ASC Strategic Plan

The American Society of Cytopathology defines its commitment to mission, vision and values through a five-year strategic plan beginning July 1, 2000 and concluding June 30, 2004. Through focus on four programmatic and four infrastructure goals initially identified by a workshop retreat in November, 1999, including twenty nine motivated members of the Society, the strategic plan is intended to provide direction and impetus to assure that the collective integrity, motivation, resources and dedication of the ASC membership will prevail in the changing practice environment of the millennium and accomplish positive outcomes in education and patient care. This plan has been created by the members of the retreat, the Long Range Planning Committee and the Executive Board for approval by the ASC membership.

Each goal defines a strategy, each strategy signifies a method to achieve outcomes, and outcomes are measured by targets or benchmarks.

Utilizing this methodology, the Society will proceed from strategic plan to live action with measurable success.

Vision Statement

The American Society of Cytopathology defines and promotes excellence in cytopathology striving for the highest quality of patient care.

Mission Statement

The American Society of Cytopathology is the premier organization for the promotion of cytopathology with its primary focus on:

- Continuing Medical Education
- Public Education
- Research
- Professional Practice Issues and Standards
- Ethics
- Advocacy in Behalf of Members, Patients, Providers

Values

**Quality**
Exemplified through the welfare of patients served by the ASC's membership

**Integrity**
Exemplified through maintenance of the highest ethical standards in all professional conduct, reinforced by continued recognition of the ASC as a medical specialty organization by the AMA

**Leadership**
Exemplified by public and professional recognition of the ASC as the leader in cytopathology through achievement of the Society's mission

**Collaboration**
Exemplified by mutually respectful, nurturing, interactive relationships between physicians and cytotechnologists and including active, intersociety collaborative efforts
Programmatic Goals

1. Continue as the Preeminent Provider of Professional Continuing Education in Cytopathology

2. Support, Evaluate and Promote the Dissemination of Research Findings in Cytopathology, Including Morphologic, Molecular, Process, Outcomes and Novel Technologies

3. Articulate and Promulgate Positions on Cytopathology In Behalf of Patients, Members and Providers through an Advocacy Oversight Team with inclusion of an advocacy section at the Annual Meeting

4. Develop and Promote Standards of Cytopathology Practice and Training

1. Continue as the Preeminent Provider of Professional Continuing Education in Cytopathology

The American Society of Cytopathology has traditionally conducted its educational programs through national annual and interim conferences supplemented by a distance learning audio teleconference series and enduring materials [a unique CD ROM]. The programmatic format has provided for plenary sessions, special lectures, on-site workshops, panel discussion luncheons, platform and poster sessions. The escalating costs for travel, organization of continuing medical education programs and absence from the workplace coupled with decreasing re-imbursements and declining resources to support education have prompted the Society to consider alternate methods for delivery of education.

Rethinking of the educational delivery system focuses on the benefits and disadvantages of on-site vs. distance learning, frequency and location of on site conferences, the utilization of simulated vs. microscopic workshops, and web-based technologies for didactic and interactive auto-instruction.

The target of the educational emphasis should be expanded from the cytopathology professional exclusively to a comprehensive learning audience that includes provider education and patient education regarding cytopathology.

There is general consensus regarding the need for a competitive edge in the CME marketplace based on the creative generation of educational materials through the primary capture of talent and the promotion of cutting edge, rather than traditional information. Internet access of continuing medical educational materials with augmented utilization of distance learning technologies may disseminate information and increase revenues.

The Society must re-evaluate printed materials as a methodology for education: this includes a reconsideration of journals in the support of Acta Cytologica with endorsement of other cytopathology journals and restructuring the The ASC Bulletin to define its use as a communications tool rather than a scientific source.
**STRATEGY**

The Annenberg Center for Health Sciences, which collaborated with the American Society of Cytopathology for the development of the teleconference series, has developed a three-year transitional proposal for eventual substitution of the interim meeting by a virtual meeting that utilizes advancing communications technologies. The program suggested by the Annenberg Center, Toward a Virtual Conference is represented by Attachment #1. Such a virtual meeting depends on the on-site collaboration of perhaps a hundred or more motivated members of the Society, including Executive Board Members andOfficers, who will constitute both a “think tank” and educator resource for the formulation of the educational product lines, thereby partially maintaining the advantages of face-to-face networking.

**ACTION**

- Charge the Education Committee with developing a virtual conference series similar to the current Teleconference Series
- Demonstration model at interim meeting
- Guest lecturer from remote location for annual meeting
- Post platform/poster presentations on ASC website

**OUTCOME**

ACHIEVE A VIRTUAL CONFERENCE

2. **Support, Evaluate and Promote the Dissemination of Research Findings in Cytopathology, Including Morphologic, Molecular, Process, Outcomes and Novel Technologies**

If the American Society of Cytopathology is to serve as a major conduit for the dissemination of research findings in cytopathology, we must broaden membership to facilitate translational research and outcomes in epidemiologic inquiry. This goal carries the responsibility of providing the scientific foundation for practice guidelines and position statements on critical issues such as incorporation of technology and productivity in their relationship to workload. Innovative research must be promoted within the Society and in cytopathology training programs.

Such research must be showcased and emphasized at national meetings and within Society presentations, disseminated in official journals, and represented in editorial and review policies and procedures. The Society must approach the National Cancer Institute and other funding sources for financial and scientific support.
STRATEGY

- Develop an internal infrastructure to formulate and design a template for research protocols.
- Recruit epidemiologists and research scientists for Society membership.
- Establish a platform for Society-generated research in educational conferences of the ASC.
- Work with cytopathology fellowship programs to introduce research-based curricula.
- Present cytopathology research findings and outcomes in platform sessions of related specialty societies.
- Request that cytopathology journals endorsed by the ASC introduce specific sections for the reporting and dissemination of cytopathology research findings.
- Advocate for representation on the NCI study group “Molecular Cytology”.
- Contact media for announcement of breakthrough research.
- Work with industrial vendors to provide a forum for scientific debate and evaluation of new technologies in cytopathology.

ACTION

- Develop an internal infrastructure to formulate and design a research template
- Introduce research-based curricula in cytopathology fellowship programs
- Request ASC-endorsed journals to introduce specific sections for reporting cytopathology research findings
- Advocate for representation on the NCI study group “Molecular Cytology”
- Contact media for announcement of breakthrough research
- Collaborate with vendors to provide a forum for scientific debate and evaluation of new cytopathology technologies

OUTCOME

INCREASE HIGH QUALITY RESEARCH EFFORTS

3. Articulate and Promulgate Positions on Cytopathology Issues in behalf of Members, Patients and Providers

The ASC defines the customer as patients, cytotechnologists, pathologists/cytopathologists and clinicians. The ASC defines advocate as an individual who takes positions and passionately supports cytopathology issues that will promote quality patient care. An advocate pleads issues, takes actions, and supports causes in cytopathology, including cervical cancer screening, to groups and individuals outside the ASC: fellow professionals, the public and government agencies. A formal needs assessment must be conducted to define what should be advocated in behalf of each customer profile.

The following are presumptive elements to be advocated for each customer profile:
Patients
- Access of unserved and underserved
- Insurance coverage for cervical cytology
- Expectations of cervical cytology
- What information the patient should receive for decision-making
- Patient responsibility in health care

Clinicians
- Education regarding The Bethesda System
- Reminders on guidelines for patient follow-up
- Expectations of cervical cytology
- Patient education regarding disease, options and new technologies
- Office videos

Cytotechnologists/ Pathologists
- Professional standards
- Medicolegal issues
- Payment issues
- Professional identity of Cytotechnologists

STRATEGY
The American Society of Cytopathology should identify and be responsive to the constantly changing needs of cytotechnologist and pathologist members, potential recruits, and external customer base through a Needs Assessment instrument to define what should be advocated in behalf of each of these customer profiles.

To accomplish effective advocacy, the Society must reaffirm its identity and purpose, and then define within the parameters of its resources its position on advocacy.

An Advocacy Oversight Team includes selected Executive Board members/ officers, committee/task force chairs, and a consumer advocate advisor. The committee chairs represented include the Committee on Public Information, and the Task Force on Cervical Cytology Screening.

A patient advocate should be recruited as a consultant to the Advocacy Oversight Team.

What informational materials exist for patients should be investigated, and their quality and accessibility assessed. The ASC should assume responsibility for revision of such materials and the development of a speaker’s resource to address the public. The status of these activities should be available on the website.

The Society should proactively provide consultative services to Federal agencies involved in cytopathology issues. The Legislative and Regulator Proceedings Committee, the Advocacy Oversight Team and a liaison with the College of American Pathologists will take responsibility for this strategy.
To achieve legislative goals defined by the Society, volunteers should be mobilized and partnerships created with vendors where there are common strategies and goals to be obtained.

Existing intersociety consortiums such as the Cytopathology Education Consortium and the Intersociety Working Group for Cytology Technologies should expand functions as needed to address issues related to advocacy and the practice of cytopathology.

**ACTION**
- Develop web-based educational materials on cervical cytology screening targeted to teenagers/young women
- Publicize availability of educational materials to school systems, health providers and other potential users. Develop a list of potential cytopathology speakers active at the community level.
- Develop a needs assessment tool for advocacy needs of members
- Update ASC Cervical Cytology Litigation Guidelines with Ethics Committee
- Advocate for annual cervical cytology coverage by mobilizing member volunteers to contact congressional representatives and senators.
- Assure that ASC members are available for consultation by government agencies, by regular communication efforts
- Regularly monitor other legislative activities important to cytopathology professionals
- Expand function of Intersociety Consortium to address issues related to advocacy and the practice of cytopathology
- Advocacy Panel at annual meetings

**OUTCOME**

**ADVOCATE FOR PATIENTS, CLINICIANS, CYTOTECHNOLOGISTS & PATHOLOGISTS**

4. **Develop and Promote Standards of Cytopathology Practice and Training**

The historical success of the CPRC can be utilized as a paradigm for other areas of education in cytopathology, for example, influencing fellowship and residency programs as resource for ACGME and ABP. Other cytopathology societies have already taken the initiative for the development of practice guidelines; the ASC’s guidelines for gynecology cytology are an excellent beginning, but the Society must take the leadership role in other organ-specific sites, particularly for aspiration biopsy. Such practice guidelines should be benchmarked to assure standard of practice and minimize frivolous litigation. The Society must assume a proactive role in medicolegal issues in the particular areas of medical ethics and expert witness testimony. The ASC in collaboration with other societies should determine practice standards with respect to new technologies.
STRATEGY

- Alter the charge to the Laboratory Accreditation Committee to serve as advisory to Practice Guidelines with an educational role for laboratories.

- Charge the Ethics Committee with the development of an ethical code that emulates that of the AMA and correlates with bylaws and values of the ASC

- Encourage vendors to support research and funding needs of the Society

ACTION

- Charge the Laboratory Accreditation Committee to serve as an advisory to practice guidelines.
- Charge the Cytopathology Practice Committee to develop practice guidelines for gynecology and other organ-specific sites with biennial updates
- Create Ethics Committee [done]
- Review written litigation guidelines by annual meeting 2001

OUTCOME

ASSURE QUALITY PRACTICE GUIDELINES

ACTION

- Introduce research-based curricula in cytopathology training programs
- Develop curriculum for residency pathology programs relevant to cytopathology training
- Continue work with cytotechnology program to provide state-of-the-art curriculum
- Heighten awareness of the field of cytopathology and cytotechnology to increase enrollment in the programs

OUTCOME

ASSURE QUALITY CYTOPATHOLOGY AND CYTOTECHNOLOGY TRAINING

INFRASTRUCTURAL GOALS

- Promote a Vital, Involved Membership.
- Foster Effective Communication.
- Fiscal Management to Assure Sufficient Resources to Accomplish Programmatic Goals
- Develop Organizational Structure and Function
5. PROMOTE A VITAL, INVOLVED MEMBERSHIP

Revitalization of the Society is dependent on creating an environment that benefits medical and cytotechnologist members by identifying and satisfying their specific needs. A direct, open, honest and probing inquiry into cytotechnologist members’ needs has resulted in RECOMMENDED STRATEGIES THAT SUPPORT SPECIFIC GOALS OF THE STRATEGIC PLAN REGARDING CYTOTECHNOLOGIST MEMBERSHIP AND PARTICIPATION IN THE ASC, Attachment #2.

These actions are recommended:

- Revise the professional requirements for voting cytotechnologist membership in the ASC
- Revise the Cytotechnologist Voting Application form and, on approval of the Executive Board, submit recommendations to the Membership Committee for review and implementation
- Increase the number of voting cytotechnologists in the ASC to 15% of membership over the next five years with assignment of this objective to the Cytotechnology Advisory Committee
- Communicate the goal regarding committee chairs and appointments for the in-coming President
- Communicate the goal of increased cytotechnologist involvement to the chair of the Scientific Program Committee, directing the Scientific Program Committee, for example, to include at a minimum, one cytotechnologist-directed microscopic workshop in the program of the 2001 annual meeting.
- Set an overall 5-year goal to increase yearly the number of cytotechnologist-directed workshops offered

In an effort to expand the membership, efforts must be focused on cytotechnology students, residents, cytopathology fellows, research scientists, epidemiologists and providers from other related medical specialties.

Access to membership must be simplified by redesigning the application form and providing creative rate structures and renewal procedures. The CAC and Committee on New Members and Public Information should be more coordinated in behalf of recruitment and access.

Incentives to perform in behalf of the Society can be achieved by organizing committees prior to the annual meeting to encourage communication during the meeting. Committee size should be re-examined and the composition diversified. Committee function should be supported by allocation of resources including funds, central office support and enhanced communication.
The ASC should collaborate with other societies to develop practice standards that are endorsed by these societies and included in the check list, referencing, for example, CME hours needed and workload limits. Once endorsed, such standards should be implemented by these societies, for example, the CAP.

**ACTION**

- Change requirements for Voting Cytotechnologist members
- Recruit epidemiologist and research scientists for society membership
- Increase membership with a marketing campaign
- Increase cytotechnologist membership and involvement in the ASC

**OUTCOME**

INCREASE ASC MEMBERSHIP AND ASC MEMBER PARTICIPATION

**6. FOSTER EFFECTIVE COMMUNICATION**

Communication within the American Society of Cytopathology is currently mediated by conference calls, the *The ASC Bulletin*, listserv/website, and by business and committee meetings with networking at national meetings. Conference calls are generally conducted to facilitate the business of the Executive Board and committee chairs. *The ASC Bulletin* is utilized by the Executive Board, and for committee and special reports and surveys. The listserv/website are generally the vehicle for the central office and the Executive Board, as well as membership comments.

Communication is, in part, limited by resource considerations including the costs of conference calls; maintenance of the website and fees for setup and maintenance of directed emails; increased production costs for *The ASC Bulletin*.

Improvements are required in bi-directional communication between the Executive Board and committees and from leadership to membership. Intercommittee communication may facilitate achievement of goals. New activities to supplement enhanced communication should involve the aggregation of a database of all cytology laboratories, cytotechnologist training programs, and cytopathology fellowships to facilitate advertisement of ASC activities. Bulletins to SRO newsletters and direct email can unite the ASC with external organizations.

**ACTION**

- Improve ASC website to include “Members Only” section
- Increase committee participation with conference calls and face-to-face conferences at the annual meeting
- Increase central office support of committees
- Increase production costs for *The ASC Bulletin*
- Include committee representatives in *The ASC Bulletin*
OUTCOME

FOSTER EFFECTIVE COMMUNICATION

7. FISCAL MANAGEMENT TO ASSURE SUFFICIENT RESOURCES TO ACCOMPLISH PROGRAMMATIC GOALS

As a mature Society, the ASC must institute a multifaceted fundraising program supported by budget allocation of dollars. This may require the implementation of a development committee for which Dr. Leo Koss may serve as a consultant.

Financial development under the jurisdiction of the Budget & Finance Committee may involve areas of planned gifts, direct mail and a memorial/honors program.

PLANNED GIFTS

The initial focus of a planned gifts program could be wills and bequests. Several professional firms produce brochures and booklets that describe the advantages of gift planning including tax consequences of giving, stocks as gifts, life insurance, etc. This type of program is relatively easy to implement and would cost less than $3000 for fiscal year 2000.

DIRECT MAIL

The Central Office is utilizing Epsilon data to evaluate a creative approach to ASC messages and testing of messages and several kinds of lists.

MEMORIAL PROGRAM

This program focuses on honoring a loved-one through charitable gifts as a memorial related to special events. It requires a graphics layout, and program costs are minimal after the graphic package is complete.

ENDOWMENT

The existing endowment must be augmented and expertly managed.

ACTION

- Implement a Development Committee
- Institute a fundraising program
- Contract with a fundraising consulting firm
- Co-ordinate committee needs with the Budget and Finance Committee
- Control costs and allocate funds

OUTCOME

ASSURE SUFFICIENT RESOURCES TO ACCOMPLISH PROGRAMMATIC GOALS
8. DEVELOP ORGANIZATIONAL STRUCTURE AND FUNCTION

Organizational structure and function of the American Society of Cytopathology as a medical society within the AMA must be fluid to meet the challenges of culture changes in health care delivery and to assure that the mission of the Society is achieved.

Exploration of a team approach as a substitute for conventional committees in compliance with the principles of CQI [continuous quality improvement] will provide tools and a performance action plan that emphasize successful completion of concise objectives related to process variation and improvement.

The accountability of leadership must be defined, emphasized and enforced.

The role of an Executive Director should be reconsidered in the context of the ASC's modern identity.

Cytotechnologists’ status in membership must be clarified by a conscientious investigation of what cytotechnologists truly want and require for their professional practice identities.

Leadership responsibility or accountability to the ASC should be encouraged. Many active members are obligated to a variety of commitments, but action in behalf of the ASC should be fostered.

TEAM APPROACH

The functions provided by traditional committees can be reassigned to teams which address concise, short-term, process-oriented challenges that will result in positive and visible outcomes. Implicit is the opportunity for enhanced communication and enforced accountability. The strategic plan and members’ needs will drive selection of teams and topics. Professional consultants in Continuous Quality Improvement can be retained to provide basic training in team methodology and philosophy.

ACCOUNTABILITY

The accountability of leadership must be reinforced in response to guidelines and timelines defined by the strategic plan. Maintenance of committee membership and progression to elected offices for members of the Executive Board should be based on measurable performance criteria and compliance with defined performance expectations.

EXECUTIVE DIRECTOR

The Society should reconsider the acquisition of a trained and credentialed Executive Director with expertise in fundraising, market strategy, and organizational dynamics. This individual should be capable of leading the Society into increased revenues through judicious financial risks. The funding of the Executive Director could be through revenue sources, commissions or endowment. The role of the Executive Director must be clearly defined to avoid conflict with
the President and Executive Secretary. One basic premise is that the strategic plan formulates ASC goals whereas the Executive Director facilitates those goals.

**CYTOTECHNOLOGIST STATUS**

Several persistent issues require resolution so that the professional identity of the cytotechnologist can be defined in the context of ASC membership and to avoid a status schism. Refer to Attachment #2, Recommended Strategies That Support Specific Goals of the Strategic Plan Regarding Cytotechnologist Membership and Participation in the ASC. The question as to whether the Society would deplete medical members if cytotechnologists were deemed “equal” has not been resolved. Mechanisms to re-enlist cytotechnologists who have left the Society, and revitalization of cytotechnologists who question the value of continued ASC membership must be implemented.

**ALLEGIANCE**

The ASC leadership is often diluted by members’ diverse obligations. Officers should commit appropriate time to the management of Society business. The Society must re-engineer its culture so that its members actively participate in leadership and educational functions. The ASC could take the initiative in consolidating teaching of cytopathology by intersociety consortium programs that utilize joint distance learning efforts in teleconferencing, VDAT and live broadcasts via satellite and internet.

The four major Infrastructure Goals of the American Society of Cytopathology share a common strategy outlined by the retreat leadership group.

**STRATEGY**

- Resolve Cyotechnologists’ status in membership
- Institute a multifaceted fundraising program to assure financial solvency of the Society
- Re-engineer organizational dynamics to assure enhanced communication and societal self-esteem.
- Evaluate the Executive Director position and its relationship to the President and the Executive Board based on support needs of the Society

**ACTION**

- Retain organizational structure as defined in the bylaws as a medical society within the AMA
- Charge Ethics Committee to develop an ethical code that emulates that of the AMA and correlates with bylaws/values of the ASC
- Consider Team Approach for project management
OUTCOME

ACHIEVE ORGANIZATIONAL STRUCTURE AND FUNCTION OF THE ASC AS A MEDICAL SOCIETY WITHIN THE AMA TO MEET THE CHALLENGES OF CULTURE CHANGES IN HEALTH CARE

RECOMMENDED STRATEGIES THAT SUPPORT SPECIFIC GOALS OF THE STRATEGIC PLAN REGARDING CYTOTECHNOLOGIST MEMBERSHIP AND PARTICIPATION IN THE ASC

RATIONALE

The ASC defined its commitment to mission, vision and values through a five-year strategic plan effective July 1, 2000. Four programmatic and four infrastructural goals were identified and strategies were developed to provide direction towards the accomplishment of the strategic plan.

All goals are directed towards the membership in its entirety, however, one programmatic goal and two infrastructural goals specifically target cytotechnologist membership and participation within the Society.

PROGRAMMATIC GOAL

Articulate and promulgate positions on Cytopathology issues on behalf of members, patients and providers.

STRATEGY

Needs assessment conducted to define what should be advocated in behalf of each customer profile (cytotechnologists defined as a customer). Should identify and be responsive to the constantly changing needs of its members, potential recruits and customer base.

INFRASTRUCTURAL GOAL

Promote a vital, involved membership.

STRATEGY

Expand the membership and simplify access.

The following recommendations are being put forward that support and encourage increased participation of cytotechnologists within the Society.

ACTION

Revise the professional requirements for voting cytotechnologist membership in the ASC.
RATIONALE
Revision of the professional requirements will increase the number of cytotechnologists eligible for this membership category. Increasing this membership category increases cytotechnologist participation in the governing of the Society and strengthens their professional image.

BACKGROUND
The AMA originally recognized the ASC as a medical society. This designation was based on its goals, function and organizational structure. Maintenance of this classification, in part, is based upon the membership and executive board composition of the society. This requires that the senior leadership of the Executive Board be medical members and that only 15% of its voting membership may be non-medical members. Therefore, most cytotechnologists are classified as Cytotechnologist members without voting privileges and may not hold senior level offices.

The issue of whether the ASC should retain its status as a medical society, historically, caused division among the membership and diminished the effective collaboration. The overriding sentiment was that cytotechnologists were not recognized for their abilities and contributions and that restrictions were in place that limited their full participation within the Society, thereby diminishing their professional identity.

Recognizing this as an issue, the ASC has worked to change this perception through modifications of its organizational structure and function and has encouraged more active participation of cytotechnologists. In addition, the recommendation came forth out the strategic planning session that the issue regarding maintaining medical society status be addressed and resolved.

Following an extensive review of the issue, The ASC affirmed the importance of maintaining its status as a medical society through the AMA. There was no identified opposition to this decision from the cytotechnologists. Limited survey and anecdotal information reflected that the cytotechnologists were not concerned with the membership limitations (they were not interested in holding office), their concerns continued to be more access to participation within the Society (e.g. ability to chair committees and direct workshops).

Resolution of this issue was important. It has closed an “old wound”, it defines the parameters regarding membership, focuses attention in areas that can effect positive change within the organization and accomplished one of the goals identified in the strategic planning sessions.

SPECIFIC RECOMMENDATIONS FOR CHANGES IN PROFESSIONAL REQUIREMENTS FOR VOTING CYTOTECHNOLOGIST MEMBERSHIP

A voting cytotechnologist member must fulfill five (5) of the following professional requirements. Recommendations for changes indicated in italics:

- Engagement in the practice of cytotechnology for ten (10) years.
  - Engagement in the practice of cytotechnology for five (5) years.
- Teaching of Cytotechnology for a period of five (5) years.
  - Teaching of Cytotechnology for a period of three (3) years.
- Authorship or co-authorship of three (3) papers published in medical journals.
• Authorship or co-authorship of two (2) papers published in professional journals. This would include publications such as The Bulletin, Laboratory Medicine, MLO, The ASCT News, etc.

• Faculty rank at a university.
  o Retain as written.

• Occupying the position of Chief or Supervisory Cytotechnologist or Education Coordinator.
  o Retain as written.

• Meritorious service on committees, workshop programs or scientific programs of the ASC.
  o Membership on committees, workshop programs or scientific programs of the ASC.

• Holding a degree above the baccalaureate level.
  o Retain as written.

• Holding or having held an executive position or workshop director in a regional society.
  o Holding or having held an office and/or position as a workshop director in a state and/or regional society.

• Attendance at three (3) of five (5) consecutive meetings of the ASC.
  o Attendance at three (3) meetings of the ASC.

• At least three (3) year’s enrollment in the Continuing Education Cytopathology Program of the ASC.
  o At least three (3) year’s enrollment in the Continuing Education Cytopathology Program of the ASC and/or documentation of 30 hours of continuing education in cytopathology in the last three (3) years.

• Distinguished service to Cytology in other areas.
  o Delete. Unable to define.

• Authorship or co-authorship of three (3) poster or platform presentations at the ASC’s Annual Scientific Meeting.
  o Authorship or co-authorship of two (2) poster or platform presentations at the ASC’s Annual Scientific Meeting or other meetings appropriate to cytology, laboratory management or scientific investigations. Examples: ASCP/CAP, USCAP, CLMA.

• Additional Cytology certification.
  o Retain as written.

ADD THE FOLLOWING REQUIREMENTS

• Documented committee membership and/or in-service educational instruction within own institution.

• Documentation of participation in local/state/regional outreach programs.

REVIEW OF THE CYTOTECHNOLOGIST VOTING APPLICATION FORM

Recommend the following change (change in italics):

• Five (5) of the following professional requirement must be fulfilled in accordance with the Bylaws of the Society’s Constitution. Check five (5) requirements you have fulfilled and provide written documentation including a curriculum vitae, a letter from a significant employer and copies of advanced degree documentation.
Five (5) of the following professional requirement must be fulfilled in accordance with the Bylaws of the Society’s Constitution. Check five (5) requirements you have fulfilled and provide written documentation of each. A curriculum vitae may be submitted as documentation for some of the requirements. Please submit a copy of advanced degrees and/or certification.

REQUEST FOR ACTION
Upon approval of Executive Board, submit recommendations to the Membership Committee for review and implementation.

FOLLOW-UP ACTION
Increase the number of voting cytotechnologist members in The ASC.

BACKGROUND
The July 2000 membership data shows that there are 1403 medical, 10 scientific, 78 Junior Medical, 66 student cytotechnologist, 1500 cytotechnologist, 53 voting cytotechnologist and 264 honorary life members in the ASC. In keeping with the restriction of 15%, it appears that the Society could have a total of approximately 210 cytotechnologist voting members. In order to achieve the maximum number of cytotechnologist voting members 157 cytotechnologist members must transfer their membership category.

STRATEGY
- Revise the professional requirements for cytotechnologist voting membership.
- Revise the membership application form.
- Promote the membership category.
- Multiple articles written by cytotechnologist members of the Executive Board published in The ASC Bulletin.
- Promotional mailing to Cytotechnologist Members for recruitment.
- Offer incentives for changing membership status, i.e., offering a choice of journals to include Acta Cytologica, Diagnostic Cytopathology or Cancer Cytopathology. Keep in mind that many of the voting members are also members of the IAC and therefore receive a complimentary copy of Acta.

RECOMMEND ACTION
Assign this objective to the Cytotechnology Advisory Committee. This should be an on-going objective for the CAC over the next 5 years - as part of the strategy in accomplishing one of the goals of the strategic plan.

TARGET GOAL
Increase the number of voting cytotechnologists to 15% of the membership over the next five (5) years.

GOAL
Increase cytotechnologist participation within the ASC in areas that promote, enhance and contribute to the professional image and growth of cytotechnologists thereby strengthening the collaborative efforts of the Society.

REQUESTED ACTION
Clearly define the recommended outcome regarding committee chairs and appointments for the in-coming President.

**RECOMMENDATION**
Each committee membership, exclusive of the chair, shall have equal representation by both pathologists and cytotechnologists (currently in place within the Society). The selection of chair for each committee should be based upon the function and responsibilities of said committee and the most appropriate candidate should be selected.

**BACKGROUND**
There are eight (8) standing committees of The ASC. They are as follows:
- Budget and Finance Committee (MD)
- By-Laws Committee (CT)
- Committee on Future Meetings (MD)
- Cytotechnology Advisory Committee (CT)
- Cytotechnology Programs Review Committee (MD)
- Membership Committee (MD)
- Nominating Committee (MD)
- Scientific Program Committee (MD)

Currently, of these 8 committees, pathologists chair 6 and cytotechnologists chair 2. Of the two committees chaired by cytotechnologists, one is the Cytotechnology Advisory Committee of which all members are cytotechnologists.

There are 11 Ad Hoc Committees. Nine (9) of these committees are chaired by pathologists with the remaining two (2) chaired by cytotechnologists.

It would appear from the data, that better representation of cytotechnologists as chairs could be achieved.

Below is a list of committees that should be considered as appropriate for cytotechnologists to chair.
- By-Laws Committee
- Committee on Future Meetings
- Cytotechnology Advisory Committee
- Cytotechnology Programs Review Committee
- Membership Committee
- Committee on Public Information
- Continuing Education Committee
- Educational Development Committee
- Laboratory Accreditation Committee
- Local Arrangements Committee

Although mandating the type of member that should chair a committee is not appropriate, it should be recognized that a concentrated effort will be required in order to demonstrate increased representation and participation for cytotechnologists.
REQUESTED ACTION
Clearly define the recommended outcome regarding membership participation to the chair of the Scientific Program Committee.

RECOMMENDATION
One of the goals of the scientific program should be to ensure that cytotechnologists present in the sessions. The chair of the scientific program committee should strongly encourage the moderators for the various sessions of the program to include cytotechnologists on the panels, etc. Areas to be considered include the following:

- Diagnostic Slide Panel
- Panel Luncheons
- Current Issues in Cytology Session
- State-of-the Art Symposium Panel
- The ASC Lecture
- Special Course

REQUESTED ACTION
Encourage the scientific program committee to include, at minimum, one (1) cytotechnologist-directed microscopic workshop on the year 2001’s program. Define an overall ASC 5-year goal to increase yearly the number of cytotechnologist-directed workshops offered.

BACKGROUND
Historically, cytotechnologist-directed microscopic workshops were not included at the Annual Scientific Meeting. The perception was that cytotechnologists were not capable of directing this type of workshop and/or meeting participants would not attend them. Although this philosophy is no longer pervasive among The ASC membership, the perception that cytotechnologists are not allowed to direct microscopic workshops continues. The scientific program committee should be commended in the development and implementation of the systematic, unbiased selection process used in selecting workshops. However, perception is sometimes “truer” or more important than reality. Although the selection of workshops is now based upon currency of topic, quality of presentation and qualifications of the workshop director(s) and space is limited to add new workshops an affirmative action-like approach may be required in order to demonstrate change.

RECOMMENDATION
Encourage the selection of at least one cytotechnologist-directed workshop as an option on each year’s program. Mechanisms to achieve this include:

- recruit workshops from among those given at state/regional meetings that have received excellent reviews
- market the fact that cytotechnologists may submit microscopic workshop proposals for consideration
- publish an article, in The ASC Bulletin, by scientific program chair outlining how/why workshops are selected each year for presentation
- work to increase the number of cytotechnologist-directed workshops in the “selection pool” each year over the next five (5) years of the strategic plan; and work to increase the number of cytotechnologist-directed workshops presented each year over the next five (5) years of the strategic plan.
**SUMMARY**
The intent of this proposal is to facilitate the accomplishment of three defined goals within the strategic plan. The proposal is specifically directed towards providing increased opportunities for and ensuring active participation of cytotechnologists within the ASC. More active professional involvement of cytotechnologists within the ASC is congruent with the mission, vision and values as set forth in the strategic plan and will ultimately promote a vital, growth-oriented professional organization.

The development and implementation of our strategic plan is the cornerstone for change and growth within the Society. Defining a goal, developing strategies for achieving the goal, providing the officers and committees with the objectives and measuring progress of accomplishing the objectives are the tools that will ultimately guide our success. Effective change within the Society can and will take time through consistency in actions and an overt effort to demonstrate that changes are taking place.

Respectfully submitted by:
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Endorsed by the Cytotechnology Advisory Committee (CAC)

_The ASC Executive Board approved the ASC Strategic Plan, September 2000_