



American College of Epidemiology

Strategic Plan (2014-2019)

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List of Abbreviations

ACE = American College of Epidemiology

ASPPH = Association of Schools and Programs of Public Health

CDC = Centers for Disease Control and Prevention

CSTE = Council of State and Territorial Epidemiologists

EIS = Epidemic Intelligence Service

HBCUs = Historically Black Colleges and Universities

IJPC-SE = International Joint Policy Committee of the Societies of Epidemiology

NGO = Non-Governmental Organization

NIH = National Institutes of Health

NRN = Native Research Network

SAAPHI = Society for the Analysis of African American Public Health Issues

Vision Statement

The American College of Epidemiology is a professional organization dedicated to continued education and advocacy for epidemiologists in their efforts to promote good science and the public health.

Mission Statement

The American College of Epidemiology is an organization of epidemiologists that serves the interests of the profession and its members through advocating for issues pertinent to epidemiology, a credential-based admission and promotion process, sponsorship of scientific meetings, publications and educational activities, and recognizing outstanding contributions to the field.

GOALS	OBJECTIVES	STRATEGIES	GROUP
1. A. The College advocates policies and actions that enhance the science and practice of epidemiology and its impact on public health.	1. Keep abreast of issues critical to epidemiologists and the profession.	1a. Subscribe to and make use of appropriate information sources. 1b. Develop liaisons to governmental sources of information on emerging legislative and policy issues. 1c. Use the membership network to identify key government and congressional contacts.	Policy Committee (a-c) Membership Committee (c)
	2. Continue to develop processes for advocacy for issues relevant to the mission.	2a. Develop written material regarding policy, ethics, mission, and objectives to be used for advocacy. 2b. Increase involvement of committee members as spokespersons for the College in the work of policy development.	Policy, Communications, Ethics, and Membership Committees
	2. Prioritize and take action on selected, relevant policy issues.	3a. Regularly select, prioritize, develop, approve, and disseminate policy position statements and calls for action. 3b. Ensure that policy and position statements advocate for the profession and/or promulgate evidenced-based positions related to important public health issues.	Policy Committee
	4. Continue to work with the IJPC-SE and other relevant organizations to develop and disseminate policies.	4a. Plan relevant program components for joint meetings of epidemiologic societies. 4b. Share policy statements and alerts with leadership from allied organizations and ask that alerts be distributed. 4c. Build and maintain coalitions with allied organizations. 4d. Provide at least one senior representative to serve on the IJPC-SE.	Policy Committee (a-d) and Board of Directors (b, c, d)
	5. Improve mechanisms for soliciting input and alerting members on policy issues.	5a. Develop and maintain a website and social media for rapid communication of issues of concern to epidemiologists.	Policy and Communications Committees

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		<p>5b. Appoint liaison from Communications Committee to the Policy Committee to ensure rapid and accurate transfer and posting of relevant statements or information</p> <p>5c. Continue to expand Newsletter coverage of important policy issues.</p> <p>5d. Increase use of listserv(s) or other mechanisms to communicate with members and other epidemiologists</p>	Communications Committee
	6. Promote diversity and inclusion at all levels of the epidemiology profession, in relation to race/ethnicity, gender identity and sexual orientation, age, national origin, primary language, and socioeconomic background.	6a. Discuss diversity and inclusion with other epidemiology societies, the IJPC-SE, and the planning committee for each Congress of Epidemiology Societies, including the possibility of using collective membership data, unduplicated if possible, to determine the descriptive epidemiology by race/ethnicity, gender/gender identity, and other relevant characteristics of the memberships.	Minority Affairs Committee
		6b. In cooperation with partner organizations, compile, analyze, and disseminate data on historical trends in diversity in the epidemiology profession from such sources as ASPPH, CSTE, CDC/EIS, NIH, and by surveying epidemiology training programs	Board of Directors, Education Committee, Minority Affairs Committee
		6c. Create a data system to monitor diversity in the epidemiology workforce over time.	Board of Directors, Minority Affairs Committee
		6d. Incorporate a discussion on diversity in the epidemiology profession at each Congress of Epidemiology held every four years.	ACE Members of the Congress Planning Committee, Minority Affairs Committee
		6e. Initiate discussions with officials at the NIH national health-related foundations about diversity and inclusion in the profession.	President, Board of Directors

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I.B. The College promotes the development and dissemination of tools and methods to enhance translation of epidemiology into policy.	1. Promote the identification and dissemination of new tools for health policymakers that guide them in making evidence-based decisions.	1a. Develop and disseminate a series of case studies covering a broad range of public health issues, framed in an evidence-based process. 1b. Establish communications with policymakers to ensure their awareness of the Case Studies and easy access to materials. 1c. Develop and promote teaching strategies and supporting materials based on the Case Studies. 1d. Publish a book on teaching epidemiology that features the Case Studies.	President, Board of Directors, Policy, Communications and Publications Committees
		1d. Promote the use of analytic tools and methods that hold potential for enhancing translation of epidemiologic data into policy actions.	Board of Directors, Policy Committee
	2. Promote the development and dissemination of quantitative tools, including modeling, to aid in the translation of epidemiology into policy.	2a. Conduct a biannual survey among the membership to determine who is carrying out research to develop these methods and this methodology.	President, Board of Directors, Policy and Associate Members Committees
		2b. Hold a session at an annual meeting to obtain input from members on the best approach to development of these quantitative methods.	Policy, Communications and Program Committees
		2c. Assess current quantitative tools for policy translation and recommend the best approaches.	Policy and Associate Members Committees
	3. Develop policies and incentives that would better link epidemiologic research with public health practice	3a. Continue to develop and disseminate tools for enhancing the training of epidemiologists in policy translation.	Policy, Education, Communications and Associate Members Committees

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<p>II. The College promotes the professional development of epidemiologists through educational initiatives.</p>	<p>1. Continue to improve the quality and relevance of the Annual Meeting.</p>	<p>1a. Develop and follow a meeting calendar that begins at least 2 years prior to the meeting.</p> <p>1b. Identify a local chair and an Education and Career Mentoring Committee member to organize the Planning Committee.</p> <p>1c. Increase administrative support to the Program Committee.</p> <p>1d. Appoint liaisons to the Program Committee from the committees on Minority Affairs, Ethics, Policy, Publication, and Finance.</p> <p>1e. Solicit proposals for themes for annual meetings for the Board of Directors meeting to review during the spring meeting.</p> <p>1f. Analyze information from the annual meeting (registrations, session attendance, evaluations) to determine what types of sessions are the strongest draws; consider including a methods session with a distinctive ACE flavor each year and a mentoring session.</p> <p>1g. Organize “Committee Information Booths” including one for Associate Members. Formally invite Associate Members to design and lead workshops at the Annual Meeting</p> <p>1h. Promote and continue funding of the Travel Grant program for Associate Members for attendance at the Annual Meeting.</p> <p>1i. Employ methods of communication that eliminate cost barriers for ACE members, such as free conference calling, and Skype conference calls for “face to face” interaction.</p> <p>1j. Work with other committees to offer additional financial assistance to facilitate attendance at the Annual Meeting.</p> <p>1k. Work with the Program Committee to design workshops and seminars at the Annual Meeting that will supplement the training of Associate Members and Fellows.</p> <p>1l. Organize and share materials and video from the Annual meeting via electronic media.</p>	<p>President (b-e), Board of Directors, Education (a, b, e -g, k) Career Mentoring, (a,b,g,k) Associate Members (a-k), Education (k), Minority Affairs (d), Program (b,d,f,g,j,k), Finance (h,j), and Communications (l.), Committees</p>

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	2. Increase the level of outside funding for the Annual Meeting.	2a. Seek conference grant support for each annual meeting from appropriate federal agencies. 2b. Identify foundation and industry support for the annual meeting.	President, Board of Directors and Finance Cmte President, Board of Directors and Finance Committee
		2c. Increase revenue from exhibitors at the Annual Meeting.	President, Board of Directors and Finance Committee Program Committee and Council of Epidemiology Chairs
	3. Increase attendance at the annual meeting and associated workshops.	3a. Continue to market the annual meeting using lists of allied organizations and listservs, advertising, and correspondence. 3b. Continue to widely publicize and distribute the “call for abstracts” and continue to offer prizes for superior posters. 3c. Increase opportunities for member participation in the meeting (e.g., increase number of posters and oral presentations, offer topical roundtables and workshops). 3d. Identify and maintain strategies to increase student and trainee attendance and participation. 3e. Invite epidemiologic organizations or committees to hold meetings in conjunction with the annual meeting. 3f. Increase coverage of the annual meeting (both before and after) in the College newsletter, the <i>Annals of Epidemiology</i> , and external publications (eg, EpiMonitor). 3g. Develop a database of nonmembers who attend or participate in the annual meeting to use in promoting subsequent meetings. 3h. Solicit input from members about themes and/or topics for annual meetings. 3i. Increase the visibility of awards given in conjunction with the annual meeting.	Program (a-h) Career Mentoring (a,b,d,f,h), Education (c,d,h), Publications (b-e), Awards (i), Communications (f), Membership (g), Associate Members (a-d,g) Committees, the Council of Epidemiology Chairs (d), and First Point (a,b)

GOALS	OBJECTIVES	STRATEGIES	GROUP
	<p>4. Continue to enhance the scientific quality of the <i>Annals</i> and its relevance to the mission of the College.</p>	<p>4a. Increase formal and informal communication between the Publications Committee, the Publisher, and the Editorial staff of the <i>Annals</i>.</p> <p>4b. Promote submissions to the <i>Annals</i> and increase its scientific standing.</p> <p>4c. Identify members to serve on the Editorial Board.</p> <p>4d. Work with the Editor to establish criteria to monitor the quality of the <i>Annals</i>.</p> <p>4e. Increase use of the College pages to cover issues of relevance to the College and the profession.</p> <p>4f. Increase opportunities for publishing papers relevant to the theme of the annual meeting, including papers presented at the annual meeting.</p>	<p>Publications (a-f), Career Mentoring, Associate Members, and Program (e-f) Committees</p>
	<p>5. Continue to work with allied organizations and consumers of epidemiologic information to increase educational opportunities.</p>	<p>5a. Sponsor or co-sponsor workshops between annual meetings.</p> <p>5b. Identify opportunities to work with other epidemiology organizations.</p> <p>5c. Host meetings with the leadership of allied organizations for the purpose of identifying joint educational opportunities such as the North American Epidemiology Congress.</p> <p>5d. Facilitate meetings of Epidemiology Chairs at the annual meetings.</p>	<p>President (a,c,d) Education (a-d) Program (b) Career Mentoring (a,b) Communications (a) Finance (a) Council of Epidemiology Chairs (d)</p>

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	<p>6. Create opportunities to exchange ideas about professional education and job opportunities for epidemiologists.</p>	<p>6a. Provide links to doctoral programs and career opportunities in Epidemiology on the ACE website.</p> <p>6b. Develop opportunities for the exchange of ideas about teaching epidemiology, including the utilization of technology (e.g., roundtables or symposia at the annual meeting, web-based mini-courses).</p> <p>6c. Develop descriptive materials on epidemiology to be placed on the website.</p> <p>6d. Offer a workshop on Teaching Mentorship at the annual meeting.</p> <p>6e. Continue to promote job announcements through the Associate Membership Position Announcement Listserv and the website.</p>	<p>Communications (a,b, e), Education (b,c), Career Mentoring (b,d), Program (b,d), Associate Members (c) Committees and Council of Epidemiology Chairs (c)</p>

GOALS	OBJECTIVES	STRATEGIES	GROUP
	<p>7. Develop and maintain competency standards for master- and doctoral-level trained epidemiologists</p>	<p>7a. Work with membership and other professional organizations to define and describe the necessary competencies for individuals receiving master's or doctoral level training in epidemiology.</p>	<p>Education, Admissions, Career Mentoring Committees and Council of Epidemiology Chairs</p>

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III. The College recognizes and promotes excellence in epidemiology.	1. Recognize distinguished epidemiologists by conferring appropriate awards to Associate Members, Members, and Fellows.	1a. Develop effective strategies to publicize and maintain the prestige of awards conferred by ACE. 1b. Provide guidance for the content of nominations. 1c. Publicly recognize award recipients and Honorary Fellows. 1d. Recognize an outstanding paper each year in the <i>Annals</i> . 1e. Periodically suggest special or rotating awards.	Awards (a-d) and Publications (d) Committees
	2. Review nomination procedures, criteria for awardee selection, and awards offered.	2a. Periodically review the nomination procedures and criteria for selecting award recipients and recommend updates to the Board of Directors.	Awards Committee
	3. Recognize distinguished service to the College.	3a. Periodically present an award at the annual meeting for distinguished service to the College. 3b. Highlight a member quarterly on the website.	President, Board of Directors Communications Committee (b)
	4. Increase the student award applicant pool.	4a. Increase prestige of student awards. 4b. Include Associate Members in direct mailings about student awards. 4c. Present award for best student poster presentation.	Awards (a, b) and Publications Committees (c)

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<p>IV. The College develops and maintains an active and diverse membership of Fellows, Members, and Associate Members from all fields and settings where epidemiologists engage in research or practice.</p>	<p>1. Increase the number of new members by 10% each year.</p>	<p>1a. Communicate the importance of a strong and growing ACE; disseminate information about membership and its benefits, and promotion to Fellow in all venues (meetings, workshops, website, and publications).</p>	<p>Board of Directors, Membership, Communications, and Program Committees</p>
		<p>1b. Develop targeted invitations for membership to diverse audiences, such as non-members who attend ACE activities, department/unit heads, NGO, industry and government unit heads, CSTE, EIS alumni, epidemiology students and trainees, and through member-get-a-member campaigns.</p> <p>1c. Market ACE membership at meetings of allied epidemiologic organizations and explore possibilities for joint membership arrangements.</p>	<p>President, Board of Directors, and Membership and Communications Committees</p>
		<p>1d. Identify members at all levels to serve as liaisons with their departments/units and to actively promote membership.</p>	<p>President, Associate Member Directors and Membership Committee</p>
		<p>1e. Communicate with applicants and newly admitted members:</p> <ul style="list-style-type: none"> • at selected times during the review process to inform applicants of status. • through formal written correspondence to each newly admitted member offering welcome and congratulations. 	<p>Admissions Committee President</p>

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		<p>1f. Develop and maintain a timely review process for all applications, with active monitoring of key events, including:</p> <ul style="list-style-type: none"> • receipt of application • preliminary review • committee review and vote • Board of Directors review and vote • notification of decision • welcome letter 	<p>Admissions Committee and FirstPoint staff, Board of Directors, President</p>
		<p>1g. Analyze and report member information to the Board of Directors and membership, including:</p> <ul style="list-style-type: none"> • new member trends, including diversity (practice location, gender, race/ethnicity, specialty) • missing data • renewal trends • need for additional information in database 	<p>Membership Committee and FirstPoint staff</p>

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	2. Maintain active membership, with at least 95% renewals, and active committee membership.	2a. Use the membership database to determine: <ul style="list-style-type: none"> • renewals • late dues • non-renewals • appropriate and timely advancement to member or Fellow status and to communicate with members to: <ul style="list-style-type: none"> • encourage application to the next member level • encourage renewal • encourage committee participation 	Membership and Admissions Committees and FirstPoint staff and Board of Directors
2b. Expand the member database to include additional data as needed, such as employment sector, specialty, and history of committee membership.		Board of Directors, Membership Committee, and FirstPoint staff	
2.c. Obtain Associate Member Directors leadership to develop and maintain active participation of Associate Members on committees and in meetings and workshops, using approaches such as web-based surveys, listservs, and social media.		Associate Member Directors and Membership Committee	
2d. Monitor the website to ensure that current, accurate information is provided for all committee membership, membership activities and highlights of member accomplishments.		Membership and Communications Committees	
2e. Ensure that all committees have active and diverse members, that terms are staggered, that new members are added annually		Board of Directors and Membership and Nominations Committees, each Committee Chair	

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		2f. Develop electronic fora or blogs for open committee discussion.	Associate Member Directors, Communications Committee and FirstPoint staff
	3. Ensure that the Board of Directors and Committee leadership are balanced with respect to practice settings and emphasis areas	3a. Review admissions applications and the membership database to ensure that descriptors for the characteristics to be balanced can be identified and assigned.	Board of Directors and Admissions and Membership Committees
		3b. Review and report to the Board of Directors annually the distribution of leadership across the professional characteristics to be balanced. 3c. Present and discuss the annual leadership review results at the annual business meeting.	President and Committee Chairs
		3d. Use the results of the annual leadership review and the business meeting discussion when selecting members for leadership positions	President and Nominations Committee
		4. Promote racial/ethnic diversity in College membership, inclusion in annual meeting participation, committee's membership, board of directors, and officers; and increase new members from underrepresented groups by 20% annually.	4a. Periodically review and report adherence to the provisions of the "Statement of Principles on Epidemiology and Minority Populations".
	4b. Establish collaboration between the Membership and Minority Affairs Committee to enhance participation of racial/ethnic groups into the College.		Board of Directors, Membership and Minority Affairs Committees
	4c. Contact Minority-Serving Institutions of Higher Education (e.g., HBCUs) with public health programs to invite their eligible epidemiology students and faculty to attend join ACE and attend the Minority Affairs Workshop.		President and Minority Affairs Committee

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		4d. Publicize the Minority Affairs Workshop, which does not require registration, through members, the local host, and committees.	Program, Minority Affairs, and Communications Committees
		4e. Explore collaborations and the potential for joint membership with ethnic minority organizations that include epidemiologists, such as Society for the Analysis of African American Public Health Issues (SAAPHI) and Native Research Network (NRN).	President, Board of Directors, and Membership and Minority Affairs Committees
		4f. Highlight job opportunities for all members with special attention to underrepresented minorities, through new approaches, such as a career fair at the annual meeting, in partnership with other committees as appropriate.	Career Mentoring and Minority Affairs Committees

GOALS	OBJECTIVES	STRATEGIES	GROUP
V. The College establishes and maintains financial stability	1. Develop and maintain annual budget policies and procedures.	1a. Review expenditures and income on a quarterly basis. 1b. Determine income needed for annual expenditures at least one year in advance.	Board of Directors and Finance Committee
	2. Obtain financial support from grants, gifts and other sources.	2a. Establish mechanisms to request and accept gifts. 2b. Determine areas of grant funding needed and appropriate sources, at least annually.	Board of Directors and Finance Committee
	3. Explore the fiscal feasibility of membership and annual meeting registration incentives.	3a. Review the impact upon the annual operating budget. 3b. Review the impact upon the budget for the annual meeting.	Board of Directors and Finance Committee
VI. The College promotes the ethical practice of epidemiology and fosters attention to ethics in education.	1. Develop and maintain current ethical practice guidelines	1a. Form a standing subcommittee of the Ethics and Policy Committee on “Guideline Review and Development.” (e.g. Ethics Guidelines review; development of conflict of interest and academic-industry guidelines). 1b. Review and publish periodic updates to the ACE Ethics Guidelines. 1c. Develop other related ethics and policy-related guidelines as needed. 1d. Collaborate with other ACE committees and other professional societies through the IJPC-SE or other bodies to develop ethics policies or guidance specific to epidemiologic research and practice.	Ethics and Policy Committees
	2. Promote research ethics and professional ethics	2a. Promote research and professional ethics in teaching by collaborating with universities to establish and maintain a listing	Ethics and Education Committees

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		<p>of ethics training curricula for graduate programs in epidemiology in the U.S. and other countries as available.</p> <p>2b. Promote the use of established ethics training curricula and/or model curricula to foster the adoption of requirements for ethics training for all graduate students in epidemiology.</p> <p>2c. Develop and use ACE tools and guidelines in education and ethics to promote and develop continual and longitudinal ethics training for epidemiology students.</p> <p>2d. Form a standing subcommittee on “Application of Ethics to Research and Practice” to address current issues in the area.(e.g. develop case scenarios on relevant topics including conflict of interest; review and promote the uptake of guidelines in practice).</p>	
	<p>3. Promote the study and discussion of ethics in epidemiologic research and practice</p>	<p>3a. Plan and conduct workshops and plenary sessions at the Annual Meeting and Congress to address ethical challenges in the field of epidemiology</p> <p>3b. Write, review and publish articles for the Annals that address ethical issues in epidemiology</p>	<p>Ethics, Education, and Publications Committees</p>
	<p>4. Facilitate solutions to ethical issues</p>	<p>4a. Provide a consultative service to ACE members who encounter ethical issues/dilemmas in their research or practice</p>	<p>Ethics Committee</p>