ASE 2023-2026 STRATEGIC PLAN

GOAL 1. MEMBERSHIP: ASE will grow membership and maximize engagement

OBJECTIVE	STRATEGIC INITIATIVE		OWNER
1A: Increase membership by 10% in each category.			
	International		
		Creating ASE International Chapters	Membership; ITF
		Creating sessions during fall/spring meeting for international chapters	Membership; Program; ITF
	Trainee		Membership; Trainee TF
		Incorporate CoSEF into ASE	
		Trainee sessions on fall/spring meetings	
	Vice-Chairs of Education (VCE)		Membership; VCE
		Sign-up all known VCEs in N. America	
	Independent		Membership; New WG
		Formation of an independent practice WG	
	Military		Membership
	Osteopathic		Membership
	APPs		Membership
	Other surgical specialties		Membership
	Surgical Educators		Membership
1B: Increase engagement with members to determine needs and levels of activity in ASE programs and membership.			
	Develop a structured onboarding process		Membership; DEI
		Develop new member onboard/welcome packet	
		New member breakfast during program	PC
		Reminders about resources	
		New committee chair onboarding packet & resources	
	Develop a method to engage non active members		Membership
		Create a definition for "non-active" members	
		Survey non-active members	

	Local chapters/regions	Membership
	Develop structure, goals, and responsibilities for local/regional chapter	
	Examine current organizations with local/regional chapters (e.g., AAMC GEA, ACS, ASCRS, SSAT)	
	Develop collaborative agreements with existing organizations (C-ASE)	
	Develop role-based resources/activities/ engagement opportunities (VCEs, CDs, PhD, MS Educators, APPs, Deans, Coordinators, Undifferentiated)	Membership; Respective Task Forces
	Consider the ROI of current Certificate programs and the addition of new certificate programs	
	Consider communities for discourse (e.g., listservs/DocMatter)	Communications

GOAL 2. INFRASTRUCTURE: ASE will align resources with strategic plan priorities specifically related to infrastructure

OBJECTIVE	STRATEGIC INITIATIVE	OWNER
2A: Explore development of research infrastructure to provide an evidence base for members		
	Proposal for an ASE Research Core (to possibly include: IRB specialist, Biostatistician, Subject Recruitment, Consultation Specialists, Study Coordinators/Multi-Society/Multi Centers)	SERC Working Group; SERF Leadership
2B: Investigate new IT options for membership and communication		
	Streamline and promote society resources	Communications
	Optimize display of rescources on website	Communications
	Add a Job board/career support resource	Communications
	Add a Membership Directory	Membership; Communications
2C: Provide a unified LMS for our activities	Query existing programs for LMS needs	LMS WG
	Investigate LMS systems and determine feasibility for existing and future ASE products/ programs including managing enrollment, communications, reminders, hosting content, searchable directory, assessments, CME, existing programs (SERF, SELF, ATLAS, FACSE, ASCENT)	
2D: Develop MarCom Team		
	Identify needs that may include: social media, website analytics, photographer/videographer, video-production specialist, writer/newsletter, DocMatter, AIS Channel, national/international marketing/catalog of current products/offering, ASE branded products (swag)	Communications; Membership; BSC
	Identify and recruit a MarCom team (internal or external)	
2E: Align committee support and Chair/Program Director/Liaison expectations		
	Develop resources and provide clarity to committee chairs/vice chairs/program directors/ liaisons	
	Determine staff support for committee/tf/wg/ programs)	EC, Finance
	Develop onboarding packet resources	EC, Committee Chairs
	Explore the return of in-person committee meetings (PC, Exec, Finance, Staff)	Program

2F: Define collaborations with other societies		
	Create a process for future partnerships and collaborations with other societies and organizations	
	Create a standard MOU process/form Create a COI process/form	EC; Sect
	Update the existing liaison process	Gov TF
2G: Increase transparency of the ASE governance structure		
	Improve communication with members regarding committee participation, engagement in society leadership and promotion process.	EC
	Develop leadership pathway	Gov TF
	Reexamine current communication with members	
	Reexamine current nominations processes	
	Assess gender parity and diversity across multiple data points (e.g., member type, institution type)	
	ASE CV- define what would be included if we implemented an "ASE CV" for all members	

GOAL 3. FINANCE: ASE will maintain financial sustainability while enabling growth

OBJECTIVE	STRATEGIC INITIATIVE	OWNER
3A: Maintain financial stability	Plan a net even budget for the upcoming 2023-2024 fiscal year	Finance, Program. EC
	Plan for a 1-2% surplus in Year 2 and 3	
	Follow strategic guidelines	
	Ensure there is a corpus (define amount) for a "rainy day"	
3B: Generate revenue	**Use current savings (beyond long-term savings) money to fund capital projects**	Finance
	Create an RFP Process for up to 75K to identify major ventures for ROI (revenue in the first 3 years, recoup initial investment in 7 years)	
	Create a template for the application process	
	Provide transparency of Finance Committee members	
	Develop a process for review and approval of projects	
	Develop a reporting function	
	Determine ROI of paid resources for members/ non-members such as webinars	
	Pilot and assess fall virtual ASE	EC; Program
3C: Reduce costs	**Revisit funding of marquee programs**	Finance, Program Directors, EC
	Revisit stipends and consider alternatives such as waiving registration or other in-kind offering	
	Revisit ROI of programs with higher costs and/or staff time	
	E.g., collaborative grant, CD/coordinator certificates, visiting scholar grants, care grant for meeting	
	Create consistent descriptions and budgets for programs	Finance
3D: Determine opportunities for social responsible investing	**Define our criteria for what we consider socially responsible**	Finance (incl, Treasurer, DEI Rep, Merrill Lynch Advisor)
	Review socially responsible investing in our current portfolio/investment strategy	
	Review Merrill-Lynch ESG portfolio definitions and sample plans	
	Add DEI representative to FC	

GOAL 4. LEADERSHIP: the ASE will be a prominent national leader in surgical education and develop leaders in the field

OBJECTIVE	STRATEGIC INITIATIVE	OWNER
4A: Journal Growth	Expand journal EB to include more international members	Journal, EiC, AEs
	Increase international submissions/publications	
	Continue mandatory submission of papers from annual meeting (to be reconsidered at next retreat)	
	Submit for indexing	
	Develop programs for reviewer/author growth	Faculty Development
4B: Collaboration with other surgical/education societies	Continue expansion of SERF programs with SBAS and outsurgeons	EC
	Collaborate with C-CASE (Canadian Conf for the Advancement of Surgical Education)	
4C: Develop leaders in surgical education	**Develop a leadership pathway**	EC
	Create ASE CV	
	Create/maintain document with leadership achievements of individual members	
	Increase presence of women, minorities non-clinician, non-academic educators in Executive leadership positions	EC and Working Group
	Develop campaign to increase awareness & transparency of structure & process	
	Create org hierarchy & role descriptions resource	
	Create succession pathway resource	
	Create video testimonials from prior leadership	
	Develop mentoring/coaching program	
	Develop mentoring/coaching program	New Pres/Exec WG
4D: Recognition Program for Leaders in Surgical Education	**Develop FASE - Fellows of the ASE designation**	FASE WG

GOAL 5. INNOVATION: ASE will pursue the development of innovative products and support scholarship excellence to advance the field of surgical education

OBJECTIVE	STRATEGIC INITIATIVE	OWNER
5A: Augment Professional Development/Faculty Development Opportunities	**Support expansion of specific professional development activities of the organization.**	
	Develop certificate course for surgeon educators (define steps that need to be completed to obtain certificate for legitimacy and promotion; Define curriculum elements and examination	Faculty Development
	Develop remediation programs for trainees	GSE
5B: Promote programs in novel areas of surgical education	**Develop programs around wellness, DEI, social responsibility, and AI**	
	Develop wellness initiatives	Role-based groups
	Develop DEI curricula for faculty and trainees	DEI
	Develop social justice curricula for faculty and trainees	CGR
	Develop AI applications that enhance surgical education and the work of surgeon educators	AI TF
5C: Improve the standards of surgical education in the US	**Develop a quality assessment program for surgical education**	
	Define criteria for teaching quality in surgical programs	TBD-likely a new working group
	Develop education dashboard and acceptable standards	
	Share results with programs along with solutions for improvement	
	Develop credentialing and accreditation programs (Education Standards-NSQIP for education, LCME equivalency for IMGs)	
	Develop teaching guidelines	
	Develop relevant teaching guidelines for surgical educators and trainees	Guidelines TF
5D: Define the future of surgical education	**Further develop Innovations working Group/ TF**	
	Define shortcomings of current training paradigms	Innovations WG
	Define future training paradigms	
	Define how technology will change surgical education	
	Define how surgeon training can be accelerated/enhanced	
	Blue ribbon 2.0 like report	

5E: ASE will be the physical home for all things surgical education	**Develop "ASEAT" (ASE Advanced Training) Center**	EC
	Physical facility that would serve as home for hands-on courses, simulation training, non-operative skills, team training	
	ASE HQ	
	5–10-year plan Review other national/international societies/ groups that have a physical location	