

AsMA Strategic Plan and Business Plan

AEROSPACE MEDICAL ASSOCIATION EXECUTIVE COMMITTEE

VISION: *The international leader in aviation, space, and environmental medicine.*

MISSION: *Apply and advance scientific knowledge to promote and enhance health, safety, and performance of those involved in aerospace and related activities.*

GOALS:

1. Provide effective governance of the Association to maintain a sound financial structure to ensure organizational continuity

1.1 Develop, implement and maintain financial policies and procedures guidelines conforming with best business practices for non-profit organizations

- President-Elect (Governance) coordinates the development of draft guidelines by the Finance Committee with the support of the Executive Director. These guidelines will include an investment policy addressing the Association's short-term and long-term investment goals and objectives:
 - President-Elect presents draft guidelines to Executive Committee (ExComm) for final review
 - ExComm completes final review and implements guidelines
 - Guidelines are reported by the President-Elect during the Council Meeting and the AsMA Business Meeting
 - Guidelines are reviewed and updated annually by the ExComm (not later than September of every year)
 - Executive Director and the Finance Committee monitor the investment manager's and portfolio's performance at least annually to ensure that the Association's goals and objectives are being met (not later than February of every year)
 - Executive Director ensures the completion of an external annual audit of the Association's financial activities and provides a copy of the final report to ExComm and the Chair of the Finance Committee (not later than February of every year)
 - Executive Director and the Finance Committee ensure the Association's compliance with the recommendations of the annual financial audit and provide status reports during ExComm meetings (August and February of every year)

2. Ensure the health and growth of the Association through effective governance and leadership

2.1 Integrate representatives from all constituent organizations into the Association's committees to pro-

mote opportunities for leadership development and interdisciplinary networking

- Executive Director and Vice-Presidents coordinate the compilation of an updated list of all Constituent Organization Officers with the support of all Committee Chairs
 - Vice-Presidents coordinate with their respective Committee Chairs to contact the officers of each Constituent Organization and ask them to identify their official representatives for each committee
 - Vice-Presidents report to ExComm the individual names of the official Constituent Organization representatives in all AsMA Committees
 - Constituent Organization representatives initiate their participation in AsMA Committee meetings
 - Executive Director updates annually the list of Constituent Organization representatives in each AsMA Committee (not later than September of every year)
 - Executive Director updates annually the list of all Constituent Organization Officers (not later than September of every year)

2.2 Define specific roles and responsibilities for the Association's Vice Presidents and identify guidelines for their selection

- AsMA Past-President develops a draft and delivers it to current President (COMPLETED)
 - Draft is presented to ExComm for discussion and initial revision (COMPLETED)
 - President sends revised draft to Vice-Presidents for their final review and comments
 - Vice Presidents provide their comments back to the President
 - ExComm finalizes the definition of Vice Presidents roles and responsibilities and proceeds with their implementation
 - President discusses with the Nominating Committee Chair the current criteria for selection of Vice Presidents. They assess the potential impact of the new definitions of Vice Presidents roles and responsibilities in the selection criteria for future Vice Presidents
 - Nominating Committee Chair presents to Council a proposal for changes to the criteria to select future Vice Presidents
 - Executive Director provides all incoming Vice Presidents a written description of their specific roles and responsibilities following the AsMA Annual Business Meeting (May of every year)

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- Incoming AsMA President personally discusses with all Vice Presidents their individual roles and responsibilities during the first ExComm Meeting (August of every year)
- ExComm reviews and updates the Vice President roles and responsibilities and the guidelines for their selection at least every three years (during the February ExComm meeting)

2.3 Demonstrate sustained growth in the Association's membership

- Vice President for Member Services and the Vice President for International Activities coordinate the development and implementation of a plan by the Membership Committee in collaboration with the International Activities Committee to increase membership by 10% and decrease losses by 15% within one year of the plan's implementation
 - + Develop an "Every Member Sign-Up a New Member" letter describing the campaign and send it to Executive Director for distribution to the entire membership via e-mail or by normal postal service when no e-mail address is available
 - + Send a letter to all members (national and international) to identify those who give lectures/presentations at educational institutions (universities, colleges, etc.) and would be willing to discuss the Association's membership benefits (including a free copy of the Clinical Aviation Medicine Book) with students and faculty during formal and informal functions
 - + Send a letter to all members (national and international) to identify those who are registered in other professional organizations and would be willing to discuss the AsMA's membership benefits (including a free copy of the Clinical Aviation Medicine Book) with the members of those associations
 - + Publish quarterly membership status reports in the ASEM journal
 - + Membership Committee representatives will man the Association's membership booth at all future AsMA meetings. They will actively pursue the recruitment of new members throughout the meetings, ensuring that prospective members are escorted to the booth to complete membership applications. This more proactive approach to recruiting will rely less on individuals coming to the membership booth by themselves, but will rely on Membership Committee personnel to get them to come to the booth
 - + Membership Committee members will be requested to obtain recruitment ideas/methods from other professional organizations. These will be discussed at the next Membership Committee meeting and those methods deemed promising will become part of the Committee's active recruitment process
 - + Vice-President for International Activities recruits at least 2 members from those nations that are not represented in our membership, will designate them as voting representatives on the International Activities Committee, and will encourage them to recruit other colleagues as part of the overall membership drive
 - + Develop a draft proposal for the establishment of a new "membership category" offering special incen-

tives for international candidates with limited financial resources, and present it to ExComm

- + Develop and implement "Operation TEL-A-MEMBER" to decrease membership losses. Executive Director will produce a list of all delinquent members. AsMA volunteers recruited by the Membership Committee will spend a day at AsMA HQ, calling those on the list, inquiring as to the reason for their delinquency, and encouraging them to rejoin the ranks of active membership status. Those that cannot be contacted by telephone will be sent an e-mail or a letter (ongoing)
 - Vice President for Member Services coordinates the development and implementation of a plan by the Corporate and Sustaining Membership Committee with the support of the Executive Director to increase corporate membership
 - + Develop the infrastructure for a Corporate and Sustaining Membership Affiliate Organization
 - + Retain current corporate and sustaining membership. Conduct a telephone survey of existing corporate members regarding perceptions of membership benefits, solidify membership status, and renew commitment (ongoing)
 - + Increase existing corporate membership by 20% (8 new members). Circulate information on AsMA to prospects. Get referrals from existing members (ongoing)
 - Vice President for Member Services coordinates the development and implementation of a plan by the Corporate and Sustaining Membership Committee to strengthen the Association's collaboration with aerospace corporate & industry leaders
 - + Review Mission Statement of the CSM Committee (completed)
 - + Develop corporate advisory process to Council
 - + Hold industry meetings for discussion of issues and market trends
 - + Propose the establishment of an Aerospace Dentistry AsMA Affiliate Organization
 - + Sponsor awards, research papers, AsMA events and industry-related articles
 - + Feature corporate members profile in ASEM journal
 - + Establish electronic corporate network oriented towards announcement of employment opportunities for interested Association members, news of corporate members, services, and products
 - + Develop a corporate website
 - + Strengthen interface with Aerospace Medical and Student Resident Organizations (AMSRO)
 - + Link websites among corporate members and AsMA
- ### **2.4 Upgrade the Association's website to optimize communications with membership and the public, and improve the quality of online services**
- Vice-President for Representation and Advocacy will coordinate the upgrade of the website with the support of the Communications Committee, the Association's Website Master, and the Executive Director.
 - + User-Centered Design, Inc. demonstrates a

working prototype of the new website during the next Council Meeting

- + User-Centered Design, Inc. presents status report on final website development and implementation plan to ExComm
- + New website goes online
- + Executive Director sends a survey to all members to evaluate the value of the website improvements
- + ExComm evaluates the need for website upgrades/improvements on an annual basis (February of every year)

2.5 Implement the Association's Strategic and Business (Implementation) Plans and monitor progress

- ExComm implements a Business Plan with specific performance targets in support of the Association's Strategic Plan
- ExComm assesses the Association's progress towards the accomplishment of specific performance targets under each strategic goal and objective during the ExComm meetings (August and February of every year)
- ExComm reviews and updates the Association's Strategic Plan at least every three years (February ExComm meeting)
- ExComm reviews and updates the Association's Business Plan as required during ExComm meetings (August and February of every year)

3. Provide educational opportunities to the membership and support the Association's role in the promotion of research

3.1 Optimize the quality and relevance of the Association's educational programs and activities

- Vice President for Education and Research and the Executive Director coordinate the development of a plan by the Education and Training Committee with the support of the Aerospace Medical Student and Resident Organization (AMSRO), to evaluate the effectiveness of the Association's educational programs and activities.
- Vice President for Education and Research presents a draft evaluation plan to ExComm for discussion and approval
- Executive Director implements the approved evaluation plan
- Executive Director presents the final results of the evaluation to Council
- Executive Director ensures the Association's full compliance with the standards of the Accreditation Council for Continuing Medical Education (ACCME) to continue providing CME credits to the membership (ongoing)

3.2 Provide life-long learning opportunities and support for the Association's core membership

- Vice President for Education and Research and the Executive Director coordinate the development of a plan by the Education and Training Committee to support life-long learning needs of our core membership. These include required education to maintain professional licensing and/or specialty board certification of our members.
- Vice President for Education and Research presents

the draft plan to the Council for review and approval

- Final plan is implemented
- ExComm reviews and updates the plan on an annual basis (February of every year)
- Vice President for Education and Research coordinates with the Education and Training Committee and the American Society of Aerospace Medicine Specialists (ASAMS) the continued development and/or updating of aerospace medicine practice guidelines

3.3 Expand the Association's role in the promotion of aviation, space, and environmental medicine research

- Vice President for Education and Research coordinates a joint effort by the Aviation Safety Committee, the Aerospace Human Factors Committee and the Science & Technology Committee to develop a plan to promote basic and applied research in aviation, space and environmental medicine.
- Vice President for Education and Research presents the draft plan to ExComm for review and approval
- Final plan is implemented
- ExComm reviews and updates the plan on an annual basis (February of every year)

3.4 Identify current aviation, space, and environmental medicine research capabilities and programs worldwide and the existing gaps in basic and applied research/knowledge

- Vice President for Education and Research and the Vice President for International Activities coordinate a joint effort by the Aviation Safety Committee, the Aerospace Human Factors Committee, the Science & Technology Committee, and the International Activities Committee to develop a survey to identify current aviation, space, and environmental medicine research programs worldwide
- Vice President for Education and Research presents the draft survey to ExComm for review and approval
- Executive Director sends the approved survey to all known research laboratories/institutes worldwide
- Executive Director compiles all of the feedback from the returned surveys and presents a report to ExComm for review
- Based on the results of the surveys, the ExComm recommends the development of position papers and resolutions by the appropriate Committees to address specific gaps in basic and applied research/knowledge and to advocate for funding
- ExComm reviews and updates the survey every 2 or 3 years and updated information is collected for periodic analysis and action

4. Provide opportunities for member's professional growth and development, and involvement in the operation and leadership of the Association

4.1 Establish a formal Mentorship Program

- Vice President for Education and Research coordinates the development of the Association's mentorship program in coordination with the Education and Training Committee, the Fellows Group, the Associate Fellows Group, and AMSRO

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- Vice President for Education and Research presents a draft mentorship program to ExComm for review and comments

- Vice President for Education and Research presents the revised mentorship program to Council for their review and comments

- ExComm approves the final mentorship program

- Mentorship program is implemented

- President acknowledges publicly at the Association's Annual Business Meeting those members who are actively mentoring others through the formal mentorship program (May of every year)

- President proposes to ExComm the implementation of a "Mentor of the Year Award". If approved, the Vice President for Member Services coordinates the development of the nomination criteria by the Awards Committee

- Nomination criteria for this award is presented to ExComm for review and approval

- Vice President for Member Services announces the implementation of the new award at the Council and Annual Business Meetings

- Nominees for the new award are accepted for the 2006 Awards Program

- Education and Training Committee evaluates on an annual basis the success of the mentorship program, via a survey of mentors and those mentored (August of every year)

- ExComm reviews the results of the annual survey and updates the mentorship program as needed (February of every year)

4.2 Promote public recognition of members' accomplishments through the Association's awards program and the Fellowship and Associate Fellowship Programs

- Vice President for Member Services coordinates with the Awards Committee Chair and the Executive Director the development and implementation of new approaches to ensure the submission of award nominations for deserving members covering each of the Association's Awards

- Vice President for Member Services in coordination with the Chairs of the Fellows and Associate Fellows Groups assess the need to review/update the criteria for selection of the Association's Fellows and Associate Fellows

- Vice President for Member Services presents a report and recommendations to Council. Any approved recommendations for changes to the selection criteria are assigned to the Bylaws Committee for processing

- Vice President for Member Services in coordination with the Chairs of the Fellows and Associate Fellows Groups assess (every 3 years) the need to review/update the criteria for selection of the Association's Fellows and Associate Fellows (by February of every 3rd year)

4.3 Promote participation of the membership in the Association's committees

- Vice-Presidents discuss with their respective Committee Chairs potential approaches to promote increased involvement by the membership in the Association's Committees

- Vice-Presidents present their recommendations to ExComm

- Executive Director coordinates implementation of approved recommendations

- Vice-Presidents assess in coordination with their respective Committee Chairs the progress in membership involvement in the Association's Committees and present an annual report to ExComm (August of every year)

4.4 Foster national and international collaboration and joint efforts (co-sponsored professional meetings, technical exchanges, and training opportunities) in support of Aerospace Medicine

- Vice President for International Activities coordinates with the International Activities Committee Chair the development of a survey to identify all current Aviation, Space, and Environmental Medicine Societies around the world

- Vice President for International Activities presents the draft survey to ExComm for review and approval

- Executive Director sends the approved survey to all members

- Executive Director compiles all of the feedback from the returned surveys and develops an International Directory of Aviation, Space, and Environmental Medicine Societies

- ExComm identifies a list of potential areas for international collaboration

- Executive Director uses the International Directory of Aviation, Space, and Environmental Medicine Societies to send official proposals to pursue collaborative programs/activities

- Executive Director compiles the responses to the proposals and presents a report to ExComm

- Approved collaborative programs/activities are implemented and the appropriate Committees are assigned responsibility to monitor progress

- Executive Director collects progress reports on all collaborative programs/activities and provides updates to ExComm (August and February of every year)

- Vice President for International Activities coordinates with the International Activities Committee Chair the development of a plan to:

- + Encourage more non-U.S. members to present papers at the Association's Annual Scientific Meeting, create 'national' panels and present in languages other than English where appropriate, publish manuscripts in the ASEM journal, and take a more active role in AsMA.

- + Encourage more non-U.S. members to play a more active role in the Association's programs, activities, and leadership

- + Create special joint international working groups on timely, critical issues (e.g., Homeland Defense, Aircrew/Passenger health, joint service UAV aircrew medical standards, etc.). Have at minimum annual meetings of these groups at AsMA Scientific Meeting.

- Maintain close correspondence via e-mail and Post

- + Expand opportunities for 'International' Panels to non-U.S. members representing demographically significant nations or blocs of nations. Language should be determined jointly by nation/bloc representatives along with leadership of the International Activities

Committee, and the VP for International Activities International Members Committee should sponsor one or more of these panels each year

+ Nominate deserving non-U.S. members to AsMA leadership positions. Non-U.S. members should be encouraged to by their respective Constituent organization representatives and colleagues to volunteer for more positions of responsibilities

5. Represent the discipline of Aerospace Medicine before professional, commercial, and governmental organizations

5.1 Identify emerging issues in aviation, space, and environmental medicine (including allied disciplines) and improve the Association's responsiveness to these issues. Foster interdisciplinary approaches to manage aerospace medicine issues

- Executive Director convenes a Special Task Force to develop a draft plan to establish a proactive and timely process ("Fast Track") to identify new or emerging issues/concerns in aviation, space and environmental medicine and take appropriate action(s) to handle/manage such issues. This plan should promote a multidisciplinary approach that takes advantage of the diverse knowledge base and experience of the Association's membership

- Executive Director presents the draft plan to ExComm for review, modifications (if any), and approval
- Approved plan is implemented
- ExComm evaluates (prospectively) the effectiveness of this plan on an annual basis and assesses the need for changes/improvements (February of every year)

5.2 Advocate a human-centered approach to support the development and implementation of new and evolving aerospace technologies

- The Vice President for Education and Research coordinates the identification of aerospace human factors advocacy initiatives by the Aerospace Human Factors Committee and the Science and Technology Committee. These initiatives may include proposals for positions papers, policies, resolutions advocating the use of aerospace human factors principles in the design and operation of future aerospace technologies

- The Vice President for Education and Research presents draft initiatives to ExComm for review and approval

- Approved initiatives are assigned to the appropriate Committees for development

- Committees present status reports on the assigned initiatives to Council

- The Vice-President for Education and Research coordinates the continuous monitoring of emerging trends in aerospace technologies by the Aerospace Human Factors Committee and the Science and Technology Committee. Discusses emerging trends with ExComm

(August and February of every year).

5.3 Advocate aerospace medicine resolutions, policies, and positions

- Executive Director ensures the timely dissemination of the Association's resolutions, policies and position papers that support the needs of the members and advocate the Association's mission (ongoing)

- Vice-President for Representation and Advocacy coordinates the development by the Resolutions Committee of a proactive process to ensure the timely development of resolutions, position papers, policy letters, etc. in response to the issues/concerns identified under the "Fast Track" concept described under 5.1 This process may require the support of the other Vice-Presidents and their corresponding Committees

- Vice-President for Representation and Advocacy presents the proposed process to ExComm

- Approved process is implemented

- ExComm evaluates the effectiveness of this plan on an annual basis and assesses the need for changes/improvements (February of every year)

5.4 Optimize the use of all available communications methods to support the information needs of the membership and increase public awareness/education about aviation, space and environmental medicine (including allied disciplines)

- Vice-President for Representation and Advocacy coordinates with the Communications Committee and the Executive Director the development of a survey to identify the appropriateness of all communications methods used by the Association to support the members and inform the public

- Vice President for Representation and Advocacy presents the draft survey to ExComm for review and approval

- Executive Director sends the approved survey to all members

- Executive Director compiles all of the feedback from the returned surveys and presents a report to ExComm for review

- Based on the results of the surveys, the ExComm implements improvements to the Association's communications infrastructure

- ExComm reviews and updates the survey every 2 or 3 years and updated information is collected for periodic analysis and action

5.5 Increase the Association's international outreach and relevance by promoting AsMA Affiliate Organization status among Aviation, Space, and Environmental Medicine Societies around the world

- Executive Director sends formal requests to Aviation, Space, and Environmental Medicine Societies around the world inviting them to become AsMA Affiliates