



## Horizon Planning Committee

*Approved by the AAPS Board of Directors on 02/17/21*

**Statement of Purpose:** The AAPS Horizon Planning Committee (HPC) is a standing committee chartered by and reporting to the AAPS Board of Directors (BOD). The committee:

- 1) Monitors the implementation of the BOD-approved Strategic Plan Roadmap
- 2) Monitors the progress of task teams seated to execute the roadmap
- 3) Conducts horizon-scanning to identify trends and developments related to AAPS' key business products and considers scientific horizon scanning information that the Scientific Advisory Committee (SAC) provides
- 4) Supports alignment of AAPS' operations with strategic plan goals and objectives
- 5) Ensures the membership is engaged in strategic planning processes
- 6) Maintains the strategic plan, including managing the process of updating the plan and identifying projects and objects that will advance the plan

The HPC's guidance assists the BOD with maintaining regular and aligned focus on AAPS' established and approved strategic implementation plans in order to apply AAPS' attention and resources where they will best impact the advancement and achievement of the Strategic Plan goals.

## Scope of Work

1. **Monitor Implementation of the Strategic Plan Roadmap:** The HPC develops and recommends the roadmap to the BOD for approval, then maintains it and monitors its implementation. This work includes:
  - a. Seating task teams to execute the objectives and projects identified in the roadmap and monitoring the progress of those task teams against milestones and goals.
  - b. Meeting quarterly or as needed to review the roadmap and assess progress.
  - c. Reporting progress to the BOD quarterly or as requested.
  - d. Engaging with leadership as necessary to course correct.
2. **Horizon-Scanning:** The HPC looks broadly at industry and association trends that may influence and/or impact the long-term strategic considerations for AAPS in order. It also considers the scientific input provided by the SAC to:
  - a. Advise the BOD of recommend course-corrections, including new strategic planning objectives and adjustments to existing programs and services.
  - b. Develop SWAT analysis reports for the Board on emerging trends and market gaps. Prepares for upcoming strategic planning cycles by continually identifying and monitoring key trends in industry, associations, academia, regulatory, public

policy, and business areas with relevance to AAPS' mission, business, and operating goals.

- 3. Recommendations for Organizational Alignment with Strategic Plan:** Conducts an annual internal scan to identify gaps between the strategic plan and roadmap, and AAPS' business model, in order to recommend solutions to the BOD for bringing AAPS' operations into alignment with its long-term goals and vision.
- 4. Manages Updates to the Strategic Plan:** The committee manages the process of updating the strategic plan with the approval of the BOD, including seating strategic planning task forces, developing timetables, and ensuring the memberships' interests are identified and considered.
- 5. Ensures Members are Engaged in Strategic Planning:** The committee engages the membership in strategic planning by collecting feedback from members and lobbying members to become involved in strategic planning.

## Metrics and Milestones

The committee is responsible for submitting written reports to the Board on a quarterly basis (or as requested) at a minimum covering:

- Overview of progress against the roadmap
- Annual internal scan
- Recommendations for new objectives
- Advisories of trends that may affect AAPS' business and operations long term
- Market gap and SWAT reports focused on concerning trends
- Recommendations for upcoming strategic planning cycles

The committee operates in accordance with AAPS Bylaws for Committees.

## Committee Composition and Terms of Service

The committee is designed to represent a diversity of professional expertise areas, AAPS governance and leadership knowledge, and backgrounds. At a minimum, the BOD will consider scientific expertise, industry/academic/regulatory focus, and leadership experience in selecting committee members.

**The HPC has 8-9 members, including:**

- Chair: Position filled by AAPS' President-elect
- Executive Director
- 2-3 sitting BOD members: Appointed by the President annually
- 5-6 full committee serving in 2-year appointments

- Drawn from the membership through an open Call for Volunteers
- Must have served at least two terms in AAPS leadership roles in any combination of the following: On an AAPS committee or task force; as an AAPS Communities leader; as an AAPS journal editor

**Requirements for All Committee Members:**

- Membership in AAPS at time of appointment and throughout service
- Pharmaceutical industry knowledge
- Experience in AAPS volunteer leadership
- Experience in strategic market analysis
- Active, high-level, professional engagement with pharmaceutical science organizations outside of AAPS
- Experienced in exchanging information electronically and comfortable with collaboration platforms including the AAPS Communities
- Ability to convene online or in-person as appropriate to deliberate committee business

Additionally, experience and involvement with Strategic Plan development and deployment is desired. This includes experience: Conducting future needs and opportunities scanning across the industry and scientific disciplines; assessing how well a Strategic Plan and its' defined implementation plans have been deployed in an organization; and identifying alignment gaps in an organization.

The HPC will operate in accordance with AAPS committee policies and procedures.

**Temporary advisors:** The committee may invite subject matter experts who are not AAPS members to present or provide input into the deliberations and work of the committee at the discretion of the chair.

**Terms of Service:** Full committee members are approved by the BOD with an initial term of 2 years. Full committee members may be approved for up to two total terms by the BOD. For current BOD members that are assigned to the HPC as one of their BOD roles, they may be considered for appointment as a full member after their BOD term is concluded.

**Out of Scope:**

- Decisions on large-scale revision recommendations to the Implementation Roadmap and/or contents previously approved within the current Strategic Plan Framework without BOD endorsement
- Changing objectives or redirecting seated implementation task teams without the knowledge and approval of the chair and the committee
- Overall AAPS governance matters

- Review of the internal operation of any AAPS program, service, or product
- Review of any AAPS staff member or department