



Strategic Plan 2019-2021

FINAL

Approved June 2, 2018

**Vision of
ACP &
ACPEF**

Everyone can enjoy the confidence, fullness of life and overall wellbeing that comes from a healthy mouth and an attractive smile.

**Mission of
ACP**

The College empowers member success, promotes education, research and clinical practice of prosthodontics, and drives continuous improvement in the restoration of teeth and orofacial structures to enhance oral health outcomes.

**Guiding
Principles**

TRANSPARENCY: We value open and honest dialogue that creates a system of effective and authentic communication within and between the College, the Foundation, our members, partner organizations, patients, and the general public.

PROFESSIONALISM: We represent the specialty in an appropriate manner, treating others with respect, demonstrating an openness to diverse perspectives, serving stakeholders with excellence, and advancing the mission efficiently and effectively.

INTEGRITY: We act and speak in a way that is congruent with the College's vision, mission, and expectations to appropriately embody the standards of the specialty.

ACCOUNTABILITY: We assume responsibility for our actions, adhere to our mission and vision, and follow through on our commitments to our members, partners, peers, patients, and other stakeholders.

COLLABORATION: We work together to provide value to our members and advance our mission, adopting a synergetic approach when engaging stakeholders to advance the specialty and continuously improve patient outcomes.

Strategic Priorities: Three-Year Outcomes & Objectives Overview

1	INCREASE MEMBER ENGAGEMENT All existing and inactive sections are active and engaged, providing members with clearly communicated opportunities to become involved in regional section activity and pathways to leadership. Where feasible, all states have an active functioning section, and in states in which it is not possible to have a section, members are supported to use new activity resources and find ways to engage even without a formal local section.
2	ENHANCE QUALITY OF CARE TO IMPROVE PATIENT OUTCOMES An increased percentage of members are taking advantage of best-in-class training, which provides resources and support, to stay on the cutting edge of best prosthodontic practices, to better utilize current and emerging technological advances (including digital dentistry) and improve practice management skills to more effectively treat patients and improve health outcomes.
3	CREATE LEADERSHIP DEVELOPMENT PROGRAM The College has launched a formal leadership development program to enhance members' leadership skills, making them more effective and impactful leaders in their personal and professional lives.
4	POSITION THE SPECIALTY AS A LEADER Prosthodontics is recognized by key stakeholders (including other specialties, general dentists, healthcare organizations, corporate partners, governing bodies, and the general public) as a valued partner, leader, and go-to resource in delivering high-quality patient oral health outcomes, advancing technological and procedural innovations, and driving improvements in the standards of care in dentistry.
5	MAINTAIN ORGANIZATIONAL SUSTAINABILITY AND VIABILITY The College is financially and operationally sound, leveraging opportunities to diversify funding, increase revenue, monetize thought leadership and strengthen human capital to ensure the long-term sustainability and viability of the organization.

Strategic Priorities, Goals & Milestone Objectives

1. INCREASE MEMBER ENGAGEMENT

Three-Year Outcome: All existing and inactive sections are active and engaged, providing members with clearly communicated opportunities to become involved in regional section activity and pathways to leadership. Where feasible, all states have an active functioning section, and in states in which it is not possible to have a section, members are supported to use new activity resources and find ways to engage even without a formal local section.

Success Metrics:

- Every leadership position is filled with actively engaged volunteers at the local, state, and regional chapter level. Engagement levels can be assessed, in part, by:
 - 100% submission of reports from all regions
 - 100% section conference call participation
- Improve retention/conversion rates from resident membership to full membership (target 80% conversion from residency to practitioner and retention within the first five years after graduation)
- ACP has established new sections in the nine available states and reestablished the activity of the two dormant sections

Milestone Objectives:

1. Refine and communicate clear pathways for member engagement in leadership and volunteer opportunities at the regional, state and local levels.
2. Support member engagement in local efforts to advocate for and promote the specialty to general dentists, other specialties, and patients to increase public awareness.
3. All new and transitioning members have sustained communication with the College's leadership and existing members through the state sections.
4. Establish new sections and re-engage activity in the two dormant sections.

2. ENHANCE QUALITY OF CARE TO IMPROVE PATIENT OUTCOMES

Three-Year Outcome: An increased percentage of members are taking advantage of best-in-class training, which provides resources and support, to stay on the cutting edge of best prosthodontic practices, to better utilize current and emerging technological advances (including digital dentistry) and improve practice management skills to more effectively treat patients and improve health outcomes.

Success Metrics:

- Increase in member participation in continuing education and events
- Increase in perceived value, application and observed impact of continuing education members participate in, as reflected in attendee post-training/event surveys (survey and metrics to be created and benchmarked in year one)

Milestone Objectives:

1. Support member adoption of technology and implementation of digital dentistry.
2. Strengthen current continuing education programming and ensure the ongoing relevance of CE topics.
3. Develop continuing education and/or other programming that focuses on practice management skills/private practitioner needs at various career levels (e.g. HR, marketing, financial planning, operations, etc.).

3. CREATE LEADERSHIP DEVELOPMENT PROGRAM

Three-Year Outcome: The College has launched a formal leadership development program to enhance members’ leadership skills, making them more effective and impactful leaders in their personal and professional lives.

Success Metrics:

- A leadership development cohort of at least X participants has completed the program (target number of desired participants TBD in year one)
- There is an increase in interest in the program, as evidenced by an increasing number of applicants and/or participants for the 2nd cohort (target increase TBD in year one)
- The College has secured sustainable ongoing commitment(s) for funding the leadership development program (required dollar value TBD in year one)

Milestone Objectives:

1. Design and build a formal leadership development program to train ACP members to be more effective, impactful leaders.
2. Develop and implement a marketing plan to support enrollment in the leadership development program.
3. Develop method for measuring program outcomes and tracking graduates’ application of leadership skills.

4. POSITION THE SPECIALTY AS A LEADER

Three-Year Outcome: Prosthodontics is recognized by key stakeholders (including other specialties, general dentists, healthcare organizations, corporate partners, governing bodies, and the general public) as a valued partner, leader, and go-to resource in delivering high-quality patient oral health outcomes, advancing technological and procedural innovations, and driving improvements in the standards of care in dentistry.

Success Metrics:

- X% increase in the implementation of digital dentistry curriculum in dental schools, based on number of schools requesting the curriculum.
- X#/% increase in the number of new partnerships created with other dental specialty groups and healthcare entities (i.e. health organizations outside of dentistry contributing to general health and wellness)
- X#/% Increase in number of student applications to prosthodontics programs
- X#/% Increase in the Journal of Prosthodontics' Impact Factor

Milestone Objectives:

1. Establish/Reinforce ACP as the unified voice of the specialty, representing the interests and needs of prosthodontics to a broad stakeholder audience.
2. Increase member understanding of the role of the ACP on the National Commission on Recognition of Dental Specialties and Certifying Boards, and the impact on members.
3. Increase the proliferation of the ACP's digital dentistry curriculum in dental schools and through other distribution channels.
4. Enhance dental student awareness of and interest in prosthodontics as an attractive option for specialization.
5. Advance members' thought leadership on technology, innovations, issues related to oral health, and correlations between oral health and general health and wellness

5. MAINTAIN ORGANIZATIONAL SUSTAINABILITY & VIABILITY

Three-Year Outcome: The College is financially and operationally sound, leveraging opportunities to diversify funding, increase revenue, monetize thought leadership and strengthen human capital to ensure the long-term sustainability and viability of the organization.

Success Metrics:

- Increase in X percentage of revenue generated through continuing education programs
- Increase “other sources” of revenue to X% of budget by expanding programs
- Achieve positive annual operating budgets
- Increase in total number of ACP members (from ~3800 to X)

Milestone Objectives:

1. Diversify revenue streams to reduce dependence on membership dues and increase revenue from continuing education and other products/services.
2. Adjust and improve capital capacity to support ACP’s growth and advancement.
3. Develop and launch an “innovation hub” within the College to continuously scan for emerging trends, member needs, and new technologies that ACP could develop into new products/services to support members and drive revenue
4. Continue to improve the relationship and alignment between the College and the Foundation.