

**Association for Surgical Education  
Strategic Plan  
2018-2021  
FINAL**

**MISSION**

Lead innovation, scholarship, and professional development in surgical education.

**VALUES**

ASE is committed to the following Values:

- Excellence
- Inclusivity
- Collaboration
- Innovation
- Collegiality

**GOALS**

**Membership:** ASE will grow membership and maximize engagement.

**Finance:** ASE will maintain financial sustainability while enabling growth.

**Organizational Capacity:** ASE will align resources with strategic plan priorities.

**Education:** ASE educational programs will set the standard in surgical education.

**GOALS, OBJECTIVES AND STRATEGIC INITIATIVES**

**MEMBERSHIP:** ASE will grow membership and maximize engagement.

**Objective 1:** Increase membership by 8% annually for the next 5 years by increasing new members and minimizing attrition.

**Strategic Initiative 1:** Identify target groups to approach for new members (students, educators, trainees, scientists and international) and implement appropriate recruitment strategies. **Priority: 1; Responsibility: Membership Committee and Staff.**

**Strategic Initiative 2:** Develop/Implement critical policies regarding collection of membership dues, improving efficiencies and effectiveness. **Priority: 1; Responsibility: Membership Committee and Staff.**

**Objective 2:** Increase engagement with members on multiple fronts to determine needs and levels of activity in ASE programs and membership.

**Strategic Initiative 1:** Develop/Implement a survey tool to identify why members choose to drop membership. **Priority: 2; Responsibility: Membership Committee.**

**Strategic Initiative 2:** Develop/Implement a needs assessment survey for current members identifying their needs, what they value and how they want to engage with ASE. **Priority: 1; Responsibility: Membership Committee and Staff.**

**Strategic Initiative 3:** Explore creating a dashboard to provide membership visual representation of their participation and engagement in ASE activities and programs. **Priority: 2; Responsibility: Membership Committee, Task Force and Staff.**

**ORGANIZATIONAL CAPACITY:** ASE will align resources with strategic plan priorities.

**Objective 1:** Review Board and Committee structure, composition, roles and responsibilities and recommend required changes.

**Strategic Initiative 1:** Appoint a task force by the end of SEW 2018 to compare and contrast committee goals and objectives, make recommendations for optimal governance structure to Board by October 2018. **Priority 1; Responsibility: Governance Task Force.**

**Strategic Initiative 2:** Appoint a task force to review the roles and criteria for serving as ASE leadership and publish these by SEW 2019. **Priority: 2; Responsibility: Governance Task Force.**

**Objective 2:** Increase inter-committee collaboration on programs and projects and enhance mechanism(s) for open communication.

**Strategic Initiative 1:** Standardize the format for committee agendas and minutes by October 2018; use standard formats and post Chair, Vice Chair and Active Projects on ASE web site by SEW 2019. **Priority 1; Responsibility: Executive Committee and Staff.**

**FINANCE:** ASE will maintain financial sustainability while enabling growth.

**Objective 1:** Create/Implement a tool and process for annual review of funding for new and existing programs.

**Strategic Initiative 1:** Appoint a task force to work with staff and ASE financial advisor to define current expenditures on educational programs. **Priority 1; Responsibility: Task Force, Staff and Financial Advisor.**

**Strategic Initiative 2:** Develop communications and template informing committee chairs how to access funds for funding programs and reporting outcomes to ASE Board of Directors. **Priority 1; Responsibility: Task Force and Staff.**

**Objective 2:** Define annual operating expenses, reserve policy and amount of surplus revenue available for new educational activities.

**Strategic Initiative 1:** Annually reassess the operating expenses reserve policy and amount of dollars reserved for committee use. **Priority: 2; Responsibility: Executive Committee and Staff.**

**Objective 3:** Define by ASE 2019 Annual Meeting, non dues revenue sources, potential revenue and expand non-dues revenue by 10%.

**Strategic Initiative 1:** Create a financial compendium defining current and new revenue sources available to ASE including potential amounts, priorities for access, methods of access and impact on the operating budget. **Priority: 2; Responsibility: Finance Task Force and Staff.**

**Objective 4:** Identify roles and avenues for enhanced cooperation between the ASE Board and the ASE Foundation Board to include pathways for leadership involvement and an outline of future goals and funding opportunities.

**Strategic Initiative 1:** Create a corpus model related to funding mechanisms to enhance the role of the Foundation as well as a strategy for moving forward to incorporate common goals and directions of the ASE and the ASE Foundation. **Priority: 1; Responsibility: Foundation Task Force (to include Executive Committee members of ASE and leadership from ASE Foundation).**

**EDUCATION:** ASE educational programs will set the standard in surgical education.

**Objective 1:** Develop distinctive, innovative and evidence-based programs that meet the current needs of members.

**Strategic Initiative 1:** Establish a program of certification for surgical CDs. **Priority: 2; Responsibility: CD Committee.**

**Strategic Initiative 2:** Advance adoption and beta-testing of ACS/ASE Medical Student Core Curriculum Phase I content at 10 medical schools. **Priority: 1; Responsibility: CD Committee.**

**Strategic Initiative 3:** Identify new programs to enhance web based education and technology regarding smart phones for member benefits and surgical education. **Priority: 2; Responsibility: Task Force to include representatives from ERC, ET FD, Curriculum, A&E and Membership.**

**Strategic Initiative 4:** Use the Annual Meeting to premier innovations in surgical education. **Priority 1; Responsibility: Program Committee and Staff.**

**Objective 2:** Foster organizational scholarship in surgical education by developing a metric to track quality and quantity and increase by 10% by 2020.

**Strategic Initiative 1:** Perform evidence-based reviews of best practices in surgical education. **Priority: 3; Responsibility: ERC.**

**Strategic Initiative 2:** Optimize enrollment in the SERF program and determine all necessary implementation tools and tasks. **Priority: 1; Responsibility: SERF Chair and SERF Working Group.**

**Objective 3:** Regularly assess the education needs of ASE members and the larger surgical, education and leadership communities.

**Strategic Initiative 1:** Participate in all ASE needs assessment surveys as they are developed and implemented with special attention to the Annual Meeting and use data for education planning on a regular basis. **Priority: 1; Responsibility: Membership Committee, Program Committees and Staff.**

**Strategic Initiative 2:** Identify collaboration opportunities with other surgical organizations to enhance communication and exchanges of ideas. **Priority: 3; Responsibility: ASE Board Members, including Liaisons.**