



2022 ANNUAL REPORT

American Association of
Colleges of Pharmacy **AACP**
Pharmacists Help People Live Healthier, Better Lives.



Dear Colleagues:

It is an honor to share the 2022 AACP Annual Report. The work of our Association over the past 12 months has been driven by the 2021–24 Strategic Plan. The plan was drafted by our board's Strategic Planning Committee, with input from many leaders and members, and approved by the AACP House of Delegates in July 2021. It has six priorities which are outlined in this report.

The components of this plan are more than a roadmap of activities for the AACP staff to implement and fulfill. It is a plan for academic pharmacy, in partnership with individuals and organizations that share AACP's vision for the future, in our quest to accelerate change. Together, we can go farther.

Navigating the changes and uncertainty of the continuing COVID-19 pandemic, which has been ongoing for more than two and a half years after the novel coronavirus first emerged, has drained our energy and made us weary. And the political unrest within our country and the war in Ukraine have shaken the global economy and cost many lives. The threats of climate change and structural racism are more real today than when the pandemic began.

It is all too easy to become pessimistic. But times of change and uncertainty are also times of opportunity. It is now clear that the pharmacy profession is an essential component of our nation's public health infrastructure, and the outreach by our members, their faculty, students, and alumni has saved countless lives. AACP has been working closely with partner associations to advocate for the continuation of regulatory authority to expand the scope of pharmacy practice and to create sustainable business models. This includes working with APhA and our partners in the Pharmacists for Healthier Lives campaign in a CDC-funded project focused on building vaccine confidence in markets with less-than-optimal COVID-19 vaccination rates.

Over the past 12 months, the association staff and leaders have taken several actions to move forward the priorities outlined in the 2021–24 strategic plan. AACP established the Center for the Acceleration of Pharmacy Practice Transformation and Academic Innovation (AACP Transformation Center or ATC). We welcomed Melissa Murer Corrigan, BPharm, CAE, FAPhA, FASHP, as the new ATC Executive Director. Together with six other national pharmacy organizational partners, the Center conducted the Bridging Pharmacy Education and Practice Summit with 300 participants. Read more about the Center and the Summit in this year's annual report.

AACP is committed to accelerating practice transformation through advocacy and developing the pharmacy workforce; seeking and testing innovative approaches to professional and graduate education; fostering a welcoming environment through efforts to enhance diversity, equity, and inclusion; dismantling systemic racism and addressing health inequities; and promoting well-being for all. We can only achieve these important aims if the association and our members have sufficient resources.

Our strategic plan is ambitious, but together we can achieve our vision of a world of healthy people!



With Gratitude,

A handwritten signature in black ink that reads "Stuart Haines". The signature is written in a cursive, flowing style.

Stuart T. Haines, Pharm.D., BCPS, BCACP

2021–2022 AACP President

Professor and Director, Pharmacy Professional Development

University of Mississippi School of Pharmacy

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 in a culture of 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 the organization as well as outside of it. 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:

- Launched the Center to Accelerate Pharmacy Practice Transformation and Academic Innovation, or the AACP Transformation Center (ATC), November 2021. Recruited and hired Melissa Murer Corrigan, BSP Pharm, CAE, FAPhA, FASHP as the ATC Executive Director, Fall 2021.
- The ATC will help build and scale solutions and programs essential to the changing and evolving roles of pharmacists. One of the ATC's greatest endeavors is to not only promote, highlight and encourage innovation, but also to allow new initiatives to scale and grow across geographies, the broader profession of pharmacy and within health care where better serving patient needs is the ultimate priority.
- Convened more than 300 emerging and established leaders in pharmacy in June at the Bridging Pharmacy Education and Practice Summit held at six regional host sites across the U.S. to achieve consensus and provide action-oriented recommendations that will help move the pharmacy profession forward. In the spirit of collaboration, six national pharmacy organizations served as planning partners including the Academy of Managed Care Pharmacy, the American College of Clinical Pharmacy, the Accreditation Council for Pharmacy Education, the American Pharmacists Association, the American Society of Health-Systems Pharmacists and the Board of Pharmacy Specialties.

Two key questions guided participants' discussion at the Summit:

- ▶ What does pharmacy workforce optimization look like, and to get to an optimized pharmacy workforce
- ▶ What is needed and what changes are required in the following areas?
- ▶ Participants engaged in strategic analysis and planning around four topics: Competency-based Pharmacy Education; Professional Identity Formation; Optimizing the Continuum of Learning: Pharm.D. through Post-graduate Education; and Pharmacists' Continuing Professional Development and Life-long Learning. Each of these topics were a segment of the Summit, involving a keynote presentation, a reactor panel, and a breakout session.

Strategic Priority #1

Leading the Transformation of Pharmacy Practice



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:

- The fundamental outcomes of the BPEP Summit represent the content presented by the four keynote presentations, the panel discussions, and the topline priorities that were captured from each breakout session. Recommendations are being reviewed and ranked which may provide background for the value proposition for the pharmacy profession and insights on competency-based education, continuing professional development, and professional identity formation.
- Publication of BPEP Summit Proceedings is in the works and provide for ongoing interprofessional collaboration.

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:

- **Create an accessible compendium of resources:** The 2021–2022 Strategic Engagement Standing Committee has developed a Payment Models survey that looks to assess current trends in pharmacy practice, activities among U.S. Schools/Colleges of Pharmacy, including integration into value-based health systems and practice plans involving revenue payment models. A beta test has been run and data will be presented at AM22. A full survey of the academy is aimed to be done in early 2023.
- **Create an introduction to advocacy guide:** The 2021–2022 Strategic Engagement Standing Committee is charged with compiling advocacy strategies that are incorporated into curriculums to see how schools are engaging students and partner organizations and professions through advocacy.
- **Create and Implement a Strategic Engagement Plan:** The 2021–2022 Strategic Engagement Standing Committee is charged with following through a 2021–2022 policy change of identifying Strategic Engagement Champions at each school. These champions will then be able to engage with the academy and answer and be point of contacts on any advocacy related questions.

Strategic Priority #1

Leading the Transformation of Pharmacy Practice



Highlighting Practice Transformation through *Pharmacists for Healthier Lives*

Since 2018, AACP has supported the Pharmacists for Healthier Lives national awareness campaign, designed to raise the profile of pharmacy and pharmacy careers. As the profession embarks on significant transformation, it is important to continue to share stories of how pharmacy enhances the health of patients and consumers.

In early 2020, the campaign shifted from promoting the many aspects of pharmacy practice to focusing exclusively on the pandemic. During FY22 the campaign continued to focus exclusively on the CDC-funded COVID-19 vaccine confidence project, through a subcontract with the American Pharmacists Association: <https://vaccineconfident.pharmacist.com>. This work was also supported by a grant from the Community Pharmacy Foundation.

This campaign worked to address vaccine hesitancy and stimulate vaccine confidence by:

- Extending the reach of messages and materials developed within the larger project to schools and colleges of pharmacy.
- Leveraging existing relationships and partnerships through PfHL, including NASPA, state pharmacy associations, and PfHL partnering organizations to extend the reach of messages and materials developed within the larger project and other materials developed by PfHL.
- Deploying communications vehicles (e.g., website; social media) to support constituent understanding of vaccine confidence and to distribute project messaging.
- Engaging with partners in communities with diverse populations and high rates of vaccine hesitancy to extend the reach of messages and materials.

AACP partnered with member institutions in five communities with high vaccine hesitancy rates, selecting large-scale public events where faculty and students could engage with patient populations to answer questions, provide information and, in some cases, administer vaccines.

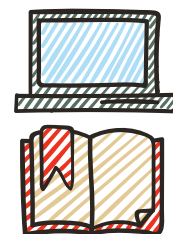
- June, Columbia, SC: Juneteenth Freedom Festival—University of South Carolina College of Pharmacy
- July, Albuquerque, NM: Cruizin' Back to School—University of New Mexico College of Pharmacy
- August, Bangor, ME: Bangor State Fair—University of New England College of Pharmacy
- September, Philadelphia, PA: AFL-CIO Labor Day Parade—Thomas Jefferson University Jefferson College of Pharmacy
- September, Jackson, MS: Soul-Filled Weekend Tailgate—University of Mississippi School of Pharmacy

Following these events, AACP created an online resource and toolkit for members, to guide them in planning and implementing similar events. The toolkit includes a detailed event timeline, as well as volunteer training and media training guides. It is available on www.aacp.org.

With the renewal of the APhA subcontract for 2022, we expanded the vaccine confidence campaign. Member institutions in five states—Alabama, Minnesota, Ohio, West Virginia and Wisconsin—will partner with their state/county extension services to provide vaccine information and stimulate vaccine uptake in counties with lower vaccination rates. Project participants will have access to information and training materials through APhA's ADVANCE platform.

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 transformation of education and practice, and research. To meet the needs of today's students and patients, sustain a thriving workforce, and advance education and 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 to further assess professional identify formation, competency-based education and workforce optimization in order to support lifelong learning. An 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.

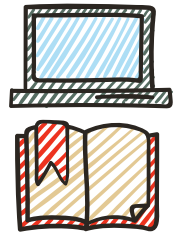
Foster and support schools and colleges in delivering innovative pharmacy curricula while incorporating evidence-based methods.

Key Activities and Achievements:

- The CAPE/EPA committee chairs presented an update at 2022 Interim Meeting and obtained feedback from members. The group is making revisions based on the feedback received and will present an update at the 2022 Annual Meeting.
- A suite of programming at the 2022 Annual Meeting addressed learner needs.
- AACP Sections and SIG webinars centered on addressing emerging topics in the curricula, such as the Graduate Education SIG sponsored webinar “Data Science Training in Pharmaceutical Sciences Graduate Education” and the Global Education SIG sponsored webinar “Postgraduate Training & Career Paths for Pharmacists in Public and Global Health.”
- Feedback regarding standards revision was provided to ACPE staff members at the 2022 Interim Meeting. The 2022–2023 Academic Affairs Committee has been charged with providing ACPE a report of AACP's feedback regarding standards revision and will begin their work in July, 2022.
- There was a dedicated session on Competency Based Education (CBE) at the BPEP Summit. The COF/COD/COS Joint Task Force on CBE has completed its work and will publish its report in an upcoming AJPE issue.
- AACP hosted its first Virtual Digital Health Institute (DHI) in October 2021. The DHI helped participating institutions learn about how digital health is transforming the delivery and consumption of healthcare and hear how other pharmacy programs have addressed the need to incorporate this emerging field into their programs. 239 participants from 52 member institutions participated in the 2021 DHI. The next Digital Health Institute, which will be at a more advanced level than the initial DHI, is planned for October 2022.
- Meetings with TIPEL SIG are ongoing regarding the use of technology in pharmacy education.
- The Graduate Education SIG hosted a member of the NIH AIM AHEAD initiative leadership team to discuss opportunities to work with AIM AHEAD. AIM AHEAD is a program intended to enhance participation and representation of underrepresented researchers and communities in data science.
- The Leadership Development SIG is hosting Leadership Circles.

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:

- The 2021 Digital Health Institute (DHI) included a focus on the development of digital health champions within participating schools, a focus that will carryover to the 2022 DHII.
- AACP and the University of Mississippi co-hosted the second Equity, Diversity and Inclusion (EDI) Institute in January 2022. This virtual event helped members advance EDI at their institutions using a train-the-trainer model, building on the work of the 2021 EDI Institute. The 2022 EDI Institute was attended by 320 participants from 56 member institutions. AACP intends to host a third EDI Institute in 2023.
- INvigorate 2022, the 2022 AACP INterim Meeting was held in San Diego, CA in February 2022. INvigorate 2022 included substantial programming related to development of innovative faculty.
- The 19th AACP/Nonprescription Medicines Academy (NMA) Conference was held in May 2022 at the University of Cincinnati James L. Winkle College of Pharmacy. The conference integrated current trends and scholarly activities in self-care relevant to education and practice. The Conference was attended by 37 participants.
- The Health Disparities and Cultural Competence SIG sponsored a virtual grants workshop series, “Taking Flight as a Grant Applicant - A Virtual Writing Series” in May-July 2022.
- The Emerging Teaching Scholar Award Committee instituted a series of coffee talks for members program in spring 2022.
- The Council of Faculties Scholarship of Teaching and Learning (SOTL) Task Force will continue in 2022-2023. This Task Force will develop one or more research webinars for the 2022-2023 academic year, coordinating the webinar(s) planning and material with other AACP research programming, such as grants workshops and faculty development programming focused on implementation science.
- AACP is planning a virtual introduction to implementation science series for fall 2022, as part of an ongoing program of improving awareness and capacity for implementation and dissemination research in academic pharmacy. An in-person workshop intended to help faculty develop as implementation researchers will be co-located with the 2023 interim meeting, and AACP is planning for follow-up virtual programming in spring 2023.
- AACP is planning a Mid-Career Faculty Workshop for spring 2023.

Goal Statement 2.3

Enhance Workforce Development.

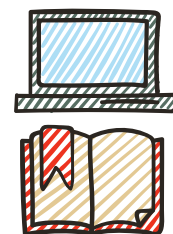
Fostering a pharmacy workforce that embraces, leads and sustains a professional culture of change, transformation and continued professional development.

Key Activities and Achievements:

- Ongoing discussions continue regarding creation of a learning management system to house educational resources, host a preceptor development platform, and aid in educational expansion efforts

Strategic Priority #2

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



- Stories have been collected for the 50 stories for 50 states challenge and communications strategy to promote stories and lessons learned is underway
<https://www.actforpharmacy.com/50-stories-challenge>
<https://www.aacp.org/article/spotlighting-community-pharmacies>
- The Bridging Pharmacy Education to Practice Summit was successfully hosted June 2–3, 2022, and a proceedings document and commentary is currently underway
<https://www.aacp.org/event/bridging-pharmacy-education-and-practice-summit>

Goal Statement 2.4

Bridge Education to Practice.

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

Key Activities and Achievements:

- The Bridging Pharmacy Education to Practice Summit was successfully hosted June 2–3, 2022, and a proceedings document and commentary is currently underway. A qualitative analysis of the four segment summary recommendations is also being completed, to synthesize key guidance from participants.
<https://www.aacp.org/event/bridging-pharmacy-education-and-practice-summit>
- The 2022–2023 Research and Graduate Affairs Committee charges include preparing resource guides for recruiting diverse students and faculty into research pathways.
- Interprofessional Leadership Development Program planned for June 2022; Revision of 2016 IPEC Core Competencies underway; Development and Validation of an IPEC Institutional Assessment Instrument completed and will publish full report in JIEP in late 2022; Fall IPEC Institute planned for September 2022
<https://www.ipecollaborative.org/2022-ipecc-ildp>
<https://www.ajpe.org/content/85/7/8602>
- AAMC presented at AACP’s January 2022 Equity, Diversity, and Inclusion Institute
<https://www.aacp.org/edi2022>
- The U.S. Food and Drug Administration (FDA) Office of Minority Health and Health Equity (OMHHE) Innovation awarded researchers from the Texas A&M University Irma Lerma Rangel College of Pharmacy and AACP a cooperative agreement to support the project “Pharmacy Advances Clinical Trials (PACT) Network to Achieve Diversity in COVID Clinical Trials: A Strategic Framework.” This project aims to advance enrollment of underrepresented minorities (URM) in clinical trials, utilizing innovative artificial intelligence and machine learning approaches to optimize URM participation and creating and training a network of community-based actors to directly increase URM participation in clinical trials.

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, including that which may be found in academic pharmacy. The initiatives outlined in this priority provide an initial, multi-pronged approach for AACP and its members to both begin and continue their efforts of creating academic environments that are welcoming to all.

Webinar Link: <https://public.3.basecamp.com/p/Z8pRc8a7QqDMYMqwpYSH5p3v>

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:

- The CVS Health Minority Scholarship: AACP received a total of 498 applications and awarded five \$8,000 scholarships for the 2021 CVS Health Minority Scholarship for Pharmacy Students. The program was renewed for a fourth cycle, which launched on April 1, 2022.
- Walmart Health Equity Scholarship for Pharmacy Students (New in 2022):
 - ▶ The goal of the scholarship program is to promote and support a diverse population of student pharmacists who will advance health equity. The program will support the financial needs of students enrolled in Pharm.D. degree programs who plan to practice in rural areas, medically underserved areas or populations, or Health Professional Shortage Areas upon graduation.
 - ▶ Ten outstanding students will each be awarded a \$5,000 scholarship for a total of \$50,000 in scholarships in 2022.
- Revised Oath of a Pharmacist: AACP and APhA voted in the fall of 2021 to adopt the revised Oath of a Pharmacist, which is now explicitly inclusive of DEIA values.
- 2022 AACP Admissions Workshop–DEIA Sessions: Recruitment and Admissions for Future Generations will address topics aligned with Strategic Priority #3, including discussions about inclusive strategies across outreach and recruitment, admissions, and retention that effectively advance outcomes for a more diverse admissions model.
- Pharm4Me Blog: Since December 2021, the Pharmacy Is Right for Me (Pharm4Me) campaign has featured multiple student pharmacists and pharmacists from diverse racial and ethnic backgrounds, including participants in AACP’s EDI Institute.
- Diversity in Student Recruitment and Retention Advisory Committee: AACP will create a new Diversity in Student Recruitment and Retention Advisory Committee, which will be composed of 10 members who will counsel and work in congruence with Association staff and selected governance groups in support of Strategic Goal (3.1) to cultivate and support a more diverse population of learners.

Strategic Priority #3

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



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:

- Council of Deans Diversity, Equity, Inclusion, and Anti-Racism (DEIA) Task Force: Conducted a 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 task force reviewed DEIA related publications, data, tools and strategic goals from AACP and other health science focused entities including Health and Human Services (HHS), American Association of Medical Colleges (AAMC) and the Accreditation Council for Pharmacy Education (ACPE).
 - ▶ Discussed DEIA related successes, challenges, needs, and opportunities related to the dean and faculty experience as a part of the Assistant/Associate Deans networking session and at the Department Chairs networking session at the 2022 AACP Interim Meeting.
 - ▶ Environmental Scan findings will be presented at the Council of Deans Business Meeting and the AACP DEIA Session at Pharmacy Education 2022.

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:

- 2022 Equity Diversity and Inclusion (EDI) Institute: AACP co-hosted its second EDI Institute with the University of Mississippi School of Pharmacy, and the event again sold out with 320 registrants. The three-day virtual meeting included teams from 56 member institutions. AACP is beginning the planning to hold a third EDI Institute in 2023.
- AACP's DEIA Advisory Panel was launched in October 2022, which includes subject-matter experts with a variety of experiences, backgrounds and interests germane to DEIA activities to help advise AACP with strategic plan initiatives. The DEIA Advisory Panel helped AACP launch the new DEIA Connect community in 2022.
- AACP Website with DEIA resources was launched in the summer of 2021, including activities and events, data and reports, and DEIA Webinars.
- DEIA Connect Community: AACP launched the new DEIA Connect community in January 2022 in conjunction with the EDI Institute. The vibrant community already has over 230 members, 27 library entries, and 52 discussion threads.

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 as well as those leadership and support experiences for learners that support their curricula.

Key Activities and Achievements:

AACP will be using the Council of Deans Environmental Scan findings and *Pharmacy Education 2022* sessions to help inform our work in the examination of curricular and cocurricular DEIA activities at our member institutions. During the second year of the strategic plan, AACP will develop plans to enhance and promote colleges and schools of pharmacy curricular and co-curricular DEIA activities.

Goal Statement 3.5

Expand Collaborations and Research.

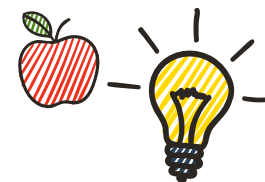
Expand AACP's research and external collaborations related to DEIA.

Key Activities and Achievements:

- Office of Minority Health grant project titled “Eliminating Generational Racial Health Disparities” focusing on targeted policy analysis
- Gender Equity Research Project conducted by the Social and Administrative Sciences (SAS) Section in collaboration with the APhA/ESAS Section
- AJPE theme issue (October 2021), “Moving from Injustice to Equity: A Time For the Pharmacy Profession to Take Action”
- FDA grant, “Utilizing the Pharmacy Advances Clinical Trials (PACT) Network to Achieve Diversity in COVID Clinical Trials: A Strategic Framework”

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 defined not merely by the absence of disease, but as a state of physical, mental, emotional, social, intellectual, environmental, vocational, financial, and spiritual health. By adopting a comprehensive and holistic approach to support well-being, the Association will enhance the lives of learners, educators, staff, pharmacists, other health care 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:

- The October 2021 issue of *Academic Pharmacy Now* (APN) focused on the theme of “Self-Care Takes Center Stage” and highlighted the Association’s ongoing commitment to well-being.
- Multiple AACP Sections, SIGs, and Connect communities answered the call to promote well-being through webinars and virtual engagement opportunities for members on topics including faculty well-being, the mental health of students, self-compassion, trauma and resiliency, and well-being in the curricula, options for well-being training and certification for faculty, and more.
- Holly Duckworth, consultant, engaged with the Association’s Section and SIG leaders about promoting personal well-being via a series of talks and mindfulness exercises during the 2022 AACP Leadership Forum in Arlington, Virginia.
- The Academic Leadership Fellows Program (ALFP) program continues to promote wellness and strategies to cultivate a healthy culture and work/life balance.
- New well-being items and resources were incorporated into the AACP annual performance review process to help ensure AACP staff members remain healthy and engaged.

Goal Statement 4.2

Promote Well-being in Colleges and Schools of Pharmacy.

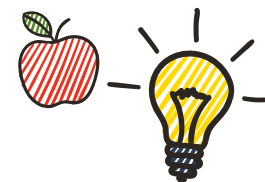
Strengthen the culture and environment to promote the well-being of pharmacy educators, learners, and personnel and to attract people from diverse backgrounds.

Key Activities and Achievements:

- The 2021–2022 AACP Student Affairs Standing Committee developed a new resource guide, report, and webinar to help member schools foster a culture of occupational well-being for their programs through actionable steps grounded in the science of organizational change.
- The 2021 AACP Annual Meeting featured four educational sessions focused on action plans, organizational strategies, and models designed to cultivate well-being and resiliency among all stakeholders in the academy.
- The closing keynote address at the 2021 AACP Annual Meeting featured author Sonja Lyubomirsky in her dynamic talk, *The How of Happiness: Boosting Well-Being Through Kindness, Gratitude, and Connection*.
- The 2022 AACP Interim Meeting in San Diego featured two well-being on the importance of applying occupational strategies from cognitive behavioral therapy and neuroscience to address trauma and elevate resilience in academia and to help participants identify opportunities to foster psychological safety in work and teaching environments.

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:

- The 2021–2022 Professional Affairs Standing Committee developed a resource guide that includes sustainable business models for pharmacist-provided services and may reduce stress, anxiety, burnout, and other well-being challenges that are affecting current pharmacists.
- The AACP Board of Directors publicly demonstrated its commitment to pharmacist well-being by supporting APhA's statement on pharmacist burnout.
- AACP EVP/CEO, Lucinda Maine, represented pharmacy on the National Academy of Medicine (NAM) Collaborative on Clinician Well Being Steering Committee, which fostered a robust set of resources and released the National Plan for Health Workforce Well-being in June 2022.
- AACP staff collaborate with the Federation of Associations of Schools for the Health Professions (FASHP) Wellbeing Group to share resources and identifies opportunities for collaboration.
- AACP staff participated in the APhA Community Pharmacy Workplace Summit in 2022 to discuss strategies for addressing factors impacting the well-being of the pharmacy workforce.

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 2021 Council of Deans (COD) Workforce Expansion Task Force addressed issues related to improving pharmacist working conditions to ensure patient safety.
- AACP and *Academic Pharmacy Now* have highlighted innovations in pharmacy education, practice, and research that enhance patient care, including the following topics:
 - ▶ The pivotal role of pharmacists can have in enhancing the treatment and quality of life of patients who receive palliative care.
 - ▶ The creation of a new focus area in the University of Minnesota curriculum in which Pharm.D. students are paired with psychiatric Doctor of Nursing Practice (DNP) students to better support team-based care for patients with mental health needs.
 - ▶ A new book, “Medicine Science and Safety,” developed by Generation Rx at The Ohio State University College of Pharmacy in partnership with the Ohio 4-H to teach elementary students about the proper use of medications and how they are developed.
- The Substance Abuse SIG hosted a webinar in 2021 to help combat compassion fatigue for the healthcare professional and caregiver in the age of COVID.

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. The association will continue to identify and diversify revenue sources to contribute to the sustainable success and growth of the organization and its members. This strategic priority focuses on areas to be initiated or augmented with the goal of generating additional revenue to support the development, implementation, and maintenance of resources for the association and its members.

Webinar Link: <https://connect.aacp.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=offc83a3-fd8e-4c67-f7f5-8c38fe5e6e79>

Most of the activities for Strategic Priority 5 for the 2021–2023 academic year concentrated on information gathering, environmental scanning, creating operational infrastructures, and establishing timelines for the execution of activities that will lead to the maturation of the strategic goals. In addition, many of the activities and plans for this strategic priority are interconnected to the plans for Strategic Priorities 1, 2, 3, and 4. This year was truly a developmental 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:

- The exploration of expanded offerings for sponsors and partners to interact and collaborate with AACP members occurred during this year. Available offerings, as well as the ability to create germane options, will be marketed in a variety of ways to potential sponsors and partners.
- AACP is partnering with members and external stakeholders to develop a training series for pharmacy faculty in dissemination and implementation science. This includes multiple online sessions and an in-person workshop in 2023.

Goal Statement 5.2

Expand Non-Dues Revenue.

Generate revenue from AACP platforms, programs, and services.

Key Activities and Achievements:

- AACP secured 7 sponsorship partners for the 2022 Interim Meeting representing all available sponsorship categories. These sponsor partners represent areas of interest for AACP members including assessment, digital health, education, and public health.
- As of mid-June 2022, AACP secured 22 sponsorship partners and exhibitors for the 2022 Annual Meeting. All these partners and exhibitors greatly anticipate the first in-person AACP in-person since 2019!
- AACP staff is developing an internal infrastructure for external grant opportunities with member institutions and other organizations. This infrastructure will provide efficiency and effectiveness support for external grants, such as the 2022 FDA Office of Minority Health and Health Equity Innovation Award to Texas A&M College of Pharmacy and AACP focused on COVID-19 and Health Equity.

Strategic Priority #5

Strengthening the Financial Health of AACP and Our Members



Goal Statement 5.3

Expand AACP Content Areas.

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

Key Activities and Achievements:

- The AACP education staff developed a strategic plan for current and future education offerings and avenues. Additional educational offerings will occur during the 2022–2023 academic year.
- AACP staff conducted an analysis of the need for and function of a Learning Management System (LMS) to achieve greater efficiency and effectiveness of educational offerings. A LMS will provide a functional platform to house all the current and future education programs, products, and services. The Board of Directors will provide guidance to staff on this endeavor during the 2022–2023 academic year.
- A Global Engagement Advisory Task Force will be empaneled during the 2022–2023 academic year to help guide AACP’s strategic decision-making regarding programs, products and services related to global pharmacy education.

Goal Statement 5.4

Grow Membership.

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

Key Activities and Achievements:

- AACP has expanded a 2-year complimentary individual membership to International (non-U.S.) Faculty Members to facilitate expanded collaboration between U.S. and international faculty. This has yielded approximately 250 new international members since 2021.
- AACP staff has recommended the removal of the Corporate Membership category from the AACP bylaws due to (1) its description not being contemporary and (2) the AACP Professional Supporter Program, which provides opportunities for corporations and organizations to collaborate with AACP and its members. This recommendation will be voted on by the House of Delegates at the July 2022 Annual Meeting.
- A survey to investigate membership and professional needs was distributed to non-AACP members employed by AACP Institutional Members in Spring 2022. The results from this information will inform the development of a strategic focus on non-AACP member recruitment and member retention.

Strategic Priority #6

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



Maintaining and continuously improving AACCP programs, products and services and implementing the 2021-24 strategic plan priorities require the optimal management of human and technological resources. Priority #6 outlines key areas of focus for AACCP 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 AACCP and our members work together to address compelling needs in pharmacy education, practice and research, Priority 6 is more of an internal organizational management area of focus 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 AACCP staff.

Key Activities and Achievements:

Immediately prior to the pandemic shutdown, AACCP senior staff were introduced to the book *Culture by Design* by David Freidman. Tabula Rasa Health Care executives implemented this approach to defining corporate culture in their relatively new, for-profit enterprise; the impact on the organization and people was clear when interacting with employees throughout the company. Previously, AACCP had not been explicit about the behavioral expectations of the association's staff and leaders, other than to state, "AACCP stands for Always Act Civilly and Professionally"!

After sharing the book with AACCP's vice presidents, the CEO and Senior Vice President worked together to draft a set of "culture fundamentals" which are the bedrock of making culture explicit in behavioral terms. The draft was discussed with other top staff leaders over a period of several months in late 2021 and early 2022 and then introduced to the entire AACCP staff. After offering time for input and to address clarifying questions, we introduced a completed set of fundamentals.

Twenty-four behaviors are grouped in four "fundamental categories":

- Wellbeing
- Integrity
- Collaboration and Teamwork
- Engagement

Examples of the behaviors include:

- Communicating with supervisors if work becomes overwhelming
- Giving credit to colleagues and others where credit is due
- Assuming positive intent and practicing blameless problem-solving
- Celebrating the successes of the organization and colleagues

Strategic Priority #6

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



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:

During the COVID pandemic it became abundantly clear that our technology must consistently and efficiently support AACP operations, communications and connections. AACP depends upon numerous vendors and systems across a full range of technological solutions. Some are obvious—the website, our webinars, and AACP Connect—while others are less visible but no less essential, such as our association management system and institutional research survey and data visualization tools.

Several years ago, AACP contracted with an information technology management company to provide guidance and support for this mission critical area of operations, as well as expertise on new and changing technologies, such as Zoom, virtual meeting support systems and new software which became essential during the pandemic.

We support an annual technology audit followed by the development of a plan that insures we remain current in all IT systems, and that staff members feel well served by our approach to IT management. Equally important is the feedback we receive from members and other stakeholders regarding their experience with interactions that involve technology. Our tech support firm conducts this annual audit and works with staff to create the plan for the year in keeping with our goals and objectives.

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:

Through periodic membership needs analyses, evaluations of all live or virtual meetings and AACP affinity groups and committees, AACP staff and leaders receive important feedback on current programs. As we implement and monitor the 2021–24 AACP Strategic Plan, approaching this goal more systematically is key to assessing the impact of the plan and to ensuring that the programs, products and services AACP produces remain targeted to both individual and institutional member needs in the best possible way.



In February the AACP Board of Directors selected Lee C. Vermeulen, BSPHarm, MS, FCCP, FFIP, as the association's seventh Executive Vice President and CEO. Lee succeeds Lucinda L. Maine, who has served as AACP's EVP and CEO since July 2002, and who retired on June 30th.

Prior to joining AACP, Lee served as Chief Efficiency Officer for UK HealthCare, the University of Kentucky health system, in Lexington, KY. He was responsible for the development and oversight of enterprise-wide efforts to reduce unnecessary care variation under consistent, evidence-based standards, achieving measurable improvements in quality, patient outcomes and cost reduction. He led various programs, including UK Advancing BEST Care program, which crossed medical and surgical disciplines, settings of care, and operational units in a value-based, patient-centered model. Prior to his time at Kentucky, Lee served for 22 years in a variety of leadership roles within and outside pharmacy at UW Health, the health system for the University of Wisconsin-Madison.

Lee held academic appointments at the UW-Madison School of Pharmacy and at the Colleges of Medicine and Pharmacy at the University of Kentucky. A health services researcher, his academic work focused on the development and implementation of evidence-based clinical practice guidelines and clinical decision support tools that drive the efficient delivery of high-quality health care. He has published nearly 100 peer-reviewed original manuscripts, including a 20-year series of annual forecasts of U.S. medication expenditure patterns.

Upon Lee's selection, President Stuart T. Haines, said, "The AACP Board embarked upon a national search in September 2021 to identify a proven leader with the vision and executive experience to implement our robust strategic plan and priorities. Lee was our unanimous choice, and we are energized by his enthusiasm for AACP's potential to accelerate pharmacy practice transformation, drive academic innovation and address key issues like health equity and the wellbeing of the health workforce."


Lee joined the AACP staff as EVP/CEO-designate on May 16th. He shares some of his first onsite experiences and future goals:

During the selection process, what excited you about the position?

Over the past 15 years, I was fortunate to hold a number of leadership positions that included pharmacy but also had enterprise-wide scope. I was challenged to find ways to stay connected to my profession, and over the past couple of years I began thinking of ways I could find my way home, professionally speaking. This position gave me that path! Opportunities to follow in the footsteps of an iconic leader simply don't come up often—and being able to sustain and extend the incredible growth that Lucinda has led AACP through over the past two decades was incredibly appealing!

What are your early impressions of AACP and the AACP staff?

I had the opportunity to meet the AACP staff, as well as members of the Board and key leaders of AACP, during the Leadership Forum in April. I was initially struck by



the warmth of their welcome, but I have since come to understand that that is simply the culture of our Association—staff, leaders and members alike. During my interview process, President-Elect Russ Melchert described his first experience with AACP—he knew immediately that he’d found his association. I understood exactly what Russ meant, and had very much the same feeling. Our staff are dedicated, incredibly hard-working, and have an amazing culture of “teamliness”—we’re all passionate about advancing the pharmacy profession, academy and supporting our members, student pharmacists and the patients they serve.

What are you looking forward to during your first six months as CEO?

The first six months will involve a lot of listening and learning for me—I need to better understand the organization, our members and our staff, so I can effectively lead. However, another thing that attracted me to this position was the incredible strategic plan that was approved just as Lucinda announced her retirement (or her “preferment” as she describes the next phase of her life!). The six pillars reflect key challenges we face in the academy and in our profession overall, and the tactical objectives that accompany each pillar make it clear that we see the path to success. My goals in the first six months—truly, throughout my time at AACP—will be focused on ensuring that we are successful in achieving that strategic plan. In particular, a key priority will be helping to make the new AACP Transformation Center a success.

What is your vision for AACP?

My vision matches the AACP vision: “We envision a world of healthy people through the transformation of health professions education.” Our focus must always be on the health of the patients and populations that we care for as pharmacists—not just today, but in the future as well. We have a critical responsibility within the academy—not only to drive innovation in practice, but to ensure that the next generation of pharmacists have the skills they will need to advance further. AACP must support our members who are working every day to achieve that vision, and I look forward to helping to sustain current programs and create new, innovative ways to do just that.

What would you like AACP members to know about you?

You know, I’m a people person. I’ve done a lot of work with associations over the years, mostly because this allowed me to develop relationships with many amazing colleagues who’ve become longtime friends. I’m looking forward to getting to know AACP members, and I’d like them to get to know me. I’m a second-generation pharmacist, married to an incredible pharmacist and cancer researcher, Jill Kolesar, and together we’ve raised five great kids. We are thrilled to relocate to Washington, although Jill will be staying with the Markey Cancer Center at UK, and we just bought a home in the Eastern Market neighborhood of Capitol Hill. In our spare time, we do a lot outdoors—distance running (although we’re pretty slow!), hiking, skiing, scuba diving—and we are always on the lookout for new restaurants!



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1400 Crystal Drive, Suite 300 ■ Arlington, VA 22202
703-739-2330 ■ www.aacp.org

