



## Strategic Plan

*Updated: June 2020*

## Timeless Core Ideology (Timeless)

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**Core Ideology** describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose** – the organization's reason for being – and **Core Organizational Values** – essential and enduring principles that guide the behavior of an organization.

**Core Purpose:** The mission of AACEM is to support the academic Chairs of emergency medicine in their roles as leaders and innovators.

**Core Values:**

- Academic Integrity
- Collaboration and Community
- Diversity, Equity, and Inclusion
- Leadership Development
- Professional Growth
- Scholarship

## Longer-term Envisioned Future (10+ years)

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The **envisioned future** conveys a concrete yet unrealized future for the organization. It consists of a **vision** – a clear, compelling and aspirational catalyst serving as a focal point for effort and a **vivid description of a desired future** which is a vibrant and engaging description of what it will be like to achieve the vision.

**Vision:** We are the champion of, and essential resource for the successful academic emergency medicine Chair.

**Vivid Description of a Desired Future:**

AACEM is a vital resource for Chairs in academic emergency medicine (EM) and is instrumental in helping them achieve their mission as leaders. AACEM, through its programs and resources, facilitates the Chairs' success in achieving their educational, research, clinical, and community service missions. AACEM also serves as a valued resource in gathering, analyzing, and disseminating key metrics that define the key aspects of academic medical center EM departments' performance, quality, and financial stability. These metrics provide the benchmarks that establish best practices in academic EM. By virtue of promoting success, AACEM helps to develop members that lead academic EM locally, nationally, and internationally.

AACEM provides indispensable ongoing professional development throughout the members' tenure as Chair. It ensures that new and established Chairs have access to the tools needed to maximize their effectiveness as leaders. AACEM promotes networking between its members by providing virtual and in-person forums for the sharing of information and experience. AACEM helps to bridge connections to our constituents in academic medicine, broader healthcare, and in the communities served. We collaborate closely with our colleagues in the Academy of Administrators in Academic Emergency Medicine (AAAEM) to advance our academic departments. Access to knowledge is made available

through meetings, retreats, mentorship programs, and web-based seminars and libraries. AACEM is an established and trusted resource for education, research, and the delivery of emergency care at academic medical centers and is sought by both medical and nonmedical organizations for its expertise and guidance.

## **Goals and Objectives (3-5 years)**

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*Goals represent **outcome-oriented statements** intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting **objectives further clarify direction** and describe what the organization wants to have happen; a descriptive statement of what constitutes success in measurable terms.*

### **Title: Leader Development**

Goal: AACEM is recognized as an essential contributor to the leadership development of current and future Chairs.

#### Objectives:

1. Enhance content of programs to create leaders
2. Increase the diversity of EM academic leaders
3. Enhance the ability of Chairs to lead diverse and inclusive departments
4. Increase the effectiveness of the Chair Development Program (CDP) to foster the success of future Chairs
5. Optimize the value of the mentorship program for new Chairs

### **Title: Community**

Goal: AACEM is *the* peer-to-peer community for academic Chairs.

#### Objectives:

1. Enhance opportunities for meaningful, professional relationships (e.g. mentorship program)
2. Enhance engagement for all members (e.g. new, associate, and emeritus)
3. Increase diversity and inclusion within EM departments and AACEM
4. Support Chair wellness
5. Expand utility of online connectivity and communication
6. Enhance funded research and scholarship with EM departments, including an increase in the number of departments that have federal funding

### **Title: Member Advocacy**

Goal: AACEM is a leading and influential voice for academic emergency medicine.

#### Objectives:

1. Enhance role in unifying EM organizations
2. Increase involvement in legislative, regulatory, and legal issues impacting academic EM

3. Increase influence within academic institutions and healthcare systems
4. Advocate for increased support to departments for advancing research and scholarship

**Title: Benchmarking**

Goal: All academic emergency medicine Chairs participate and optimize AACEM's benchmarking data for success.

Objectives:

1. 100% participation of academic emergency departments in data collection
2. Promote the use of the benchmark data within AACEM and EM departments
3. Simplify the process for collecting data
4. Increase the value of data to EM Chairs