

AAPS STRATEGIC VISIONING RETREAT

**JANUARY 13 – 15, 2003
ARLINGTON, VA**

ATTENDEES

Vinod P. Shah, Ph.D.	President
Mario L. Rocci, Jr., Ph.D.	President-elect
Diane J. Burgess, Ph.D.	Past President
Marjorie A. Mohler	Treasurer
Karen Habucky, Ph.D.	Executive Council Member-at-Large
Danny D. Shen, Ph.D.	Executive Council Member-at-Large
Steven J. Shire, Ph.D.	Executive Council Member-at-Large
John "Jay" M. Sisco, Ph.D.	Executive Council Member-at-Large
John T. Slattey, Ph.D.	Executive Council Member-at-Large
Vincent H.L. Lee, Ph.D.	Member
Roger L. Williams, M.D.	Member
Kamal K. Midha, Ph.D.	Member
Janet C. Walkow, Ph.D.	Member
Ronald T. Borchardt, Ph.D.	Member
Todd L. Cecil, Ph.D.	APQ Vice Chair
David G. Rhodes, Ph.D.	Biotec Section Chair
Alpaslan Yaman, Ph.D.	PT Section Chair
Ronald L. Smith, Ph.D.	PDD Section Chair
Carole Aikman	Staff
Maureen Downs	Staff
Peter Inchauteguiz	Staff
Rich Lawson	Staff
Stacey May	Staff
Sharon Pichon	Staff
Karol Shadle	Staff
Victor Van Beuren	Staff
Gay Goen	Facilitator

ATTENDEE EXPECTATIONS

1. Greater global visibility
2. A “crisp” mission
3. A more engaged membership
4. Improved positioning to meet member needs
5. Strategic Plan used as a map for operations
6. Commitment to students
7. Strategy for dealing with cutting edge biotechnology
8. Outreach to other organizations
9. Recognition of our diversity
10. Where are the rest of the pharmaceutical scientists?
11. Publications initiatives
12. Controlled, focused growth, scientifically/internationally
13. Recognition of our people
14. To understand that our business is really communication
15. Direction and priorities with re-invigoration
16. How do we interface with the fringe areas?
17. How do we educate the lay public about what we do and what we want to do?
18. Greater visibility with “new” scientists (and potential/students)
19. Support of research
20. Can we impact science and health policy?
21. Enhance the visibility of pharmaceutical scientists

BREAKOUT SESSION 1

BREAKOUT SESSION 1

This exercise attempted to answer the following questions:

1. Who are our members? And who should they be? (Current and potential)
2. Where are we now? What is our current state?
3. What are our current basic member needs? How do they needs differ among different member types?
4. What will our future be like? What should our concerns be? What might our opportunities be?

GROUP A

Who are our members? And who should they be? (Current/potential)

Current and Potential Members

Those who themselves or through those whom they educate, contribute to the developability of drug candidates and the development, manufacture and definition of the appropriate use of pharmaceutical products or the science by which these are done.

1. Discovery

Optimize the developability of drugs.

Future Folks

Computational biology of chemistry:

Med Chem, Pchem (ACS)

High throughput screeners (SBS)

Metabolism, PK transport (ISSX/ASCPT)

Toxicology (SOT)

Future Future Folks

We should provide education about developability of drug candidates to those folks earlier in discovery (basic biologists and chemists), then (perhaps) include them more directly.

2. Manufacturing

Development and scale-up of processes for drug and drug products, technology transfer and production of finished dosage forms of high quality.

Future Folks

GMP people; QA/QC (AAPS spotty)

Pharmaceutics (AAPS)

Industrial Pharmacy (AAPS)

Analytical (AAPS)

Process sciences – Chemistry/Biology (ChemE – ACS; BPE; AAPS absent)

Production Engineer (AAPS absent; no home)

3. OPTIMAL USE

PK/PD (AAPS reasonable; ISSX, ASCPT); Metabolism (ISSX, ASCPT), Transport (AAPS reasonable; ISSX, ASCPT)

Pharmacogenomics (AAPS very little)

Delivery opportunities (AAPS small molecules, need to expand to biotechnology products, proteins and DNA; CRS home)

Clinical (Definition of indication); AAPS very little; beyond AAPS' scope

Population sciences

Pharm Epi and Pharm Econ – (AAPS none; AAPS scope?)

For Clinical and Population Sciences, perhaps AAPS can provide education, but unlikely to expand AAPS to the point of membership

GROUP B

Where are we now? What is our current state?

Key

- + Doing pretty well
- 0 Doing okay job
- Needs further development

Professional Development

<u>Program/Service</u>	<u>Rating</u>
Awards	0
Career Center	+
Mentoring	-
Student Chapters	0
Networking	+
Organizational Affiliations	-
- PQRI	
Institutional Diversity/Inclusiveness	-
Visiting Scientists Program	0
AAPS Pharmaceutical Scientists Futures Foundation	Not Rated

Communication

<u>Program/Service</u>	<u>Rating</u>
Publications	
- Books	-
- AAPS Newsmagazine	+
- Journals	
o Electronic	-
o Paper	+
- AAPS Pharmaceutica	0
- White Papers	-
Media Outreach	
- Press Releases/Kits	0
- Telecon/Video, etc.	0
Member Communication	
- E-mails	0
- Listserv	-
- Experts Database	0
- Scientific Expertise	0
- Influence on Scientific Policy/Regulatory/PQRI, etc.	-

- Surveys
 - o Salary +
 - o Membership 0

Organization

<u>Program/Service</u>	<u>Rating</u>
Members	0
Sections	0
Focus Groups	+
Staff	+
EC	0
Committees	0
Students	-
E-Members	-
Inclusiveness/Diversity	-
Member Involvement	-
Fellows	-

Programming

<u>Program/Service</u>	<u>Rating</u>
Annual Meeting	0 (overall)
- Expo	+
- Science	-
Joint Programming	
- International	+
- External	-
Themed Meetings	0
Short Courses	0
Workshops	+
Distance Learning	-
Webcasts	-

AAPS as a Resource

<u>Program/Service</u>	<u>Rating</u>
Scientific Expertise	0
Experts Database	0
Influence on Scientific Policy/Regulatory/PQRI, etc.	-

SUMMARY OF ANALYSIS

The Good News:

1. Many high points
2. Improvement in recent years
3. Effective and innovative

The Not So Good News:

1. Some not as good as our high standards mandate

The Bad News:

1. We have performance gaps that need to be assessed and prioritized
2. Much work ahead

GROUP C

What are our current basic member needs? How do they needs differ among different member types?

1. Recognition
 - a. Student – “I am not my mentor”
 - b. Members
 - Need to “belong” to a prestigious group
 - “Credentialing”
 - Awards – More needs to be done here; need to recognize record of professional service (officer, speaker, publications)
2. Influential Voice
 - a. Regulatory
 - Want to be recognized by public, regulatory agencies, other scientific communities and as a valuable source and stakeholder of information.
 1. Members need an advocate
 2. Recognition
 3. Scientifically based
 - b. Public
3. Networking – Members/Scientific
 - a. Scientific forum for exchange
 - b. Business
 - c. Personal-Career/Community
 - d. Mentor
 - e. Other Organizations
4. Education/Training
 - a. Scientific
 - Latest Research
 - Regulatory updates, etc.
 - b. Benchmarking
 - c. Business – “exhibitors” – Tools, services, products, etc.
 - d. Certification (Not doing this)
 - CE
 - Missed Opportunity; GLP, GMP, GXP Training; Traveling road show
5. Leadership Development
 - a. Professional skills via course or volunteering to serve AAPS
6. Information – “Broad”
7. Forum for Scientific Exchange

Recognition Issues:

- Internal and External
- Recognition of Fellows

- The lay public does not recognize us as we'd like to be recognized

GROUP D

What will our future be like? What should our concerns be? What might our opportunities be?

The future: Defined drivers, inputs, customers, relevancy and concerns for the future.

Key Drivers

1. Integration of disciplines; change in culture
2. Impact of biotechnology on industry
3. Member needs/base, resources
4. Emerging technology (culture change in drug discovery) and impact on future research, supply of medicine and pharmaceutical services
5. Regulatory /health policy; pharmaceutical industry mergers
6. Pharmacoeconomics/access
7. Global responsibility and leadership (visionary)

Who Are Our Customers?

1. Members (Fringes of other disciplines)
2. Public
3. Regulatory Authorities
4. Media
5. Allied Organizations

Concerns for the Future – Each Concern Can Create an Opportunity

1. Market crashes
2. Membership drops
3. New organization/competition
4. Changes in policies and directions
5. War/Chemical (Short-term); Biological (long-term)
6. Relevancy (Why Should I Join This Organization)
How can the organization be relevant in an undefined future?
 - Ask questions that are interesting/provocative
 - Stimulate discussion
 - Function as a catalyst/platform for change
(Education/Research/Technology Development)

Opportunities/Outputs

1. Increased Networking
2. National/Global Leadership Responsibility
 - Influence
 - Visibility

- (Lay public, Regulators, etc.)
- 3. Career Development
 - Education
 - Training
- 4. Recognition/Accomplishments
- 5. Facilitate Access to Excellent Content

Our Future

1. Members create their own opportunities and future.
2. AAPS is a community of scientists which represent diverse disciplines that uniquely facilitates/sparks interactions; acts as a catalyst to stimulate creative process.

BREAKOUT SESSION 2

BREAKOUT SESSION 2 - SWOC ANALYSIS

Where are we now? How are we doing? Identify strengths (What do we lead with?), weaknesses, opportunities (How do we position ourselves?), constraints (What are our limits?)

Group A: Strengths

1. Programming
 - a. Annual Meeting/Workshops (national and international)
 - b. Exposition
2. Networking
3. Scientific Reputation – drug development; Unbiased scientific organization
 - a. Media trust
 - b. Regulatory institute trust (PQRI)
4. Structural Organization
 - a. Leadership development; opportunities
 - b. Flexibility
5. Publications
 - a. Newsmagazine
 - b. Paper journals
6. Size and Diversity (Disciplines)
7. Staff
8. Level of Membership Involvement
9. Career Center
10. Media Outreach
11. Member Retention

Group B: Weaknesses

1. Member apathy
2. Staff – Hard to be focused without a clear direction (vision); compounded by leadership changes
3. Financial Security – Not very cash positive; Reliant heavily on Annual Meeting
4. Interactions with other societies
5. “Sectionalism” seems to be coming back
6. No repository for decisions
7. Do we know what members want?
8. Scientists are poor communicators

Group C: Opportunities

1. Attract potential new members and segments through journal “special sections” – use as a magnet for emerging technologies.
2. Use new, integrated “jargon” to attract greater funding opportunities from funds/industry.

3. Global positioning as a leader, e.g. providing info on new technologies, etc.
4. Tap into global scientific community
5. Utilize IT to facilitate e-member, exchange of scientific information (Yahoo of pharma)
6. Tap into other scientific disciplines to recruit for future pharma scientists
7. Viewed as a leader in specific areas (PAT, proteomics)

Group D: Constraints

1. Lack of discipline and execution – AAPS level through Sections
2. Executive Director failure to act as Executive Council Secretary to facilitate:
 - a. Continuing prioritization
 - b. Continuity; institutional memory
 - c. Long-term evolving vision
 - d. Promote follow through
 - i. Convert ideas to action items/change in structure or responsibility
3. \$\$\$\$ - Decline in number of sponsors as companies coalesce; never enough to do what we want
4. Staff numbers
5. Volunteer burnout
 - a. Identify and development of new leadership

BREAKOUT SESSION 3

BREAKOUT SESSION 3 – Develop AAPS Vision, Mission and Values

Group A – Vision

Definition: The vision is a picture of the desired future; the unifying factor for members, potential members, staff, colleagues, consultants, community, etc.; At least 3 years out – up to 5 year.

Final Vision Statement: The American Association of Pharmaceutical Scientists will be the premier organization of all scientists dedicated to the discovery, development and manufacture of pharmaceutical products and therapies through advances in science and technology.

Group B - Mission

Definition: The mission is what we do every day that drives us toward our vision; what we stand for; clear, direct, “crisp”, but profoundly visual.

Final Mission Statement: The American Association of Pharmaceutical Scientists provides a dynamic international forum for the exchange of knowledge among scientists to enhance their contributions to health. We offer timely scientific programs, on-going education, opportunities for networking, and professional development.

Group C – Values

Definition: Values are what is meaningful to AAPS in terms of behaviors; how we will act and what tenets we'll live by in the process of representing AAPS. Ask, "What should we stand for?"

AAPS Values:

Communication – AAPS is committed to effective communication throughout the Association, with other organizations, and with the public.

Inclusiveness – AAPS values diversity in its membership and scientific disciplines and promotes inclusiveness.

Innovation – AAPS is committed to innovation in science and technology.

Integrity – AAPS is committed to the highest standards of ethical conduct.

Member Focus – AAPS is an organization driven by the needs of its members.

Member Involvement - AAPS supports and encourages the active participation of all its members.

Professional Development – AAPS values professional development through networking, mentoring, education and scientific exchange.

Quality – AAPS is committed to promoting quality science and offering quality programming, publications, and other services to its members, the scientific community and the public.

STRATEGIC VISIONING IMPLEMENTATION

TIMELINE

Vision, Mission and Values Communication to members:

Dr. Shah to focus President's Article in March 2003 *AAPS Newsmagazine* on the Vision, Mission and Values developed from retreat.

January 22, 2003

President's article written and posted on EC Extranet for comments by EC members.

January 27, 2003

Comments from EC due to Dr. Shah.

February 1, 2003

Article finalized.

February 3, 2003

President's article posted on website

March 13, 2003

Step 1 of critical assessment due to AAPS Staff Liaison for inclusion on March 20 EC Conference Call Agenda.

March 20, 2003

EC Conference Call; Agenda Item: Critical Assessment Updates

May, 2003 (Date not formalized; in process of rescheduling May EC Meeting)

Meeting at AAPS Offices; Critical Assessment Updates

September, 2003

President-elect presents goals to EC.

**CRITICAL ASSESSMENT
OF AAPS PRODUCTS
AND SERVICES**

AAPS PRODUCTS AND SERVICES

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- 0 Doing okay job
- Needs further development

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- Scientific Expertise	0
- Influence on Scientific Policy/Regulatory/PQRI, etc.	-
- Surveys	

- Salary +
- Membership 0

Organization

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Joint Programming	
- International	+
- External	-
Themed Meetings	0
Short Courses	0
Workshops	+
Distance Learning	-
Webcasts	-

CRITICAL ASSESSMENT TASK FORCES

Professional Development

John Slattery
Karen Habucky
Stacey May
Alp Yaman
Ron Smith

Communication

Danny Shen
Diane Burgess
Victor Van Beuren
David Rhodes
Todd Cecil

Organization

Mario Rocci
Margie Mohler
Maureen Downs
Peter Inchauteguiz
Janet Walkow
Vince Lee

Programming

Jay Sisco
Steve Shire
Sharon Pichon
Kamal Midha
Jeff Cleland

CRITICAL ASSESSMENT STEPS

Step 1 – High level, first cut, critical evaluation of functional areas of AAPS products and services. Priorities to be discussed at March 20 Executive Council Conference Call. Teams to use evaluation form developed by staff for this phase of assessment. Due back to AAPS Staff Liaison on **March 13** for inclusion on Executive Council Conference Call Agenda.

Step 2: Evaluation to include scope of analysis. Progress updates to be given at May Executive Council meeting.

Final Strategic Plan: Must be completed before the September President's Retreat.