



ACE | AMERICAN COLLEGE OF EPIDEMIOLOGY

Strategic Plan to Our Future: HQ²

2024 – 2026

Presentation to the Board of Directors – March 2024

The goal of this Strategic Plan is to ensure that the ACE looks to the future using a new “HQ” lens to position itself for growth and success.

THE BIG IDEA: 2024 – 2026

GROWTH!

As a professional association and a professional community, we are making the commitment to GROW THE COLLEGE across every facet of its life: leadership cadre and involvement, the work of our committees, quality of our programs, visibility, size of membership, the advancement of research and improvement of public health.

MAJOR GOAL	What?	Action Items/Initiatives	Who	When
<p>HQ1 OPERATIONAL STRENGTH</p> <p>Ensuring that Our “Headquarters,” Operations & Infrastructure Are Up-to-Date and Set for Success</p>	<p>Ensure the association has the infrastructure, programs, and policies and procedures in place to provide a platform for an impactful and sustainable future.</p>	<ul style="list-style-type: none"> • Complete the Operational Upgrade Plan to ensure that ACE is ready for 2024 and beyond. Provide full update/training to the College’s leadership. • To look at and discuss “The Core” and affirm our Mission/Vision/Values/History. <i>Please refer to worksheet on pages 4-7.</i> • Conduct full Committee Review—reconnecting all committees with Office—and make sure each has the tools it needs. Ensure regular submission of committee reports in order to promote greater collaboration. Ensure committee goals and activity aligns with Strategic Plan. Consolidate/refocus committees. • Support and assist ACE leadership in learning best practices in professional association governance and association management—and help them be successful in their elected or appointed roles (officer, committee chair, etc.) 	<p>The ACE Leaders & CHMS</p> <p>Executive Board, Statements Work Group & Staff</p> <p>President, Committee Leaders, Office, CHMS</p> <p>Officers, Board, Committee Leaders, Office, CHMS</p>	<p>By 2/1/24</p> <p>March 2024 BOD Meeting</p> <p>Complete Review by 5/1/24</p> <p>Ongoing</p>

		<ul style="list-style-type: none"> • Review, update or draft new policies and procedures needed to strengthen operations. • Wisely manage finances and resources—in stewardship of the future. <ul style="list-style-type: none"> - Ensure greater awareness of fiduciary role and responsibility by all volunteer leaders. • Research, identify and develop current and potential sponsors and create more revenue-enhancement opportunities in support of the ACE’s mission and vision. <ul style="list-style-type: none"> - The Foundation is a partner in these efforts. • Conduct Quarterly “Report Card” Sessions on all activity vis-à-vis this Strategic Plan and update entire leadership on status; making adjustments as necessary. [This is how we track & evaluate.] • Ensure efficient office operations and support for the Epidemiology Foundation * and its needs, as provided through the ACE Office, serving also as the EF Office. 	<p>Officers, Board, Committee Leaders & Office</p> <p>Officers, Treasurer, CHMS Finance Team, Office</p> <p>Entire Leadership Team; Foundation Leadership & Office</p> <p>President, Office & All</p> <p>President, EF Leaders, Office</p>	<p>Review done by 6/1/24; Ongoing based on need.</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q Report Outs & Year-End Review</p> <p>Ongoing</p>
<p>HQ2 IMPACTFUL & VALUABLE PROGRAMMING</p> <p>ACE: Your Membership “Headquarters”</p>	<p>Build greater awareness of who we are, what we offer, and what we do—and to position / reinforce / leverage the ACE as the “Go-To-Source” reflecting the broad range of interests and concerns of member-Epidemiologists and the profession.</p> <p>To ensure that all ACE members are fully supported and provided an environment for growth, collaboration, and success.</p> <p>To build on: “A senior member encouraged/invited me to join/get involved...”</p>	<ul style="list-style-type: none"> • Conduct a full Value Proposition & ROI Review—defining, packaging and promoting all that ACE offers. This includes website and social media presentation (quarterly reviews). • Communicate the importance of epidemiology across diverse scientific areas. <ul style="list-style-type: none"> Annual Meeting & 3-Year Build-Out ACE in Action (with Committee connections and contributions) ACE Scholars 	<p>Staff Team, Officers, Committee Leaders—with report-out to Board</p> <p>Board, Committees, Office</p> <p>As a resource: CHMS Team, incl. Conference & Meeting Planning Team</p>	<p>By 6/1/24</p> <p>Ongoing</p>

	<ul style="list-style-type: none"> • Create Work Group to explore how ACE can connect to natural allies, i.e. CDC, NIH, INEP, etc., as well as expand the College’s connections with Epi Chairs, to collaborate to develop programs for scholars and future leaders. Develop a plan. 	President, Work Group, Office	Begin in earnest by late 2024
	<ul style="list-style-type: none"> • Ensure full connections and communications with all stakeholders: members, prospective members, sponsors, partners, etc. - Can be done in partnership with the Foundation. 	Board, Committee Leaders, Foundation Leaders & Office	Ongoing
	<ul style="list-style-type: none"> • To learn more about the ACE’s members and supporters, and their needs through surveys, feedback loops, and analysis of social media, etc. 	All, Membership Committee	Ongoing
	<ul style="list-style-type: none"> • To promote and expand mentoring opportunities. 	Career Mentoring Committee & All	Ongoing
	<ul style="list-style-type: none"> • Integrate diversity and inclusive excellence in all ACE programming and operations. MAC Efforts Women Leadership Development Seminar 	All MAC	Ongoing

* **Reference:** The Epidemiology Foundation has its own Strategic Plan. Its office and logistical support is contained in the Scope of Services of the contract between ACE and its association management partner, Capitol Hill Management Services.

Strategic Plan Worksheet

ACE’s Core: Mission / Vision / Values

Every association needs its foundation—it core—in order to provide the reason for existing and to show a vibrant organization focused on the future. This is where the core statements come in. As part of this Strategic Plan, a Work Group reviewed and updated the existing core statements (Mission & Vision), and drafted a Values Statement.

Here is the work from the Mission/Vision/Values Work Group, led by Yvonne L. Michael, Sc.D.:

Current	Draft Presented to BOD – December 2023	Proposed – March 2024
<p>MISSION</p>		
<p>The American College of Epidemiology is an organization of epidemiologists that serves the interests of the profession and its members through advocating for issues pertinent to epidemiology, a credential-based admission and promotion process, sponsorship of scientific meetings, publications and educational activities, and recognizing outstanding contributions to the field.</p>	<ol style="list-style-type: none"> 1. We support a diverse global community of epidemiologists in various career stages, advocating for public health impact, providing educational resources, career mentoring, and recognizing achievements that serve the public’s health. 2. Our mission is to advance the field of epidemiology by fostering an inclusive community focused on public health. We provide education, career guidance, and research support in diverse fields, celebrating achievements that contribute to improvements in global health. 3. Our mission is to empower epidemiologists worldwide, with diverse expertise and at different career stages, through advocacy, education, and career mentoring. We aim to recognize contributions that significantly impact public health and serve the greater community. 4. Our mission is to support a vibrant community of epidemiologists from diverse backgrounds and specialties, fostering the sharing of ideas and experiences. We aim to translate these collaborations into high-quality, inclusive, and impactful epidemiologic research that advances public health policy and serves the greater good globally. 	<p>Our mission is to empower and unite a resilient community of epidemiologists, including affiliates from related fields, dedicated to promoting equity and advancing science into practice. We strive to foster a diverse and vibrant global network that significantly contributes to the betterment of public health worldwide.</p>

The Question → Does this statement reflect what ACE is and what it is doing now?

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<p>VISION</p>		
<p>The American College of Epidemiology is the professional organization dedicated to continued education and advocacy for epidemiologists in their efforts to promote good science and the public health.</p>	<ol style="list-style-type: none"> 1. Our vision is to establish a global, dynamic community for epidemiologists, fostering a supportive and educational environment that propels professional aspirations, innovation, and groundbreaking research in public health. 2. We aspire to be the nexus for epidemiologists worldwide, where a vibrant and nurturing community drives forward professional growth, innovative thinking, and pioneering research in the pursuit of advancing global health. 3. Envisioning a future where epidemiologists from all corners of the world come together in a thriving, supportive network, our goal is to catalyze professional development, innovative research, and transformative advancements in public health. 	<p>We envision a world where the value of epidemiology in public health is universally recognized, driven by a global community dedicated to education, innovation, and transformative research.</p>

Feedback:

“I noticed the emphasis on ‘global’ in these statements, and wondering if that includes global membership in ACE or ACE’s interest to reach a global audience, or both? Perhaps, this can be clarified.”

“I’m not sure that ACE’s vision should be to live in a world where epidemiology is recognized. Wouldn’t our true vision be a better world driven by etc etc etc. I feel that if our vision statement starts with “a world where people value our contributions” we sound like our vision is only about us and the truth is we are epidemiologists because we all have visions about others. Although you valuing me makes my world easier, I don’t envision a world where you think I’m important. I envision a world that is better (and hopefully it is because I’m doing something meaningful). If that is totally off the mark, I have no problem with changing nothing. I just like vision statements that are outward facing.”

Question → Does this statement reflect where you would like to see ACE in 5, 10 years?

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<h2 style="color: #4F81BD; margin: 0;">VALUES STATEMENT</h2>		
<p>NONE</p>	<p>1. Diversity and Inclusivity: We value and embrace a diverse range of backgrounds, specialties, and perspectives in epidemiology, recognizing that such richness is essential for innovative and impactful research in public health.</p> <p>2. Community and Collaboration: We are committed to fostering a vibrant, global community of epidemiologists, where open collaboration and the sharing of ideas and experiences are the keystones for advancing our field and professional growth.</p> <p>3. Education and Professional Development: Our dedication lies in providing continuous educational opportunities and career mentoring to epidemiologists at all stages, ensuring the ongoing development of skills and knowledge necessary for cutting-edge research.</p> <p>4. Advocacy for Public Health: We advocate for the vital role of epidemiology in improving global health outcomes, committed to translating research into actionable, high-impact public health initiatives.</p> <p>5. Innovation and Excellence: Innovation is at the heart of our mission. We strive to inspire and support groundbreaking research in epidemiology, aiming for the highest standards of excellence and advancements in the field.</p>	<p>Inclusive We unite a diverse range of experts in epidemiology and related fields, fostering a community where everyone contributes to public health.</p> <p>Collaborative We prioritize teamwork and shared knowledge to advance public health solutions with collective expertise.</p> <p>Lifelong Learning Education and mentorship are key—we support the continuous development of all members in our field, from students to seasoned professionals.</p> <p>Diversity Our community respects and draws strength from diverse thoughts, backgrounds, and cultures, enriching our approach to public health.</p> <p>Innovation We advocate for creative solutions to positively impact health policies and practices.</p>

Feedback:

“Would recommend that each of these statements are structured the same way. Currently lifelong learning and diversity red difeerently than inclusive, diversity, and innovation.”

“Recommend to include specific references to gender, sexual orientation, work type, experience level, etc.”

Question → Does the Values Statement reflect the principles by which you govern and guide ACE—and operate as a professional association?

History

<https://www.acepidemiology.org/ace-history>

Let's take a look at how you are presenting your history. Your history on the website is very good—but dated. It does not reflect your more recent history and achievements. This would a very “nice to have” and can be updated anytime.

Question → Is there anything else you would like to add or change?