# STRATEGIC PLAN

March 2025

USCAP

Advancing Pathology Together

## Introduction

Founded 120 years ago—and now in the fourth decade of incorporation as United States and Canadian Academy of Pathology (USCAP)—our nonprofit organization has maintained a steadfast commitment to the advancement of pathology. Through excellence in continuing medical education, two internationally respected journals, and the networking of colleagues each year for training and high-level discourse at our annual meeting, USCAP has cultivated a vibrant and deeply engaged community of more than 9,000 pathologists.

As we face a rapidly evolving field of practice, this Board-led and approved Strategic Plan guides USCAP over the next three to five years. It positions us not only to respond effectively to emerging challenges, but to proactively shape the future of pathology and the role of pathologists in modern healthcare.

In 2025, with the support of an expert strategic planning consultant, the USCAP Board, staff, and key stakeholders engaged in a series of structured planning sessions. These deliberations reaffirmed our core values—excellence, innovation, inclusivity, and community—and produced the clear goals and priorities outlined in this document. Our talented staff have translated these priorities into an internal operational roadmap, aligning resources, timelines, and accountability measures to ensure disciplined and successful implementation.

In many respects, our vision for the next five years is the very work we have been doing since 1906 — to advance knowledge in pathology, engage pathologists in diverse ways, and ensure their continued relevance and impact in healthcare. To lead with clarity, conviction, and transparency, this plan provides the necessary clear and measurable goals to empower our team to galvanize meaningful change.

On behalf of the USCAP Board of Directors, we thank you for your continued trust and partnership in advancing our mission.

Sincerely,

**Steven D. Billings, MD**
Past President

**Jason L. Hornick, MD, PhD**
President

**Cristina Magi-Galluzzi, MD, PhD**
President-Elect

# Strategic Plan 2025

## Summary

USCAP is well-positioned for a coordinated and focused strategic plan. This plan was developed over nine months with input from all sectors of USCAP. Its goals build on USCAP's strengths and looks to the future in terms of the content of educational offerings, how it is delivered, to whom, and the infrastructure needed to support those efforts. The final elements of the plan are strategies and action steps to be developed by the staff annually.

## Role

Strategic planning is at the core of the Board's responsibility to set direction. When developed with broad input, approval, and alignment, strategic plans provide consistent, organized, and focused attention on high-level value. Strategic plans supplant annual programmatic agenda and they allow the evaluation of opportunities against goals and objectives.

## Development

The process for developing a strategic plan can be as important as the plan itself. For this plan, a Strategic Planning Coordinating Committee (SPCC) solicited input and refined the plan elements. Input included 20 in-depth member interviews, a day-long staff session, a member survey, and a day-long session with the Board of Directors. This input was reviewed and distilled by the SPCC over the course of nine months.

## Horizon

The goal of this plan set direction over end points. As such, this plan is expected to actively guide USCAP for three to five years with annual reviews. The plan is flexible, and elements are subject to change or delay as appropriate. Progress towards goals and objectives will be reviewed annually by the Board.

## USCAP's Vision

USCAP is dedicated to advancing knowledge in pathology, engaging pathologists in diverse ways, and ensuring their continued relevance in modern healthcare. USCAP focuses on sharing knowledge, including translating research into professional practice for pathologists globally.

USCAP offers dynamic, adaptive educational programs and resources to support pathologists at all career stages and all locations. USCAP actively incorporates new and emerging technologies and develops multidisciplinary educational programs. USCAP's programs address the pathologist shortage by reaching medical students and matching pathology talent with job opportunities.

Through its forward-thinking strategies, USCAP ensures pathologists play an integral role in personalized patient care while fostering professional growth and global collaboration.

**Purpose:** "Advance Pathology Together."

Mission: "The United States and Canadian Academy of Pathology (USCAP) is a global network of diverse pathologists committed to advancing the field through innovative education. We provide pathologists with accessible learning opportunities and intergenerational experiences to improve patient outcomes."

Values: Excellence, Innovation, Inclusivity, Community

## GOALS and OBJECTIVES

### GOAL #1– Innovate Educational Content

USCAP will deliver timely, dynamic, and innovative educational content to foster continuous learning on a global scale.

**Objectives**

a) Increase understanding of learners' preferences and needs
b) Increase new education methods and learning modalities
c) Increase funding to support new initiatives
d) Develop future forecasting capacity internally
e) Increase accessibility of learning opportunities

### GOAL #2 – Embrace Emerging Technologies

USCAP will educate pathologists at all career stages to harness emerging technologies.

**Objectives**

a) Increase capacity to identify emerging technologies, develop programs and provide technology training
b) Increase resources in technology education
c) Increase education on artificial intelligence on digital pathology, and other technologies that may arise

### GOAL #3 – Recruit and Serve Pathologists

USCAP will attract people to the field of pathology and serve members' professional development needs at all stages of their careers.

**Objectives**

a) Increase awareness of pathology as a field of work with enduring value
b) Increase outreach to medical students early in their education
c) Work in collaboration with other organizations to recruit people to the field of pathology
d) Increase the capacity to understand the needs of pathologists at various career stages
e) Increase resources dedicated to career development of members
f) Increase the value of membership and engagement

### GOAL #4 – Grow Institutional Capacity

USCAP will grow and maximize institutional capacity to ensure sufficient resources and impactful allocation of funds.

**Objectives**

a) Increase the value of membership in all categories to increase revenues and engagement
b) Grow contributed revenue through USCAP Foundation to support and expand the three pillars
c) Increase marketing capacity
d) Promote inclusive practices and participation to ensure a broad and representative constituency of members in the development and implementation of more durable policies and practices
e) Using HR best practices, cultivate and grow the USCAP professional workforce to implement goals
f) Evolve technology infrastructure and security to meet increasing need and threats
g) Maintain rigorous financial management and budgeting practices to ensure sustainability
h) Fully engage the Board and Committees in their appropriate roles to ensure a fully functioning association

USCAP is grateful to the members of the Strategic Planning Coordinating Committee and the 2024-2025 Board of Directors for their work and dedication.

**Strategic Planning Coordinating Committee**

Steven D. Billings, MD (Chair); Sarah M. Dry, MD; Rondell P. Graham, MBBS; Eyas Hattab, MD, MBA; Jason L. Hornick, MD, PhD; Laura W. Lamps, MD; and Cristina Magi-Galluzzi, MD, PhD; and staff Patrick Flaherty, Former Executive Vice President and CEO; Claire Kilfoyle, Chief Programs and Education Officer; and Melissa Russo, Interim Executive Vice President and CEO/ Former Chief Financial and Administrative Officer.

**2024-2025 Board of Directors**

Steven D. Billings, MD (President); Adeboye O. Osunkoya, MD (Past President); Jason L. Hornick, MD, PhD (President Elect); Cristina Magi-Galluzzi, MD, PhD (Vice President); Marisa R. Nucci, MD (Secretary); Ilan Weinreb, MD, FRCPC (Treasurer); Zubair W. Baloch, MD, PhD; Sarah M. Dry, MD; William C. Faquin, MD, PhD; Meera R. Hameed, MD; L Priya Kunju, MD; Melinda E. Sanders, MD; Olga K. Weinberg, MD; and Maria Westerhoff, MD.

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