



STRATEGIC PLAN 2026-28

ADVANCING ACADEMIC PATHOLOGY
DISCOVERY • EDUCATION • LEADERSHIP

OUR FUTURE

Built upon a mission to serve as the voice of academic departments of Pathology in the U.S. and Canada, AAPath exists to provide leadership and advocacy for the dynamic discipline of Pathology, and to enable academic departments to meet the demands of their three missions: medical education, research, and practice.

We are at a pivotal moment in healthcare where innovation, rapidly shifting market dynamics, and sustainability of our workforce are key drivers. With our unique niche in Pathology, our expertise in academia is critical for improving health through diagnosis, education and discovery.

The opportunity in front of us is to take the AAPath from a structure that grew out of a small-scale group of Chairs to one that can fully support the multifaceted membership we have today. I am excited to be on this journey with you.

- Jennifer Baccon, MD, PhD, MHCM



STRATEGIC PRIORITIES

- Strategic Priorities are overarching for the organization. They are designed to be both practical and aspirational and although do not include every aspect of our activities, they are intended to paint the big picture.
- Goals and tactics from sections and committees should align with one or more of the strategic priorities.



GOALS

- Goals are what sections and committees want to achieve. Goals are intended to be conceptual and focus on the impact of our work, not necessarily how we will do it.
- The same goal can be used for more than one tactic. Some goals may be used by more than one committee/council, but each committee/council can have their own goals.



TACTICS

- Tactics are the approaches we will take to achieve our goals.

STRATEGIC PRIORITIES

SOCIETY

Benefit the SOCIETY by enhancing the visibility, awareness, and impact on patients of the field of Pathology through our work, innovations, and partnership with other organizations.

MEMBERS

Benefit the MEMBERS by providing mentoring, networking, and professional development opportunities in leadership designed to advance, enhance, and sustain careers in academic pathology.

ORGANIZATION

Benefit the ORGANIZATION by enhancing organizational efficiency through standardized processes, updated governance, and cross-group coordination in a financially sustainable manner.



SOCIETY

S1. DEMONSTRATE TO MEDICAL STUDENTS THE OPPORTUNITIES AFFORDED BY A CAREER IN PATHOLOGY

S1a. Develop models of pathology experiences for medical students ranging from standalone mandatory rotations, dedicated time within existing required rotations or mini-electives in pathology

S1b. Encourage pathologists to take an active role as advisors for pathology student interest groups (PSIGs)

S1c. Develop or enhance opportunities for pathologists and medical students to have substantive person-to-person interactions

S1d. Engage with other pathology societies to develop tools that can be used by UME training programs to enhance visibility of pathology as a discipline

S1e. Propose models that institutions can use to promote the ability of outside medical students to participate in electives within our university affiliated programs. Monitor social media presence in pathology/perceptions of pathology and advocate for the specialty on social media. Investigate further feedback from younger members.

S2. CONNECT WITH OTHER ORGANIZATIONS

S2a. Represent the interests of the AAPath and academic pathology at the AAPath member level, with other professional pathology societies, and at member institutions.

- Assign Research Committee members that can represent the AAPath at annual meetings that medical students and pathology residents attend.
- Serve as liaisons to/from organizations that impact graduate medical education so that PRODS have all the relevant information needed for their programs.
- Undergraduate medical education organizations: AAMC, ERAS
- Graduate medical education organizations: ACGME, OPDA, GME council

S3. ENHANCE SOCIAL MEDIA PRESENCE

S3a. Initiate relevant social media channels that disseminate content related to the goals of the Sections and Committees.

S4. WORK WITH OTHER (E.G., VIZIENT) BENCHMARK SYSTEMS TO PROVIDE GRANULARITY IN DIFFERENT ANATOMIC PATHOLOGY SPECIALTIES (THEN LEVERAGING CP WRVUS)

S5. COMMUNICATE THE IMPORTANCE OF INSTITUTIONALLY FUNDED RESEARCH AND ALTERNATIVE FUNDING SOURCES, SUCH AS NON-NIH GRANTS, INDUSTRY SPONSORSHIP, PHILANTHROPY, AND INTERDISCIPLINARY COLLABORATION.

S5a. Notify members about opportunities to contact elected representatives about the importance of federal research support

S6. DEVELOP CONTENT THAT SUPPORTS RECRUITMENT OF PHYSICIAN-SCIENTISTS TO PATHOLOGY, AND PRESENT THIS AT RELEVANT FORUMS, INCLUDING THOSE ORGANIZED BY AMERICAN ASSOCIATION OF MEDICAL COLLEGES AND THE AMERICAN PHYSICIAN SCIENTIST ASSOCIATION.

S7. IDENTIFY ADVOCACY GOALS AND ENSURE SECTIONS AND COMMITTEES WORK WITH THE ADVOCACY COMMITTEE TO ADVANCE INITIATIVES.

S8. ENGAGE IN OUTREACH TO TARGETED DEPARTMENTS AND NEW SCHOOLS

S8a. Identify, contact, and track:

1. non-renewals
2. non-members (of existing schools)
3. newer medical schools Enlist other Section/affinity reps for outreach

S8b. UMEDS Council

1. Academy / Diversity Subgroup – connected to NMA /HBCU/Other
2. LD&D Roundtable reps

S9. INCREASE MEDICAL STUDENT ASSESSMENT OF KNOWLEDGE/INTEREST IN PATHOLOGY AND LABORATORY MEDICINE

S9a.1. Providing medical schools with access to the AAPath created laboratory medicine modules and PathElective, and provide models by which these may be used by medical schools in their curricula;

S9a.2. Support ongoing revisions of the Pathology Competencies for Medical Education and PathElective; and

S9a.3. Continuing support of academic cases in Academic Pathology by encouraging authoring of cases and serving as reviewers.

S10. ADVOCATE FOR, IN PARTNERSHIP WITH PRODS, ACGME, AND ABPATH, A RESIDENCY CURRICULUM THAT MEETS THE NEEDS OF CURRENT LEARNERS INCLUDING GRADUATED RESPONSIBILITY, ACHIEVEMENT OF OVERSIGHT SUPERVISION, AND COMPETENCY BASED EDUCATION.

S11. ASSIST PRODS MEMBERS IN KEEPING THEIR RESIDENCY CURRICULA UP-TO-DATE AND RELEVANT IN THE RAPIDLY EVOLVING LANDSCAPE WITHIN PATHOLOGY

S11a. Support development of tools such as EPAs to improve graduated responsibility during residency training

S11b. Assess and disseminate information regarding application and impact of emerging technologies on residency training

S12. WORK WITH PRODS, FDC, AND SPECIALTY SOCIETIES AS APPROPRIATE TO IMPROVE FELLOWSHIP APPLICATION TIMELINES AND PROMOTE UNIFORM APPLICATIONS

S12a. Encourage and monitor participation in the fellowship match.

S13. MONITOR THE MARKET/DEMAND FOR FELLOWSHIPS.

S14. CREATE AN ONLINE REPOSITORY OF P&M “BEST PRACTICES” (AND TEMPLATES, EXAMPLES, PART A NEGOTIATIONS, CONTRACTS, ETC.)

S15. ENCOURAGE SFG MEMBERS TO ATTEND THE AAPATH ANNUAL MEETING AND CONSIDER SETTING UP A ONE-TIME (COULD BE EXTENDED BY MUTUAL CONSENT) MENTORING SESSION FOR CHAIRS WHO WISH A CONSULTATION.

S16. DIGITAL-AI: DIRECT APPLICATIONS OF AI TO OPTIMIZE DEPARTMENT’S OPERATIVITY

S17. ENHANCE AWARENESS OF THE IMPORTANCE OF LEADERSHIP DEVELOPMENT, MENTORING, AND DIVERSIFICATION OF THE FUTURE WORKFORCE IN THE PROFESSION OF PATHOLOGY.

S18. SUPPORT AAPATH’S FUNDRAISING ACTIVITIES

S18a. Donating to the Society of ’67 (striving to maintain the Senior Fellows Group as the lead section for donations).

S18b. Supporting potential new AAPath fundraising activities proposed by AAPath Council.



MEMBERS

M1. DETERMINE NEXT STEPS FOR THE RESEARCH ACADEMY

M1a. Identify topics for specific stages of research careers and solicit Research Committee members and other AAPath members to develop video content that can be disseminated.

M2. ADVANCE EDUCATIONAL SCHOLARSHIP

M2a. Promote participation by members in annual and interim meeting activities, including calls for platform and poster abstracts and presentations;

M2b. Promote and encourage becoming a reviewer and submitting manuscripts for consideration for publication as Educational Cases in Academic Pathology. This could be measured by the number of new cases submitted annually, Number of faculty serving as reviewers, Turnaround time for case reviews, Number of new cases submitted annually, Number of faculty serving as reviewers.

M3. PROVIDE LEADERSHIP OPPORTUNITIES FOR THE UME COMMUNITY

M3a. Solicit member interest in and application to serve as a liaison to UMEDS for AAPath committees, task forces, and roundtables

M3b. Inform members of UMEDS Council leadership opportunities with a detailed description of responsibilities and terms of office and soliciting nominations for positions;

M3c. Incorporate UMEDS Council and non-Council members into leadership roles at annual and interim meetings as moderators

M4. STRENGTHEN OUR AAPATH COMMUNITY THROUGH MENTORING AND OTHER ACTIVITIES

M4a. Create a network/community for pathology coordinators so that people who are newer to the role can have a training network

M4b. Create opportunities and resources for leadership development and engagement through meetings

M4c. Establish an APEX mentor/mentee program

M4d. Continue the Senior Fellows Group mentoring/advising program for new interim and permanent chairs and launch a survey every three years for mentees to evaluate the program's effectiveness.

M4e. Launch a Senior Fellows Group mentoring/advising program for current (sitting) chairs who aspire to higher leadership positions.

M4f. Encourage SFG members to serve as mentors/advisors to fellows in the Academic Pathology Leadership Fellowship (APLF) program, to new interim and permanent chairs, and to current (sitting) pathology chairs.

M4g. Foster a sense of community within PRODS, facilitate easy exchange of ideas, resources and expertise

- a. Provide the support PRODS need to promote wellness and longevity in their role. Facilitate joint decision-making when needed.
- b. Provide recommendations for best practices on various topics.
- c. Maintain a PD Toolbox for developing shared resources
- d. Maintain a listserv to facilitate conversation and peer support

M5. ENHANCE FACULTY DEVELOPMENT AS CLINICAL EDUCATORS

M5a. 1) Developing guidance for chairs that help them influence promotion and tenure processes that more fully value educational activities, and encouraging chairs to place excellent, enthusiastic faculty into UME roles, adjusting their clinical responsibilities as necessary; 2) Incorporate partnering with the Academy into UME goals. 3) Creating guidance by which chairs/institutions reward educators for taking on increased responsibility in UME roles; and 4) establishing an innovative medical educator grant (if one does not already exist). Benchmarking Success and representation of UME faculty. Possible incorporation of osteopathic schools into this goal.

M5b. Publishing guidance for chairs to strengthen recognition of educational activities in promotion and tenure, with $\geq 25\%$ of institutions reporting adoption within 3 years, Increasing the number of faculty placed into UME roles, with chairs reporting adjustments to clinical duties to support teaching, Issuing reward/recognition guidelines for UME responsibilities, with $\geq 70\%$ of faculty reporting improved recognition within 2 years, Establishing a medical educator grant program (in addition to the Society '67 grants), funding at least 2–3 projects annually and tracking dissemination of outcomes.

M6. EDUCATE OUR MEMBERS

M6a. Plan UMEDS interim and annual meetings to provide broad-ranging educational content regarding medical student teaching for members aligned with member interest solicited by member surveys

M6b. Maintain UMEDS member access to and curate PowerPoint files and recordings from past meetings along with other materials in the AAPath Medical Educator Toolbox

M6c. Promote discussions amongst members via the UMEDS listserv

M6d. Enhance UMEDS partnership with the Academy of Distinguished Pathology Educators for annual and interim meeting programming.

M6e. Educate stakeholders on competency-based education and assessment and encourage adoption of EPAs and other initiatives related to the development of competency modules.

M6f. Continue town halls and other mechanisms to share information and ideas related to evolving external forces such as funding and immigration policy.

M6g. Maintain and improve online resources related to leadership development and diversity. (How to sustain with up-to-date info/resources)

M6h. Identify, vet, and provide online and on-site tools, resources, networking opportunities, and programs to enhance leadership development and diversity in academic pathology.

M6i. Enhance knowledge of techniques for and provide assistance to AAPath Chairs in successful recruitment, mentoring, retention, and advancement of faculty members in academic departments.

M6j. Continue Senior Fellows Group oversight and planning for the AAPath annual meeting chairs' boot camp.

M6k. Continue to sponsor and improve the leadership development programs for aspiring and current leaders and new department chairs.

M6l. Communicate leadership development and diversity derived issues and data, as well as relevant scientific, demographic, and business related literature, to members of the AAPath.

M7. KEEP MEMBERS INFORMED ABOUT POLICIES AND ACTIVITIES OF NATIONAL ACCREDITING AND REGULATORY BODIES SUCH AS THE LIAISON COMMITTEE ON MEDICAL EDUCATION (LCME) AND THE ASSOCIATION OF AMERICAN MEDICAL COLLEGES (AAMC) THAT MAY IMPACT A) UNDERGRADUATE MEDICAL EDUCATION, B) STUDENT ADVISING ACTIVITIES, AND C) RESIDENCY APPLICATIONS.

M7a.1. Inviting speakers to summarize changes and trends at annual meetings

M7a.2. Discussing changes, trends, and impact via the UMEDS listserv.

M8. PROMOTE RESIDENT (AND FACULTY, INCLUDING PRODS) WELLNESS, INCLUDING CREATION AND MAINTENANCE OF WELCOMING ENVIRONMENTS THAT PROMOTE A SENSE OF BELONGING (IN PARTNERSHIP WITH THE LD&D COMMITTEE, PRODS, AND UMEDS).

M9. PROMOTE INSTITUTIONAL MECHANISMS OR PROGRAMS FOR RESIDENT SUPPORT, WELLNESS, AND COMMUNITY.

M10. ASSIST PROGRAM DIRECTORS TO ADVOCATE FOR THEMSELVES SO THAT THEY ARE GIVEN THE TIME, SUPPORT AND RESOURCES THEY NEED TO SUCCEED IN THIS ROLE.

M10a. Gather national data on what support PRODS are given within their departments

M10b. Create a mentorship program in which new PRODS get the guidance they need. PRODS Council Plus members could be the primary group to serve as mentors.

M10c. Provide opportunities for growth and promotion within the PRODS community such as leadership/education workshops, national presentations, manuscripts etc.

M11. EVALUATE DIFFERENT FUNDS FLOW MODELS LINKED TO THEIR CLINICAL AND ACADEMIC SUCCESS

M12. EVALUATE DIFFERENT CLINICAL PATHOLOGY WORK DISTRIBUTION AND CFTE ALLOCATION MODELS

M13. FUNDS FLOW – CREATE A REPOSITORY OF VARIOUS FUNDS FLOW MODELS AT HIGH LEVEL

M14. PROVIDE RESOURCES, INFORMATION AND UPDATES TO ENHANCE THE RESEARCH MISSION ACROSS ACADEMICALLY ORIENTED DEPARTMENTS OF PATHOLOGY.

M14a. The sharing of best practices, new opportunities, novel technologies and emerging platforms that can elevate research programs in pathology. Collect research-related survey data from academic pathology departments, both longitudinally (by repeating past surveys) and on timely issues as determined by the committee.

M14b. Develop research-related training content that is targeted toward specific stages of scientific careers and disseminate through the Research Academy.

M15. DEVELOP ANNUAL MEETING AND OTHER PROGRAMMING CONTENT

M15a. Develop a focused topic relevant to research and invite thought leaders on the topic for a Research Seminar at the Annual Meeting.

M15b. Develop programming and input on survey focused on topics in diversity and inclusion to enhance understanding and implementation within AAPath. Continue developing/merging the LD&D Roundtable as a source for the LD&D Committee.

M15c. Programming, including the Annual Meeting, Virtual Events, other educational experiences produced by the AAPath.

M15d. Whenever appropriate, have a Senior Fellows Group-sponsored discussion group on a timely topic at the annual AAPath meeting.

M15e. Collaborate with GMEAS section – session at annual meeting on coordinator role, ACGME, etc.

M15f. Boot Camp for new APEX members – session at annual meeting and/or brown bag

M15g. Develop programming to enhance leadership skills and diversity awareness/inclusion in academic pathology.

M15h. Brown Bags – hold 2 per year for membership engagement and hot topics

M16. EVALUATE THE STATUS AND NEEDS OF AAPATH CHAIRS, SECTIONS, AND MEMBERS IN LEADERSHIP DEVELOPMENT AND DIVERSITY THROUGH DATA GATHERING AND NETWORKING OPPORTUNITIES.

M17. CONTINUE TO SUPPORT AAPATH IN ITS NEW AND ONGOING PROGRAMS AND THE DISCIPLINE OF PATHOLOGY OVERALL THROUGH RESEARCH, EDUCATION, AND SERVICE.

M18. ENCOURAGE ALL SENIOR FELLOWS GROUP MEMBERS TO SUBMIT THEIR PROFILES FOR THE SENIOR FELLOWS GROUP BIOGRAPHICAL DIRECTORY AND KEEP THEM UPDATED.

M19. PROMOTE AWARENESS OF THE ACGME COMMON PROGRAM REQUIREMENT AND AP/CP CORE PROGRAM REQUIREMENT REVISIONS. ENCOURAGE PARTICIPATION IN PUBLIC COMMENT OPPORTUNITIES.

M20. ANNUALLY CONTINUE A FORMAL ACADEMIC PATHOLOGY SALARY AND WORKLOAD DATA COLLECTION/BENCHMARKING PROCESS.

M21. BENCHMARKING TOOL – WORK WITH PRACTICE & MANAGEMENT COMMITTEE ON INCREASING PARTICIPATION, ENHANCEMENTS, ETC.

M22. RETAIN/SUPPORT CURRENT MEMBERS (CHAIRS, SECTION, MEMBERS)

M22a. Reinforce membership benefits through email communications

M22b. What can be measured to assess needs and whether we are meeting them?

M22c. Are there current dissatisfiers? How to measure and address?



ORGANIZATION

01. IMPROVE OUR PROCESSES

O1a. Develop a mechanism for rapid-turnaround action alerts to members to enable communications to elected officials and regulators.

O1b. Create standard work/process for approval of activities that have cost/resource impact (business plans)

O1c. Hold bi-monthly meetings of the Research Committee with a targeted agenda to address communication of Research topics with the broader AAPath community.

O1d. Review Bylaws

02. REEVALUATE EXISTING MEMBERSHIP CATEGORIES

O2a. Are there currently enough categories? Too many? Just right? Comparison with peer organizations may be helpful.

03. UPDATE OPERATING PROCEDURES

O3a. Review operating procedures of all sections and committees to ensure they accurately reflect activities and goals.

- Update UMEDS Operating Procedures to: 1) reflect and align with changes in AAPath goals and membership categories; 2) increase member engagement by providing voting and Council participation for members in all membership categories; and 3) reflect changes in modalities for communication with members and pronoun usage
- Review and update APEX Operating Procedures – update APC to AAPath, define regional representative roles, update when term starts (currently the Saturday following the annual meeting)

04. ENHANCE CONNECTION BETWEEN SECTIONS/COUNCILS

O4a. Enhance interface between GMEAS and other sections to better understand each other and contribute to each other. Consider ways to identify the value that shared activities like training could bring.

O4b. Develop robust processes to facilitate interactions between Advocacy Committee and other AAPath groups around advocacy issues.

O4c. Invite representatives of the Advocacy Committee to the Research Committee for a discussion of topics to advance advocacy.

O4d. Invite leaders of the Vice Chairs Affinity Group to the Research Committee to report the discussions and initiatives in their group and integrating the groups for better alignment.

O5. REFINE OUR STRUCTURE

O5a. Evaluate the role and function of the Vice Chairs for Research Affinity Group for optimal alignment with the strategic goals of the Research Committee and implement methods to achieve this.

O5b. Transform the DEI Faculty Network under the LD&D Committee to the LD&D Roundtable with Section representation.

O5c. Integrate Clinical Service Chiefs to develop synergies with the P&M Committee