

Mission

Creating a world where people with cleft and craniofacial conditions thrive.

Values

Partnering with patients, families and professionals, ACPA values excellence in:

- Collaboration
- Community Support
- Education
- Innovative Research
- Interdisciplinary Team Care

Goals, Objectives and Strategies

Goal: ACPA will enhance member engagement.

Objective 1: ACPA will align programs that respond to the member research results to be initiated in 2020.

Strategies

- ACPA will review the member research results and identify areas of opportunity and prioritize programmatic changes by June 2019.

Priority: 2020

Objective 2: ACPA will increase engagement by five percentage points within three years.

Strategies

- ACPA will increase traffic and participation in the online community.
- ACPA will increase webinar participation, including presenters and registrants.
- ACPA will increase the number of CPCJ reviewers.

Priority: 2021

Goal: ACPA will balance its revenues and expenses while growing its financial resources to fulfill its Mission.

Objective 1: ACPA will balance its budget by the end of 2020.

Strategies

- ACPA will manage revenue to offset any potential losses in the portfolio.
- ACPA will conduct a comprehensive assessment of all expenses in preparation for the 2020 budget.

Priority: 2020

Objective 2: ACPA will grow revenue by 11% by the end of 2021.

Strategies

- ACPA will explore tiered and institutional dues.
- ACPA will increase philanthropic support by 15% by the end of 2021.

Priority: 2020

Goal: ACPA will have sufficient expertise and organizational resources to fulfill its Mission.

Objective 1: ACPA will build the infrastructure by June 2020 to support a robust development function.

Strategies

- ACPA will hire a Director of Development and secure needed resources to implement the Development Plan by July 1, 2019.
- ACPA will update the Development Plan to achieve 5% increase in donors and 15% growth in dollars by end of 2021.

Priority: 2020

Objective 2: ACPA will create the framework by end of 2021 to increase awareness of ACPA and enhance the brand.

Strategies

- ACPA will implement the organization-wide social media plan by end of 2019 to increase participation of key audiences.

Priority: 2021

Objective 3: ACPA will build a best in class organization to attract and retain employees.

Strategies

- ACPA will define the characteristics of a best in class organization.
- ACPA will align benefits that are meaningful to employees by June 2020.

Priority: 2020

Goal: ACPA will foster connections with families.

Objective 1: ACPA will establish by end of 2021 baseline information about who ACPA serves and how current programming is meeting their needs.

Strategies

- ACPA will identify, update and analyze by end of 2020 existing data of who reaches out to ACPA.
- ACPA will survey patients and families by email and social media to find out who they are and how they utilize ACPA.

Priority: 2021

Objective 2: ACPA will increase the number of family contacts in the database by 14% by the end of 2021.

Strategies

- ACPA will complete the bear pilot program and investigate additional methods for obtaining patient and family contact information by the end of 2019.
- ACPA will utilize other organizations and ACPA Approved Teams to provide information about ACPA to future contacts in the database.

Priority: 2021