

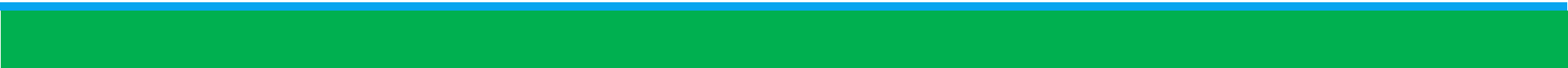


ALA

American
Laryngological
Association

Strategic Plan

JULY 2024



STRATEGIC PLAN FRAMEWORK: Mission, Vision, Strategic Priorities, Values

MISSION STATEMENT

ALA is a scholarly organization that elevates the practice of laryngology through education, training, and innovation.

VISION STATEMENT

We will build a dynamic community of experts working together to advance the care of individuals with laryngeal disorders.

GOALS

GOAL 1:

Enhance ALA's value to members.

GOAL 2:

Foster the next generation of leading laryngologists.

GOAL 3:

Position ALA as the premier platform for intellectual work in laryngology.

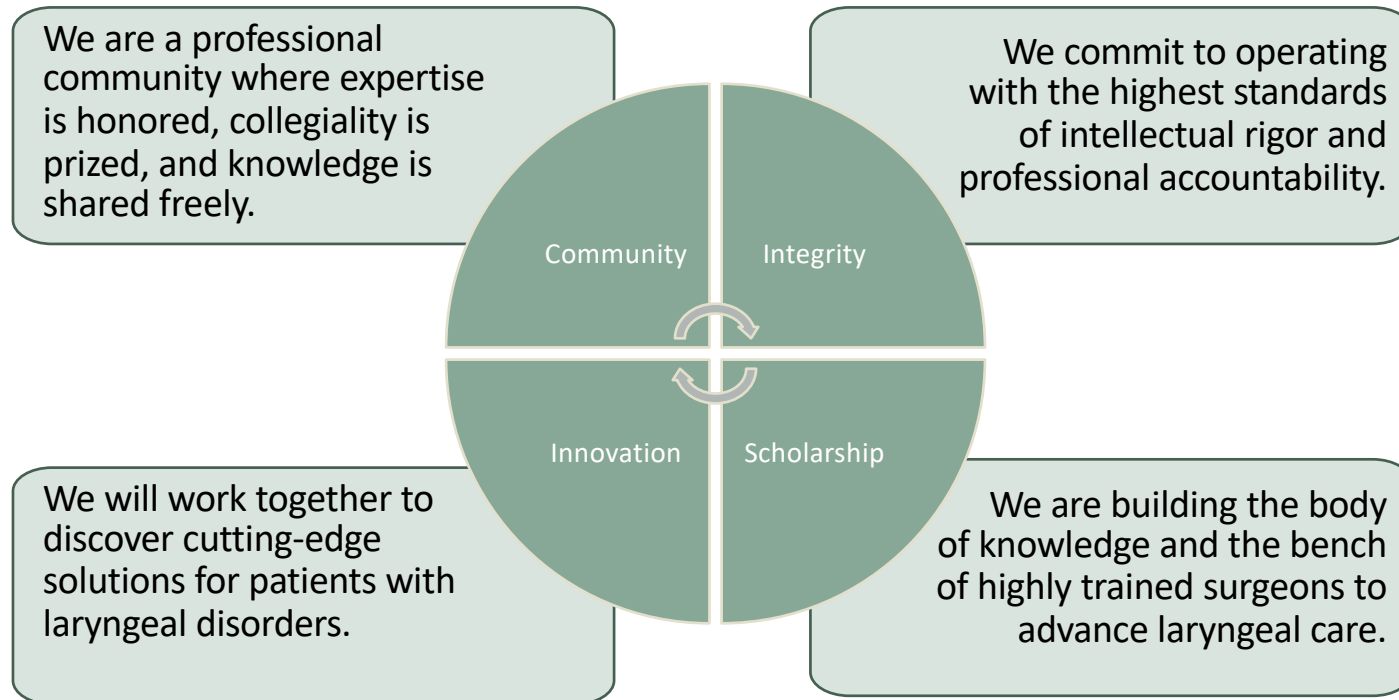
GOAL 4:

Create a culture of inclusivity and engagement.

CORE VALUES

Community, Integrity, Scholarship, Innovation

CORE VALUES



GOALS AND SUPPORTING STRATEGIES

GOAL 1: Enhance ALA's value to members.	GOAL 2: Foster the next generation of leading laryngologists.	GOAL 3: Position ALA as the premier platform for intellectual work in laryngology.	GOAL 4: Create a culture of inclusivity and engagement.
STRATEGIES			
1.1: Represent the laryngology subspecialty in policy, payment and research decision-making.	2.1: Assume a leadership role in setting standards for laryngology fellowships.	3.1: Broaden research funding opportunities.	4.1: Increase transparency and broaden opportunities to serve in leadership.
1.2: Significantly increase opportunities for member participation.	2.2: Expand opportunities to ascend to active fellowship while maintaining rigorous standards.	3.2: Field a research collaborative to support early career investigators.	4.2: Deliberately and decisively commit to include women and those underrepresented in medicine at all levels of the organization.
1.3: Develop a robust approach to communication and outreach.	2.3: Enhance the structure of the current mentorship program.	3.3: Provide curated educational content for practicing laryngologists.	4.3: Clearly articulate ALA's leadership and governance structure.

GOAL 1:

Enhance ALA's value to members.

STRATEGY 1.1: REPRESENT THE LARYNGOLOGY SUBSPECIALTY IN POLICY, PAYMENT AND RESEARCH DECISION-MAKING.

STRATEGY 1.2: SIGNIFICANTLY INCREASE OPPORTUNITIES FOR MEMBER PARTICIPATION.

STRATEGY 1.3: DEVELOP A ROBUST APPROACH TO COMMUNICATION AND OUTREACH.

STRATEGIES & SUPPORTING TACTICS:

GOAL 1: Enhance ALA's value to members.

Strategy 1.1: Represent the laryngology subspecialty in policy, payment, and research decision-making.

Preliminary Tactics

1. Identify ALA liaisons to key partner organizations for joint advocacy as follows:
 - a. AAOHNS;
 - b. Triological Society;
 - c. ABEA.
2. Provide feedback to NIDCD in advance of their next strategic planning cycle.
 - a. Task the Research Committee with identifying knowledge gaps/needs in laryngology research.
3. Track ALA advocacy efforts and successes.
4. Additional tactics TBD.

STRATEGIES & SUPPORTING TACTICS:

GOAL 1: Enhance ALA's value to members.

Strategy 1.2: Significantly increase opportunities for member participation. (Page 1 of 2)

Preliminary Tactics

1. Charge the Membership Committee with broadening member engagement.
 - a. Keep a record of member participation; ensure diversity on panels. ([Links to Strategy 4.2](#))
 - b. Increase opportunities for member interaction by career stage.
 - c. Expand private practitioner membership and participation.
2. Design the committee structure to expand opportunities for leadership and participation.
 - a. Include a PG member on all relevant committees.
 - b. Encourage participation in panels and committees early in membership.
3. Task the Program Committee with setting clear guidelines for panel participation and ensuring participant diversity. ([Links to Strategy 4.2](#))
4. Identify collaborative projects that bring people together (e.g., curriculum development).

STRATEGIES & SUPPORTING TACTICS:

GOAL 1: Enhance ALA's value to members.

Strategy 1.2: Significantly increase opportunities for member participation. (Page 2 of 2)

Preliminary Tactics

5. Enhance the structure of the current mentorship program. ([Links to Strategy 2.3](#))
 - a. Include PG members at the business meeting, mentors should invite their mentee and sit with them at the ALA business meeting.
 - b. Maintain a record of panel participation as presenter and mentor.

6. Additional tactics TBD

STRATEGIES & SUPPORTING TACTICS:

GOAL 1: Enhance ALA's value to members.

Strategy 1.3: Develop a robust approach to communication and outreach.

Preliminary Tactics

1. Develop a new Education, Communication, Outreach Committee. ([Links to Strategy 4.3](#))
2. Optimize the use of social media and other communication modalities to promote laryngology and the ALA.
3. Update website; optimize information, access, and transparency.
4. Survey members annually to determine interest in participation on committees and in the program.
5. Employ targeted outreach to encourage postgrad fellows to progress to active status.
6. Promote the benefits of membership.
7. Share the new strategic plan and regularly report on progress in meeting the goals and objectives set out in the plan.
8. Additional tactics TBD

GOAL 2:

Foster the next generation of leading laryngologists.

STRATEGY 2.1: ASSUME A LEADERSHIP ROLE IN SETTING STANDARDS FOR LARYNGOLOGY FELLOWSHIPS.

STRATEGY 2.2: EXPAND OPPORTUNITIES TO ASCEND TO ACTIVE FELLOWSHIP WHILE MAINTAINING RIGOROUS STANDARDS.

STRATEGY 2.3: ENHANCE THE STRUCTURE OF THE CURRENT MENTORSHIP PROGRAM.

STRATEGIES & SUPPORTING TACTICS:

GOAL 2: Foster the next generation of leading laryngologists.

Strategy 2.1: Assume a leadership role in setting standards for laryngology fellowships.

Preliminary Tactics

1. Develop an ALA Fellowship Committee charged with oversight of laryngology fellowship activities.
2. Create ALA guidelines or standards for laryngology fellowship programs.
 - a. Establish criteria for programs to achieve a potential ALA endorsement.
 - b. Develop a process for evaluating fellowship programs.
3. Provide information to prospective fellows regarding what to look for in a comprehensive fellowship program.
4. Convene a working group of laryngology fellowship program directors.
5. Work with ACGME to build laryngology key indicator cases into residency requirements.
6. Defer pursuit of official accreditation/certification for laryngology fellowships/fellows.
7. Additional tactics TBD

STRATEGIES & SUPPORTING TACTICS:

GOAL 2: Foster the next generation of leading laryngologists.

Strategy 2.2: Expand opportunities to ascend to active fellowship while maintaining rigorous standards.

Preliminary Tactics (Page 1 of 2)

1. Eliminate the cap on the number of Active Fellows.
2. Task an ad hoc group of Councilors with drafting new guidelines for progressing to Active Fellowship; consider the following:
 - a. Review guidelines and processes used by peer organizations;
 - b. Make the Triological thesis optional if candidates can demonstrate robust scholarly work;
 - Clearly define scholarly achievements required in lieu of Triological thesis.
 - c. Include a personal statement;
 - d. Seek legal advice regarding suggested changes to criteria if needed; and
 - e. Amend by-laws to reflect new procedures.
3. Review the process for vetting new members.
 - a. Ensure that there are adequate safeguards to screen out low quality candidates.
 - b. Provide feedback to candidates regarding why they were not accepted.

STRATEGIES & SUPPORTING TACTICS:

GOAL 2: Foster the next generation of leading laryngologists.

Strategy 2.2: Expand opportunities to ascend to active fellowship while maintaining rigorous standards.

Preliminary Tactics (Page 2 of 2)

4. Employ targeted outreach to encourage postgrad members to progress to active fellowship status.
5. Study trends and barriers in advancement to active fellowship.
6. Promote the benefits of membership.
7. Ensure sufficient transparency in the process and guidelines used to vet applicants for membership.
5. Additional tactics TBD

STRATEGIES & SUPPORTING TACTICS:

GOAL 2: Foster the next generation of leading laryngologists.

Strategy 2.3: Enhance the structure of the current mentorship program.

Preliminary Tactics

1. Task the Postgraduate Member Steering Committee and a Council Liaison with adding more structure and tactics to enhance the mentorship program.
2. Establish mentorship program guidelines to improve success.
3. Identify mentors for grant applicants pursuing funding.
4. Provide research mentorship.
5. Track PG members' progression to active fellowship.
6. Have mentees attend the ALA business meeting with their mentors. ([Links to Strategy 1.2](#))
7. Additional tactics TBD

GOAL 3:

Position ALA as the premier platform for intellectual work in laryngology.

STRATEGY 3.1: BROADEN RESEARCH FUNDING OPPORTUNITIES.

STRATEGY 3.2: FIELD A RESEARCH COLLABORATIVE TO SUPPORT EARLY CAREER INVESTIGATORS.

STRATEGY 3.3: PROVIDE CURATED EDUCATIONAL CONTENT FOR PRACTICING LARYNGOLOGISTS.

STRATEGIES & SUPPORTING TACTICS:

GOAL 3: Position ALA as the premier platform for intellectual work in laryngology.

Strategy 3.1: Broaden research funding opportunities.

Preliminary Tactics

1. Develop new resources to support expanded laryngology research funding.
 - a. Pursue philanthropic funding.
 - b. Partner with Triological Society to increase grant funding for laryngology research.
2. Expand grant offerings as follows:
 - a. Existing ALVRE grant (Increase to \$15K);
 - b. New PGM-focused grant (\$15K).
3. Consider developing RFAs for research topics with knowledge gaps.
4. Focus on pilot projects that will lead to NIH funding; track conversion of seed grants to NIH grants.
5. Develop a research mentorship program. ([Links to Strategy 2.3](#))

6. Additional tactics TBD

STRATEGIES & SUPPORTING TACTICS:

GOAL 3: Position ALA as the premier platform for intellectual work in laryngology.

Strategy 3.2: Field a research collaborative to support early career investigators.

Preliminary Tactics

1. Charge the Research Committee with the development of this collaborative.
2. Explore mechanisms to match researchers with common interests such as:
 - a. Speed dating for researchers;
 - b. Grant opportunities clearing house.
3. Set aside time for researchers to meet in person at meetings and between meetings.
4. Educate early career investigators in designing impactful research.
5. Additional tactics TBD

STRATEGIES & SUPPORTING TACTICS:

GOAL 3: Position ALA as the premier platform for intellectual work in laryngology.

Strategy 3.3: Provide curated educational content for practicing laryngologists.

Preliminary Tactics

1. Convene a new Professional Education, Communication, Outreach Committee to source and curate content for dissemination.
2. Deploy multiple communication modalities (e.g., social media, traditional media, etc.
3. Partner with other organizations to disseminate existing content.
4. Develop new content such as “Case of the Month” and webinars.
5. Look at other peer organizations to assess best practices.
6. Make educational content available on website without requiring sign-in or membership.
7. Evaluate and upgrade existing patient educational material.
8. Additional tactics TBD

GOAL 4:

Create a culture of inclusivity and engagement.

STRATEGY 4.1: INCREASE TRANSPARENCY AND BROADEN OPPORTUNITIES TO SERVE IN LEADERSHIP.

STRATEGY 4.2: DELIBERATELY AND DECISIVELY COMMIT TO INCLUDE WOMEN AND THOSE UNDERREPRESENTED IN MEDICINE AT ALL LEVELS OF THE ORGANIZATION.

STRATEGY 4.3: CLEARLY ARTICULATE ALA'S LEADERSHIP AND GOVERNANCE STRUCTURE.

STRATEGIES & SUPPORTING TACTICS:

GOAL 4: Create a culture of inclusivity and engagement.

Strategy 4.1: Increase transparency and broaden opportunities to serve in leadership.

Preliminary Tactics

1. Improve communication and transparency in the business meeting.
2. Greatly expand opportunities for active fellows to participate on committees.
3. Add opportunities for PG, international, and associate members to participate on committees.
4. Articulate pathways to become an ALA Council member.
 - a. Prioritize contribution and participation.
 - b. Enhance transparency in nominating process and criteria.
 - c. Encourage self-nomination.
5. Include head of the PGM Committee as a non-voting member of Council. ([Links to Strategy 4.3](#))
6. Additional tactics TBD

STRATEGIES & SUPPORTING TACTICS:

GOAL 4: Create a culture of inclusivity and engagement.

Strategy 4.2: Deliberately and decisively commit to include women and those underrepresented in medicine at all levels of the organization.

Preliminary Tactics

1. Survey membership periodically to ascertain progress in achieving diversity.
2. Ensure diversity on all panels and committees.
 - a. Deploy targeted outreach to broaden participation and engagement of diverse members.
 - b. Include panels of interest in the DEI domain.
3. Cultivate a pipeline of diverse candidates to broaden diversity in the field of laryngology.
 - a. Collaborate with Women in Laryngology and other relevant groups.

4. Additional tactics TBD

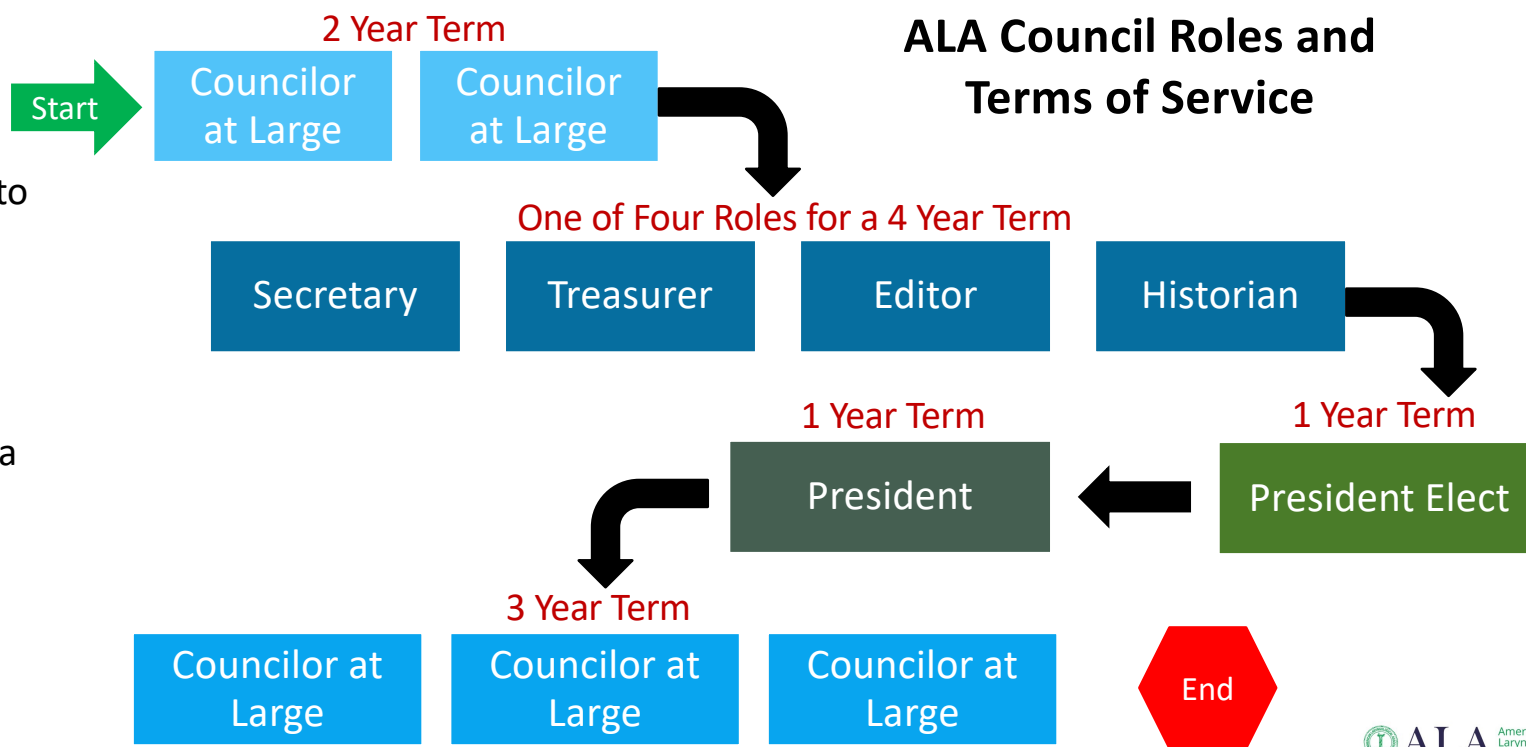
STRATEGIES & SUPPORTING TACTICS:

GOAL 4: Create a culture of inclusivity and engagement.

Strategy 4.3: Clearly articulate ALA's leadership and governance structure. (Page 1 of 2)

Preliminary Tactics

1. Maintain the current Council structure and process for ascending to leadership.
2. Invite the head of the Post Graduate Membership Steering Committee to serve as a non-voting observer/liaison on Council.



STRATEGIES & SUPPORTING TACTICS:

GOAL 4: Create a culture of inclusivity and engagement.

Strategy 4.3: Clearly articulate ALA's leadership and governance structure. *(Page 2 of 2)*

Preliminary Tactics

3. Convene standing committees to support ALA operations and strategic plan implementation.
 - a. Define committee membership, charges, and terms of service.
 - b. Include an ex officio Council member on every committee.
 - c. Ensure regular committee reports are compiled by Council Secretary and reviewed in the Council meetings.



Refer to Appendix to see Existing Committee Structure