



STRATEGIC PLAN

2012 - 2014

PREFACE

In the Spring of 2011, the AUPHA Board of Directors launched a Strategic Planning effort to update the 5-year Strategic Plan that was developed in 2006. The effort was informed by input from the membership that was gathered at the 2010 AUPHA Annual Meeting where members were asked to share their major challenges and opportunities, and ways in which AUPHA could further support them. This resulted in three areas of strategic focus that the Board of Directors discussed at their March meeting.

At that meeting the Board spent considerable time reviewing the 2006 Strategic Plan, including the vision, mission, values and goals set out by the Board five years ago. As a result of that discussion, the vision, mission and goals have been revised to reflect the current state of AUPHA, our membership, and the field.

While the wording of the vision, mission and goals have been updated, the overall intent of the strategic direction laid out 5 years ago was reaffirmed by the Board. In light of that, the Board agreed that the Association did not need another extensive and detailed strategic plan. Rather, the Association needs a few new strategic areas of focus that fit within the existing overall strategic direction. Based on previous research and discussion at the March meeting, the Board agreed to the following areas of focus:

- Expanding AUPHA's membership and influence outside of North America
- Creating opportunities for our programs and the Association to engage with the field of practice
- Providing guidance to educators and the field as to the depth and breadth of the field of healthcare management education.

What follows is the updated Strategic Plan, reflecting the revised Vision, Mission and Goals. There follows a matrix listing the *priority* strategies for the next 3 years. Several of these are underway already and will remain key focus areas. However, new strategies have been defined that will allow us to pursue the broader focus areas defined above. Each is listed with attendant measurable objectives over the next 3 years.

The Appendix details the overall portfolio of AUPHA Programs and Services, noting which goals each one supports. The matrix highlights those activities, both ongoing and new, that will be areas of particular focus for 2012-15.

AUPHA VISION

To develop leaders who possess the values and competencies necessary to drive improvement throughout the health system.

AUPHA MISSION

AUPHA fosters excellence and drives innovation in health management and policy education, and promotes the value of university-based management education for leadership roles in the health sector.

AUPHA VALUES

AUPHA achieves excellence and innovation in health management and policy education by embracing diversity and providing opportunities for learning and collaboration.

Excellence: AUPHA believes that excellence in education leads to excellence in health management practice, and ultimately leads to improved quality, efficiency and accessibility in healthcare delivery.

Innovation: AUPHA promotes innovation, encourages the adoption of new strategies, and disseminates best practices in health management and policy education.

Collaboration: AUPHA collaborates in the generation and translation of research and the integration of theory and practice in interprofessional work environments.

Diversity: AUPHA believes diversity -- in people, in programs and in perspectives -- is essential for an effective interprofessional workforce.

Learning: AUPHA pursues continual learning to advance and share knowledge, to foster the development of pedagogy, and to improve teaching and practice.

AUPHA STRATEGIC GOALS

1. AUPHA will be viewed as the embodiment of excellence in health management and policy education.
2. AUPHA will be the intellectual home for directors and faculty of programs in health management and policy education.
3. The quality of program graduates will increase as a result of the increased quality of teaching and scholarship at member programs.
4. Professional education in health management and policy will be the academic pathway of choice and expectation for future leaders in the health sector.
5. AUPHA members will receive and perceive consistent and increasing value in their membership investment.

PRIORITY STRATEGIES AND RELATED OBJECTIVES, 2012-2014 (those ongoing noted in blue)

Goal	Strategy	Measurable Objective
AUPHA will be viewed as the embodiment of excellence in health management and policy education.	Maintain and enhance AUPHA role and influence among North American academic programs.	North American program membership will increase by not less than 5% per year.
	Develop a presence internationally through member recruitment and relationship building.	Year 1: Develop a feasibility assessment of expansion into int'l market Years 2 & 3: Assuming Board decides to proceed based on market assessment, recruit 5 international academic programs/year
	Enhance member value through benchmarking and comparative analysis.	By end of year 3 provide programs an internet-based service that they may use to compare their metrics to those of other programs.
AUPHA will be the intellectual home for directors and faculty of programs in health management and policy education.	Provide multiple platforms for exchange among AUPHA Faculty and Stakeholders.	Increase Network utilization and meeting attendance by at least 5% per year.
	Define and describe the body of knowledge that is encompassed within a healthcare management degree.	Year 1: Published BOK for those areas for which we have a FN Year 2: Published BOK for those areas that do not currently have a Faculty Network but are identified as relevant to our curriculum. Year 3: Utilization of BOK by at least 25% of AUPHA Programs as a guideline for curriculum development and expansion as measured by member satisfaction survey.
	Ensure diversity of faculty and students within member programs.	Year 1: Publication of a white paper on the state of Diversity in AUPHA Member Programs and a Call to Action if applicable Year 2: Action on the Call to Action if such is the result of Year 1 activity. Year 3: Measurable objective and pace will depend on what is recommended in white paper.
The quality of program graduates will increase as a result of the increasing quality of teaching and scholarship at member programs.	Provide multiple platforms for exchange among AUPHA Faculty and Stakeholders.	Increase Network utilization & meeting attendance by at least 5% per yr
	Develop and nurture linkages with the field of practice.	Year 1: At least 100 adjunct faculty are registered on the AUPHA Network Year 2: At least 2 practitioners willing to serve as adjunct faculty are identified in each area where we have a member program. Year 3: AUPHA offers adjunct faculty training and handbook to at least 30 new adjunct faculty
	Develop innovative curricular products	Year 1: 66% or more of AUPHA Programs will have reviewed and consider using the new HIT Curriculum Modules Year 2: HIT Curriculum Modules will be in use in some format in at least 25% of member programs.

Professional education in health management and policy will be the academic pathway of choice and expectation for future leaders in the health sector.	Increase student access to member programs.	Year 1: 50% growth in HAMPCAS participation. Year 2: 30% growth in HAMPCAS participation. Year 3: 25% growth in HAMPCAS participation Overall growth in applicant pool to be determined based on year 1 performance.
	Develop and nurture linkages with the field of practice.	Increase the number of fellowships offered by practice sites by 5% per year working with ACHE.
	Ongoing monitoring of member satisfaction and other key metrics	Metrics on dashboard will improve consistently over 3 years
	Expanding Member Access	Year 1: Number of faculty members of AUPHA will increase by 20% Year 2: Utilization of the Network will increase by 20%
AUPHA members will receive and perceive consistent and increasing value in their membership investment.	Member Communication	Communication with members will be frequent, transparent, and interactive, as reflected in satisfaction results.

APPENDIX: OVERVIEW OF ONGOING WORK AND PROPOSED NEW INITIATIVES

Highlighted activities are key priorities 2012-2014

Ongoing Programs or Services	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	TOTAL
Annual Meeting		X	X			2
Bugbee Falk Book Award	X			X		2
Corris Boyd Scholarship	X			X		2
Exchange		X	X			2
Faculty Networks		X	X		X	3
Faculty Salary Survey					X	1
Filerman Prize	X					1
Graham Prize	X					1
HAMPCAS	X			X	X	3
HIT Grant			X			1
JHAE		X	X			2
Leaders Conference		X	X			2
McGaw Scholarship	X			X		2
Member Recruitment	X				X	2
Member Satisfaction Survey					X	1
Program Director Orientation		X	X	X		3
Program Directory	X			X		2
Program Survey					X	1
Student Recruitment				X		1
The Network	X	X	X		X	4
Thompson Prize	X					1
Undergraduate Certification	X		X	X	X	4
Undergraduate Workshop		X	X			2
Upsilon Phi Delta	X			X		2
Webinars		X	X			2
Website	X	X		X	X	4
Winston Ball						0
Winston Fellowship	X					1
Winston Health Policy Scholarship	X			X		2
TALLY BY GOAL	15	10	11	11	9	

Proposed New Programs or Services	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	TOTAL
Expand membership outside NA	X				X	
Benchmarking	X		X		X	
Define the Body of Knowledge		X	X			
Exploring Diversity Issues		X				
Adjunct Faculty Engagement			X		X	
Fellowship Development				X	X	
TALLY BY GOAL	2	2	2	1	4	

STRATEGIC QUESTIONS FOR BOARD DISCUSSION

1. Do the revisions to the vision and mission accurately reflect the desired outcomes from the Board's Strategic Planning session in March 2011?
2. Do the proposed outcome-oriented goals reflect the work you believe is needed to advance AUPHA's vision and mission?
3. Do the proposed strategies for 2012-2015 reflect the work you believe is needed to advance AUPHA's vision and mission?
4. What should be AUPHA's next steps on diversity? Should this be a sixth goal, a priority under one of the existing goals, or be consciously integrated throughout all of AUPHA's work.

And the larger issues...

5. Can we come up with a compelling statement that reflects what all of our programs have in common?
6. Does the name *Association of University Programs in Health Administration* still accurately reflect who we are and what we do?