For the period April 7 to April 11, I participated in the AAPM Spring Clinical Meeting, Regional Operations Committee Meeting, and Meeting of the Board of Directors.

The following items highlight my experience.

Regional Operations Committee

The Regional Operations Committee is a resource for chapter leaderships. (Each chapter rep to the Board of Directors is also a member of the Regional Operations Committee).

(The charge of the RO committee is to help with issues that arise within chapters, and between the chapters and the board).

For this meeting, the RO committee discussed three items of interest to chapter affairs.

(1) A "How-To" manual for chapters who want to regularly offer SAMS credits at chapter meetings. This manual will summarize the steps taken by one of the chapters in achieving their own certification process for SAMS programs, eliminating the need to submit an application to ABR for approval of a SAMS curriculum. (Applying to the ABR for SAMS approval must be done months in advance of the meeting date, which tends to make the entire SAMS process impractical).

(2) A "Best-Practices Guide" for Chapters to follow in financial matters. The AAPM Controller (Robert McKoy) is preparing a set of best practices for chapter secretaries/treasurers to follow. The main motivation for the writing document was to help streamline the handoff from one secretary/treasurer to another.

(3) mK asked that the "Best Practices" guide also include advice for minimizing the risk of electronic fund transfer fraud, and guidance for how to conduct an annual independent audit of chapter finances and book-keeping.

Board of Directors Meeting

This was the first time the BOD met in conjunction with the Spring Clinical Meeting. The idea was to add a third BOD meeting per year, the focus of which is to be on strategic planning concerns. In this regard, the BOD met from 12:00 PM to 5:00 PM on April 10, and from 8:00 AM to 12:00 Noon on April 11 to discuss a revision of the AAPM Strategic Plan.

The purpose of the strategic plan is to help Council Chairs in the preparation of annual budgets and other AAPM priorities.
Here is a rough history of the strategic plan that was considered:

(o) AAPM’s current strategic plan (finalized in March, 2012 and adopted that August) was initially started in 2010. (The plan, along with earlier versions, can be found at https://www.aapm.org/org/objectives.asp.

At the time of adoption, (August 2012), the Board recommended that the Strategic Plan be reviewed and updated at approximately 5 year intervals.

(o) In 2015, the Executive Committee made the decision to initiate a process of AAPM Governance review. It was hoped that this Governance review, led by an Ad Hoc Committee on Governance Assessment (AHCGA), would bring to the Board, in conjunction with the AAPM Strategic Planning Committee (SPC), changes in the overall AAPM leadership structure that would be incorporated into the 5-year revision of the Strategic Plan.

(0) However, in July 2017, the AAPM general membership rejected the proposed governance plan, thereby renewing the need for a 5-year revision of the 2012 strategic plan.

(o) The Strategic Planning Committee (SPC) prepared a new plan for the BOD to consider at the April meeting. The SPC designed the plan to be consistent with the following items:

- AAPM vision and mission statement

- Written survey of BOD members, Council Chairs, senior AAPM staff (i.e. the AAPM leadership) on their observations regarding the effectiveness of AAPM governance. Two surveys were created, with input from AHCGA, the SPC, and a governance consultant (Quantum Governance, L3C) assisting in both the structure and the analysis of the surveys. The first survey was sent in spring, 2015 to current Board members, Board guests, and senior AAPM staff (61 surveys total). A second survey, following up on issues noted in the first survey, was sent to Council Members (40 surveys total). In addition, 29 interviews were conducted by the consultant from the first survey pool. This information was collated, analyzed, and presented to a joint meeting of SPC and AHCGA in January, 2016, and to the Board in March of 2016.

- Written survey of general AAPM members. One result of these surveys was the determination that the AAPM Membership-at-large, which had not been surveyed in over 10 years, should be part of this process. SPC members drafted a set of initial survey points which were then circulated to the Board and senior staff (63 surveys total) for reaction, additions, etc. Additionally, 15 telephone interviews were conducted to clarify areas of conflict and confusion in the analysis of this survey. SPC then reviewed the Board survey results, along with some general membership questions, and the Member Survey was sent out in early October, 2016. The results of this Member Survey were presented to the Board (9 major goals, Vision, and Mission) in November, 2016, which recommended that Councils and Committees review the results and respond to the draft goals, objectives, and propose potential metrics for evaluating their activities.

(o) The status of the strategic plan, just prior to the April meeting was a draft document with input from Council Chairs.
The BOD spent two days deliberating on the goals and objectives of the plan. A common critique across all teams was that the number of strategic goals in the plan (initially 9) was too many to lend effective focus and guidance to the AAPM. The general work product for this retreat was to evaluate the 9 goals for relative importance, reduce the number of goals to clarify guidance, and add comments on expected means for evaluating whether or not goals and objectives are being achieved.

Another iteration of the strategic plan, based on revision from the retreat, will be voted on at the annual meeting in Nashville, TN.

At our last chapter meeting, Zac Labby asked whether the work done for the Governance Assessment project was a lost effort because of the rejection by membership of the proposed changes. The answer to this is no. 1st, headquarters staff is implementing recommended changes that fell out of the governance assessment so as to be more effective for AAPM. 2nd, Council Chairs are making similar changes to the way councils are organized and operate so as make leadership more effective. Finally, Councils and staff are following up on recommendations that became evident from the general membership survey, such as the need for improved transparency and communication with the membership.