The ACR empowers rheumatology professionals to excel in their specialty.

As the leading authority and trusted partner of rheumatology professionals, the ACR will continually advance the specialty and the future of rheumatology.

We are here for you so you can be there for your patients.
STRATEGIC THEMES

- Data-Driven Approaches
- Increased Membership in Targeted Categories
- Education Enabled by Technology (How, Where, and When Desired)
- Personalized Content and Targeted Member Interactions
- Sustained Future of Rheumatology
STRATEGIC THEMES

Data-Driven Approaches

Increased Membership in Targeted Categories

Education Enabled by Technology (How, Where, and When Desired)

Personalized Content and Targeted Member Interactions

Sustained Future for Rheumatology
A1: RISE REGISTRY
DATA-DRIVEN APPROACHES

OBJECTIVE: Establish RISE Registry as a source of Clinical Data - robust, accessible, and valuable to Membership

OWNERS: VP Practice, Advocacy and Quality

MEASUREMENT 1: % of US-based Rheumatology Clinicians contributing to the RISE registry

TARGET 1: 60%

MEASUREMENT 2: Projects commissioned per year to access Clinical data from the RISE registry

TARGET 2: >15

Timeline
- Short-term: 1-2 years
- Medium-term: 2-4 years
- Long-term: 4-5 years
**A2: OPERATIONAL DASHBOARDS**

**DATA-DRIVEN Approaches**

**OBJECTIVE:** Implement Department-level functional plans, driven by measurable criteria reported to Operational dashboards.

**OWNERS:** EVP

**MEASUREMENT:**
% of ACR Functional areas reporting Monthly or better against defined Operational Metrics

**TARGET:**
100%

**Timeline**
- **Short-term:** 1-2 years
- **Medium-term:** 2-4 years
- **Long-term:** 4-5 years
A3: STRATEGIC DASHBOARDS
DATA-DRIVEN APPROACHES

OBJECTIVE: Incorporate Strategic Dashboards/Reporting throughout the organization

OWNERS: EVP

MEASUREMENT:
% of ACR Functional areas reporting Quarterly or better against defined KPI's to the BOD

TARGET:
100%

Timeline
Short-term 1-2 years
Medium-term 2-4 years
Long-term 4-5 years
OBJECTIVE: Become an organization that uses analytics to make better business decisions

OWNERS: EVP

MEASUREMENT 1:
% Implemented of the Level 1 recommendations of the Data Driven Strategy Roadmap.

TARGET 1:
100%

MEASUREMENT 2:
% Implemented of the Level 2 recommendations of the Data Driven Strategy Roadmap.

TARGET 2:
100%

Timeline
Short-term
1-2 years
Medium-term
2-4 years
Long-term
4-5 years
STRATEGIC THEMES

- Data-Driven Approaches
- Increased Membership in Targeted Categories
- Education Enabled by Technology (How, Where, and When Desired)
- Personalized Content and Targeted Member Interactions
- Sustained Future for Rheumatology
**OBJECTIVE:** Understand and address the most critical needs of high-growth potential categories

i. Rheumatology Health Professionals

ii. Rheumatology Practice Management

iii. International Rheumatology Professional

iv. Medical Students, Residents, and Post-Docs

v. Clinical and Basic Science Researchers

**OWNERS:** Director Administration, Governance, Membership, ED ARHP, and Director Training and Workforce

**MEASUREMENT:**

Needs-based action plan (updated annually) for improving ACR value proposition to high-growth potential categories:

i. Rheumatology Health Professionals

ii. Rheumatology Practice Management

iii. International Rheumatology Professionals

iv. Medical Students, Residents, and Post-Docs

v. Clinical and Basic Science Researchers

**TARGET:**

Action plans produced 12 months from Strategic Plan Approval

**Timeline**

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OBJECTIVE: Craft messaging and package content to target Marketing to non-members

OWNERS: Sr. Director Communications & Marketing, VP Education, ED ARHP

**MEASUREMENT 1:**
Custom content repackaged / developed and Marketing campaigns launched for each of the high-growth potential membership categories.

**TARGET 1:**
Campaigns launched 18 months from Strategic Plan Approval.

**MEASUREMENT 2:**
New question in Annual Survey "The ACR is an organization focused on serving rheumatology professionals like me."

**TARGET 2:**
80% of respondents in High-Growth potential categories respond with Agree or Strongly Agree.

Timeline

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**B3: MEMBER DRIVES**
INCREASED MEMBERSHIP IN TARGETED CATEGORIES

**OBJECTIVE:** Increase membership to reduce the gap to “full potential” for our membership categories

**OWNERS:** Director, Administration, Governance, and Membership; ED ARHP

**MEASUREMENT:**
Reduce the gap to "full potential" of each high-growth membership category

**TARGET:**
25% reduction in 2 years, reduced by a further 15% by year 5

**Timeline**
- **Short-term**
  - 1-2 years
- **Medium-term**
  - 2-4 years
- **Long-term**
  - 4-5 years
STRATEGIC THEMES

- Data-Driven Approaches
- Increased Membership in Targeted Categories
- Education Enabled by Technology (How, Where and When Desired)
- Personalized Content and Targeted Member Interactions
- Sustained Future for Rheumatology
C1: CERTIFICATE PROGRAMS
EDUCATION ENABLED BY TECHNOLOGY (HOW, WHERE, AND WHEN DESIRED)

OBJECTIVE: Develop Educational Modules specific to each Core Member category with certificate programs and/or CMEs available

OWNERS: VP Education and ED ARHP

MEASUREMENT:
(# of Member Categories with at least 1 ACR certificate program and Module / Total Core Member Categories)

TARGET:
100%

Timeline

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C2: ANNUAL MEETING ONLINE
EDUCATION ENABLED BY TECHNOLOGY (HOW, WHERE, AND WHEN DESIRED)

OBJECTIVE: All annual meeting material is available and offers credit online, for all content that ACR has copyright permissions

OWNERS: VP Education

MEASUREMENT 1:
(# of Annual Meeting Sessions with on-demand Materials & recordings available online / Total # of Annual Meeting Sessions)

TARGET 1:
100%

MEASUREMENT 2:
(# of Annual Meeting Sessions available for online CME credit / Total # of Annual Meeting Sessions available for CME credit in person)

TARGET 2:
100%

Timeline
- Short-term: 1-2 years
- Medium-term: 2-4 years
- Long-term: 4-5 years
C3: MICRO-MODULES
EDUCATION ENABLED BY TECHNOLOGY (HOW, WHERE, AND WHEN DESIRED)

OBJECTIVE: Micro-modules made available to gain CME's on-demand

OWNERS: VP Education; ED ARHP

MEASUREMENT:
% of online education available in micro-modules

TARGET:
30% in 2 years, 75% in 4 years

Timeline
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C4: OFFLINE/MOBILE FRIENDLY
EDUCATION ENABLED BY TECHNOLOGY (HOW, WHERE, AND WHEN DESIRED)

OBJECTIVE: Online Educational content made available offline and in responsive design for mobile platforms

OWNERS: VP Education

MEASUREMENT 1: % of online Educational content available in responsive design

TARGET 1: 100%

MEASUREMENT 2: % of online Educational content available offline

TARGET 2: 100%

Timeline

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**OBJECTIVE:** Assess, understand and meet the needs and desires of our Member base for educational content being available for consumption on alternate platforms (e.g. Podcasts, YouTube videos, etc.)

**MEASUREMENT:**
% of online educational content available through alternate platforms

**TARGET:**
40%

**Timeline**
- **Short-term**
  - 1-2 years
- **Medium-term**
  - 2-4 years
- **Long-term**
  - 4-5 years
STRATEGIC THEMES

Data-Driven Approaches

Increased Membership in Targeted Categories

Education Enabled by Technology (How, Where, and When Desired)

Personalized Content and Targeted Member Interactions

Sustained Future for Rheumatology
OBJECTIVE: Implement a Membership management tool that meets business needs, including but not limited to: supporting and reporting on full membership lifecycle, tracking Member engagement points, and capturing Member preferences and interests.

OWNERS: Director Administration, Governance, and Membership and VP IT

**MEASUREMENT 1:**
Launch of new Membership management tool

**TARGET 1:**
Q1 2018

**MEASUREMENT 2:**
Data integration between Membership tool and other key systems (RRF Donor Database, RRF Awards system, Grassroots lobbying, RheumPAC management, etc.)

**TARGET 2:**
Q4 2018

**MEASUREMENT 3:**
All communication with Members integrated into core Membership Management tool functionality

**TARGET 3:**
Q2 2019

Timeline:
- Short-term: 1-2 years
- Medium-term: 2-4 years
- Long-term: 4-5 years
D2: TARGETED NEWS
PERSONALIZED CONTENT AND TARGETED MEMBER INTERACTIONS

OBJECTIVE: Deliver up to date and relevant rheumatology information (drugs, trials, research, guidelines, treatments, etc.) targeted to each member

OWNERS: Sr. Director Communications & Marketing

MEASUREMENT 1:
% of ACR Members enabled for targeted communications on latest rheumatology information relevant to them

TARGET 1: 100%

MEASUREMENT 2:
Open and Click Through Rates on targeted informational communications

TARGET 2: 27% and 3%

Timeline

Short-term 1-2 years
Medium-term 2-4 years
Long-term 4-5 years
**D3: TARGETED EDUCATION**
PERSONALIZED CONTENT AND TARGETED MEMBER INTERACTIONS

**OBJECTIVE:** Target marketing for meetings, courses, and online education based on past sign-ups

**OWNERS:** VP Education and Sr. Director Communications & Marketing; ED ARHP

**MEASUREMENT 1:**
% of ACR Members enabled for targeted communications on latest Educational opportunities relevant to them

**TARGET 1:**
100%

**MEASUREMENT 2:**
Open and Click Through Rates on targeted educational communications

**TARGET 2:**
27% and 3%

**Timeline**

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D4: TARGETED CONTRIBUTIONS
PERSONALIZED CONTENT AND TARGETED MEMBER INTERACTIONS

OBJECTIVE: Solicit specific content contributions and Volunteer opportunities from members based on their background, interests, and past-involvement

OWNERS: Director Administration, Governance & Membership and ED ARHP

MEASUREMENT 1: % of ACR Members enabled for targeted asks for content contributions and volunteer opportunities based on Member records in the Member management tool

TARGET 1: 100%

MEASUREMENT 2: Positive action rate resulting from these contribution communications

TARGET 2: 80%

Timeline

Short-term 1-2 years

Medium-term 2-4 years

Long-term 4-5 years
STRATEGIC THEMES

Data-Driven Approaches

Increased Membership in Targeted Categories

Education Enabled by Technology (How, Where, and When Desired)

Personalized Content and Targeted Member Interactions

Sustained Future for Rheumatology
E1: WORKFORCE GAP
SUSTAINED FUTURE FOR RHEUMATOLOGY

OBJECTIVE: Drive efforts to close the clinical rheumatology workforce gap

OWNERS: Director Training & Workforce and ED ARHP

MEASUREMENT:
% reduction in the predicted 2025 workforce gap as identified in the 2015 Workforce study

TARGET:
50%

Timeline

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**E2: LEADERSHIP DIVERSITY**

**SUSTAINED FUTURE FOR RHEUMATOLOGY**

**OBJECTIVE:** Provide Leadership Development opportunities that prepares and recruits our Members to be leaders in their field and fill ACR Volunteer positions with professionals that reflect the diversity of our Member base.

**OWNERS:** Director, Administration, Governance & Membership; ED ARHP

**MEASUREMENT:**

Overall Board/ Committee demographic diversity (Gender / Age / Race / Work Setting) reflect the diversity found in our member demographics.

**TARGET:**

Diversity in Member Demographics

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E3: ADVOCACY IMPACT
SUSTAINED FUTURE FOR RHEUMATOLOGY

OBJECTIVE: Maximize ACR impact on rheumatology Legislation, Regulation, and Payers

OWNERS: VP Practice, Advocacy & Quality

MEASUREMENT 1:
% of US members active in Advocacy over prior 12 months

TARGET 1:
10%

MEASUREMENT 2:
% of US Annual Membership survey respondents either Agree or Strongly Agree that “The ACR does a good job impacting rheumatology-related Legislation, Regulation, and Payers.”

TARGET 2:
80%

MEASUREMENT 3:
% of US members contributing to RheumPAC

TARGET 3:
10%

Timeline
Short-term
1-2 years
Medium-term
2-4 years
Long-term
4-5 years
**E4: RESEARCH IMPACT**

**SUSTAINED FUTURE FOR RHEUMATOLOGY**

**OBJECTIVE:** Advance rheumatology research

**OWNERS:** Sr. Director Research and Training, Sr. Director Communications & Marketing, Director Training & Workforce, VP Education

**MEASUREMENT 1:**
Develop informational material for dissemination highlighting the importance of rheumatology professionals as the experts in immunology, inflammation, and musculoskeletal research

**TARGET 1:**
Material Developed

**MEASUREMENT 2:**
Expand recruitment, education and training (e.g. grant writing educational modules/seminars, mentorship programs, Rheum4Science, etc.) focused on research to ACR/ARHP students, residents, fellow-in-training, and early career investigators

**TARGET 2:**
80% of the targeted members

**MEASUREMENT 3:**
Increase the number of members receiving research grants from the NIH, DoD, other funding agencies and private foundations

**TARGET 3:**
10% increase

**Timeline**

- **Short-term:** 1-2 years
- **Medium-term:** 2-4 years
- **Long-term:** 4-5 years