biographic Information section of both the PharmCAS and PharmGrad applications:
  - ▶ Legal Name Phonetic Pronunciation (required)
  - ▶ My Name Phonetic Pronunciation (optional)
- The Minority Faculty SIG is establishing ways to engage learners from diverse backgrounds and leading efforts to create research and leadership opportunities for minority learners by working with the Research and Graduate Affairs Committee to increase faculty and learners from diverse backgrounds.

## Goal Statement 3.2

### Cultivate and Support a More Diverse Faculty.

Ensure representativeness among our faculty to support increasingly diverse learner and patient populations.

#### Key Activities and Achievements:

- The 2022 Council of Deans Diversity, Equity, Inclusion, and Anti-racism (DEIA) Task Force completed a [report](#) based on their DEIA-focused environmental scan to identify successes, challenges, needs, and opportunities related to the dean and faculty experiences in academic pharmacy that will allow AACP to further support its member institutions with their DEIA efforts.
- The Council of Deans DEIA environmental scan was presented at the Council of Deans Business Meeting and the AACP DEIA Session at *Pharmacy Education 2022*.

Related Impact Themes:

**Pharmacy Workforce Issues**

**Pharmacy Workplace Issues**

Practice Advancement and Transformation, and Practice Modeling

**Member (Institutional and Individual) Success and Effectiveness**

Association Operational and Organizational Effectiveness

## Strategic Priority #3

# Leading Diversity, Equity, Inclusion and Anti-racism (DEIA) Efforts

- The 2022–23 Research and Graduate Affairs committee developed a report highlighting the many ways that a diverse faculty and student population will help schools better serve their communities. The committee details how a more representative workforce is needed to ensure that questions relevant to different populations and communities are identified, prioritized, and pursued. The report will be published in the *American Journal of Pharmaceutical Education* (AJPE).

## Goal Statement 3.3

### Lead in Creating and Providing DEIA Professional Development Activities.

Make available workshops, trainings, leadership development, and other specialized programming to all AACP stakeholders, including faculty, staff, Board of Directors, learners, and external partners.

#### Key Activities and Achievements:

- AACP and the University of Mississippi co-hosted the 2023 Equity, Diversity, and Inclusion (EDI) Institute, focused on helping members effectively incorporate and enhance EDI efforts within their curriculum and assessment plans. The extended program offerings included a panel of diverse patients who shared their experiences and perspectives on how to prepare future healthcare providers to offer more inclusive whole-person care; guidance on how to enhance inclusive teaching and assessment practices; and examples of how to incorporate DEI in the didactic curriculum, experiential curriculum, and co-curriculum to address health disparities. Nearly 400 members attended, representing 68 home teams.
- The 2022 Annual Meeting Programming and Poster Gallery featured numerous sessions and scholarly research on DEIA topics.
- The History of Pharmacy SIG presented educational programming titled “‘Environment Was Just Ice’: From Desegregation to Diversity and Inclusion” at *Pharmacy Education 2022*. The session featured a dialogue about the history of desegregation at southern schools of pharmacy, highlighting the stories of the first Black students. By collecting and sharing stories of this complex and uncomfortable history, schools can better understand their own histories and support diversity, equity, and inclusion efforts.
- The DEIA Connect Community, launched in 2022, continues to be a vibrant community where members can share discussions and resources related to DEIA topics.
- The Technology in Pharmacy Education and Learning SIG hosted a Ted Talk about Technology and DEI in the Classroom aimed at examining how technology may be used to overcome barriers and address access and equity in the classroom.

#### Related Impact Themes:

**Pharmacy Workforce Issues**

**Pharmacy Workplace Issues**

**Practice Advancement and Transformation, and Practice Modeling**

**Member (Institutional and Individual) Success and Effectiveness**

**Association Operational and Organizational Effectiveness**

## Strategic Priority #3

# Leading Diversity, Equity, Inclusion and Anti-racism (DEIA) Efforts

### Goal Statement 3.4

#### Enhance Curricular and Co-curricular Activities.

Advocate for colleges and schools of pharmacy to integrate topics related to DEIA, including accessibility, harassment, and structural racism, throughout their curricula.

#### Key Activities and Achievements:

- AACP continues examining curricular and co-curricular DEIA activities at our member institutions and will engage with more affinity groups on these efforts. Examples include:
  - ▶ The Geriatric SIG worked on programming that integrates vulnerabilities and barriers for the elderly population into programming topics and content.
  - ▶ The Graduate Education SIG supported graduate faculty and graduate student diversity, equity, and inclusion efforts through a symposium and two white papers.
  - ▶ The Health Disparities and Cultural Competence SIG and the Student Services SIG hosted a Zoom session for faculty, staff, and administrators to share how they are integrating DEI into curricula alongside a list of resources shared on AACP Connect.

### Goal Statement 3.5

#### Expand Collaborations and Research.

Expand AACP's research and external collaborations related to DEIA.

#### Key Activities and Achievements:

- AACP received a Genentech Innovative Fund Award for a three-year project, "Mobilizing a Pharmacy Advances Clinical Trials (PACT) Network and Community-based Organizations to Address Diversity in Clinical Trials," highlighting the important role of community-based pharmacy.
- AACP completed the second year of the Office of Minority Health grant project "Eliminating Generational Racial Health Disparities," which focuses on targeted policy analysis related to school admissions, enrollment, student loan repayment programs, and educational program content.
- Work continues on the project "Utilizing the Pharmacy Advances Clinical Trials (PACT) Network to Achieve Diversity in COVID Clinical Trials: A Strategic Framework," in collaboration with Texas A&M University. *(This project is supported by the Food and Drug Administration (FDA) Office of Minority Health and Health Equity of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award [FAIN] totaling \$1 million with 100 percent funded by FDA OMHHE/HHS. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by FDA/HHS, or the U.S. Government.)*
- The Gender Equity Research Project conducted by the Social and Administrative Sciences (SAS) Section in collaboration with the American Pharmacists Association Economic, Social and Administrative Sciences (ESAS) Section will expand to include faculty in the basic and clinical sciences.

Related Impact Themes:

**Pharmacy Workforce Issues**

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

Related Impact Themes:

**Pharmacy Workforce Issues**

Pharmacy Workplace Issues

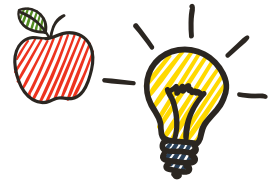
Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

## Strategic Priority #4

# Achieving Well-being for All



AACP is committed to promoting a culture of well-being for all through meaningful partnerships, programming, activities, and evidence-based resources. Well-being is vitally important to the future of the profession and is defined not merely by the absence of disease, but as a state of physical, mental, social, intellectual, environmental, vocational, financial, and spiritual health. By adopting a comprehensive and holistic approach to support well-being, AACP will enhance the lives of learners, educators, staff, pharmacists, other healthcare professionals, and patients.

### Goal Statement 4.1

#### Promote Well-being for AACP.

Advance and promote the health and well-being of AACP members and staff.

#### Key Activities and Achievements:

- Pharmacy Education 2022 featured (1) safety protocols to minimize the spread of COVID-19, (2) multiple educational sessions on the topic, as conducted by various AACP members, Sections, and SIGs, and (3) a new Code of Conduct and reporting process to support a safe and welcoming environment for all attendees.
- In September 2022, AACP staff completed an [MBI/AWS](#) assessment and participated in an all-staff event with an external consultant to better understand the working environment and relationships. Staff gained a better understanding of each other's roles, responsibilities, and mindsets and completed the 5 Voices Assessment. Staff subsequently met in small groups to further discuss the aggregate MBI/AWS results and potential strategies to enhance engagement and well-being.
- AACP broadened the staff wellness activities reimbursement to include other programs beyond gym membership such as mental health services and promoted the EAP resources.
- During the December 2022 staff retreat, AACP staff and the CEO discussed strategies to enhance staff engagement, including remote work and HR support. These discussions resulted in a new agreement with staff's preferred HR consultant beginning in January 2023.
- During the April 2023 staff retreat, AACP staff and the CEO discussed strategies to promote staff engagement and well-being in the workplace through structured discussions. The AACP executive leadership team developed a working document to prioritize the ideas and provided estimated timelines for accomplishing these during the next fiscal year and beyond.
- The 2023 AACP Interim Meeting included a panel session focused on promoting student well-being using the Student Affairs Committee Well-being Resource Guide released in 2022.

#### Related Impact Themes:

Pharmacy Workforce Issues

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness



# Strategic Priority #4

## Achieving Well-being for All

### Goal Statement 4.2

#### Promote Well-being in Colleges and Schools of Pharmacy.

Strengthen the culture and environment to promote the well-being of pharmacy educators, learners, and personnel and to attract people from diverse backgrounds.

#### Key Activities and Achievements:

- The 2021–22 Student Affairs Standing Committee released a new resource guide titled “[Creating a Culture of Well-Being: A Resource Guide for Colleges and Schools of Pharmacy](#)” in August 2022 that details a process by which schools can explore their specific needs related to well-being and address these challenges through a continuous cycle of organizational change.
- The *American Journal of Pharmaceutical Education* (AJPE) featured 18 articles between July 2022 and January 2023 that focused on or related to aspects of well-being in pharmacy education.
- The AACP Well-being and Resiliency Connect Community hosted well-being rounds for members on multiple topics.
- The 2023 Equity, Diversity, and Inclusion (EDI) Institute featured a session on the intersection of well-being and DEIA (Diversity, Equity, Inclusion, and Anti-racism).
- AACP’s Academic Leadership Fellowship Program focused on Life XT practices designed to build healthy, sustainable habits in their daily lives as leaders.
- In response to an invitation extended to AACP, a member group led by Seena Haines submitted an article focused on the mental health of student pharmacists for the December 2022 issue of *The Advisor*, the professional journal of the National Association of Advisors for the Health Professions (NAAHP).
- The COD/COF Faculty Workload Reimagined Task Force identified current challenges, collected current school policies, and common definitions. These issues affect perceptions of well-being (e.g., social justice).
- The Women Faculty SIG Wellness Task Force invited the SIG members to engage in an asynchronous discussion in the Connect community to “restore collegiality” in the Academy.
- The Mid-Career Faculty Recharge program is a longitudinal 10-month program to help mid-career faculty achieve career vitality (including all aspects of well-being) and support the achievement of their goals. Forty-five members were selected into the program’s first cohort in June 2023.

Related Impact Themes:

**Pharmacy Workforce Issues**

**Pharmacy Workplace Issues**

Practice Advancement and Transformation, and Practice Modeling

**Member (Institutional and Individual) Success and Effectiveness**

Association Operations and Organizational Effectiveness

## Strategic Priority #4

# Achieving Well-being for All

### Goal Statement 4.3

#### Promote Well-being in the Health Professions.

Enhance the well-being of pharmacists and other health professionals through scholarship, strategic partnerships, and modeling to advance patient care and promote the pharmacy profession.

#### Key Activities and Achievements:

- AACP and other association staff under the Federation of Associations of Schools for the Health Professions (FASHP) met in summer and fall 2022 to explore the possibility of an interprofessional well-being summit designed to promote occupational well-being among all in professional programs.
- AACP will serve as a “Pilot Change Maker” for the NAM Clinician Well-Being Collaborative and continues to explore joint programming with FASHP and the NAM National Plan.
- AACP collaborated with Drug Store News on a webinar with Walgreens focused on wellness and well-being.
- AACP is engaging with other education and practice associations on common interests and to promote well-being toolkits outside of pharmacy.
- AACP staff participated in the ASHP Council on Education and Workforce Development (CEWD), which issued new information to support the pharmacy residency standards for well-being and resilience and diversity and equity.

### Goal Statement 4.4

#### Promote Well-being for All.

Promote evidence-based scholarship and resources to help health professionals, learners, and educators promote the well-being of all.

#### Key Activities and Achievements:

- The AACP Well-being and Resiliency Connect Community hosted rounds in fall 2022 in which faculty shared evidence, experience, and experiments (3 E’s) for integrating well-being content into the curriculum/co-curriculum and on the topic of Imposter Syndrome and Vulnerability.
- AACP members presented several sessions, roundtables, and posters at *Pharmacy Education 2022* featuring scholarly work and innovative ideas around well-being.

#### Related Impact Themes:

Pharmacy Workforce Issues

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

#### Related Impact Themes:

Pharmacy Workforce Issues

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

# Strategic Priority #5

## Strengthening the Financial Health of AACP and Our Members

*The financial health of AACP and its members contributes to the development and management of products, programs, and services as well as organizational sustainability. AACP will continue to identify and diversify revenue sources to contribute to the sustainable success and growth of the organization and its members.*



Most of the activities for Strategic Priority 5 for the 2022–23 academic year concentrated on continued information gathering, environmental scanning, creating operational infrastructures, and establishing timelines for executing activities that will lead to the maturation of the strategic goals. In addition, many activities and plans for this strategic priority are interconnected to the plans for Strategic Priorities 1, 2, 3, and 4. This was a planning year for Strategic Priority 5.

### Goal Statement 5.1

#### Cultivate Partnerships.

Collaborate with organizations to develop and enhance partnerships that benefit AACP and its members.

#### Key Activities and Achievements:

- In September 2022, AACP collaborated with an external company to pursue partnerships, sponsorships, and exhibitors for all AACP-related meetings and events.
- AACP continued to explore expanded offerings for sponsors and partners to interact and collaborate with AACP members. Available offerings, as well as the ability to create germane options, were marketed in various ways to potential sponsors and partners.
- AACP partnered with members and external stakeholders to develop an Implementation Science Training Series for pharmacy faculty. The series included multiple webinar sessions and an in-person workshop at the 2023 Interim Meeting.

### Goal Statement 5.2

#### Expand Non-Dues Revenue.

Generate revenue from AACP platforms, programs, and services.

#### Key Activities and Achievements:

- AACP secured 34 partners for *Pharmacy Education 2022* representing all available sponsorship and exhibitor categories. The meeting yielded gross revenue of \$244,500 in sponsorships and exhibitors.
- AACP secured eight partners for the 2023 Interim Meeting representing all available sponsorship categories. The meeting yielded gross revenue of \$58,250 in sponsorships and exhibitors.
- AACP grant expansion has secured more than \$950,000 in funding for the association. The grants include a U.S. Department of Health and Human Services Office of Minority Health grant, an FDA Office of Minority Health and Health Equity Innovation Award to Texas A&M College of Pharmacy, and a grant from the Genentech Innovation Fund.

#### Related Impact Themes:

Pharmacy Workforce Issues

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

#### Related Impact Themes:

Pharmacy Workforce Issues

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

## Strategic Priority #5

# Strengthening the Financial Health of AACCP and Our Members

### Goal Statement 5.3

#### Expand AACCP Content Areas.

Develop and expand new and existing content areas that benefit AACCP and its members.

#### Key Activities and Achievements:

- AACCP's Board of Directors approved funding for a plan to implement a Learning Management System (LMS) in 2024. The LMS will provide continuing professional development opportunities for AACCP members and other stakeholders.
- The AACCP education staff implemented additional educational offerings during the 2022–23 academic year.
- AACCP established a Global Engagement Advisory Task Force during the 2022–23 academic year to help guide AACCP's strategic decision-making regarding programs, products, and services related to global pharmacy education.

### Goal Statement 5.4

#### Grow Membership.

Expand AACCP membership and/or benefits to national and global academic pharmacy stakeholders as well as external organizations.

#### Key Activities and Achievements:

- A survey to investigate membership and professional needs was distributed to non-AACP members employed by AACCP institutional members in spring 2022. The results informed the development of a strategic focus on non-AACP member recruitment and member retention for the 2022–23 academic year and beyond.
- AACCP expanded a two-year complimentary individual membership to International (non-U.S.) faculty members to facilitate increased collaboration between U.S. and international faculty. This has yielded approximately 300 new international members since 2021.

Related Impact Themes:

**Pharmacy Workforce Issues**

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

**Member (Institutional and Individual) Success and Effectiveness**

**Association Operational and Organizational Effectiveness**

Related Impact Themes:

**Pharmacy Workforce Issues**

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

**Member (Institutional and Individual) Success and Effectiveness**

**Association Operational and Organizational Effectiveness**

## Strategic Priority #6

# Ensuring Our Strong Culture and High-Functioning Operations Support Our Work

*Maintaining and continuously improving AACP programs, products, and services and implementing the 2021–24 strategic plan priorities require optimal management of human and technological resources. Priority 6 outlines key focus areas for AACP senior leaders, including organizational culture, adequacy of technological systems, Board effectiveness, internal and external equity of staff salaries and benefits, and current program assessments.*



In contrast to Priorities 1–5, which focus on issues where AACP and our members work together to address compelling needs in pharmacy education, practice, and research, Priority 6 concentrates on internal organizational management with three key themes: culture, technology, and the commitment to continuous improvement.

### Goal Statement 6.1

#### Create a Change Culture.

Foster a culture of productive and innovative change to support the work and leadership of academic pharmacy and AACP staff.

##### Key Activities and Achievements:

- Continued engagement with staff at quarterly association-wide on-site transformation audits and team-building programming designed to solicit constructive dialogue related to improving staff engagement, morale, and productivity. These activities prioritize staff wellness, building or influencing leadership-staff relationships, and ensuring that staff meets their individual work-life balance goals. The April 2023 event yielded more than 30 opportunities to increase engagement. Many of those activities will be pursued in the coming months, while others will require more time to implement.
- Reinforced organizational culture fundamentals during staff activities and touchpoints, such as association-wide staff newsletters and interdepartmental meetings. Tailored efforts also occur during onboarding and twice-annual performance review discussions.
- Developing an evaluation process to review Board of Director performance, based on best practices drawn from other associations and ASAE. A tool to identify opportunities for improvement in our governance processes will be used in the coming year.

### Goal Statement 6.2

#### Command Technology to Optimize Operations.

Consistently keep pace with evolving technology to support efficient and effective internal and external operation and communications.

##### Key Activities and Achievements:

- Revised and implemented a new remote work policy that allows staff to work from a location that is most productive for each individual staff member. Although AACP is not a fully remote organization, the flexible plan was developed with employee well-being in mind, providing a uniform, success-oriented approach
- Improved employee engagement by providing more support, such as staff newsletters and streamlined interdepartmental meetings.
- Continued commitment to AACP Connect®, our platform that allows users to network, collaborate, and share. This platform brings nearly 50 unique communities together, allowing stakeholders and staff to communicate informally and flexibly.

##### Related Impact Themes:

Pharmacy Workforce Issues

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

##### Related Impact Themes:

Pharmacy Workforce Issues

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness



## Strategic Priority #6

# Ensuring Our Strong Culture and High-Functioning Operations Support Our Work

- Used Microsoft Teams as a collaboration tool, integrated with other Microsoft Office applications, as well as Zoom, to ensure connectivity and workplace productivity.
- Continued to engage with Basecamp, an industry-leading project management and online collaboration platform that allows staff to organize project documents in one centralized cloud location intuitively. Basecamp is routinely updated, offering additional functionality as part of its internal continuous improvement process.
- BambooHR has been more deeply integrated as our HR operations platform, enabling AACCP leadership to work toward high-functioning human resource operations. This platform will drive new best practices for collecting and organizing staff information by centralizing and protecting sensitive information and reducing risk. These additional efforts will be completed by the end of the 2023–24 association year.

### Goal Statement 6.3

#### Pursue Continuous Quality Improvements.

Utilize program evaluation tools to periodically assess and improve upon operations and member programs/services.

#### Key Activities and Achievements:

- Contracted with a new third-party human resources consultant—one that AACCP has worked with in the past and is trusted by staff—to assist with market data on salary and benefits in the Washington, D.C. metro area, as well as other activities related to best practices in HR operations.
- Extended the feedback loop for post-program evaluations that include improved performance metrics, particularly for AACCP's Digital Health Workshop, the 2023 Equity, Diversity, and Inclusion (EDI) Institute, Dissemination and Implementation Workshop, 2023 Interim Meeting, and Mid-Career Faculty Recharge programs. Identified opportunities for positive change in our programming using these metrics.
- Implemented an improved semi-annual performance review process at the staff level. This yielded a survey of best practices that build on a culture of continuous feedback, focused on productivity, job satisfaction, and ensuring that staff continues to become a more valuable asset to the association.

#### Related Impact Themes:

Pharmacy Workforce Issues

Pharmacy Workplace Issues

Practice Advancement and Transformation, and Practice Modeling

Member (Institutional and Individual) Success and Effectiveness

Association Operational and Organizational Effectiveness

Pharmacists Help People Live Healthier, Better Lives.

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