

STRATEGIC PLAN 2024-29

Proposals for implementation of the objectives

After the approval of the Strategic Plan 2024-29, the Strategic Planning Committee developed proposals for the implementation of the eight Strategic Plan objectives and 17 related Goals.

This task was handled by core groups composed of members of the Strategic Planning Committee (champion), the Board of Directors and the Executive Committee (sponsor).

Through brainstorming sessions, the core groups put together ideas for tactics, metrics, a potential timeline, outlining if funding might be requested and indicating which of the ISPE communities (committees, councils, SIGs, RIGs) might be involved (proposal draft 1), and shared the proposals with the Board and ISPE communities for feedback.

The final version of these plans is now complete and ready to be handed over to ISPE committees. As communities work to implement the tactics, the plan is being revised at times to better align with the goal. This is noted by the revision date and made available to ISPE members on the website.

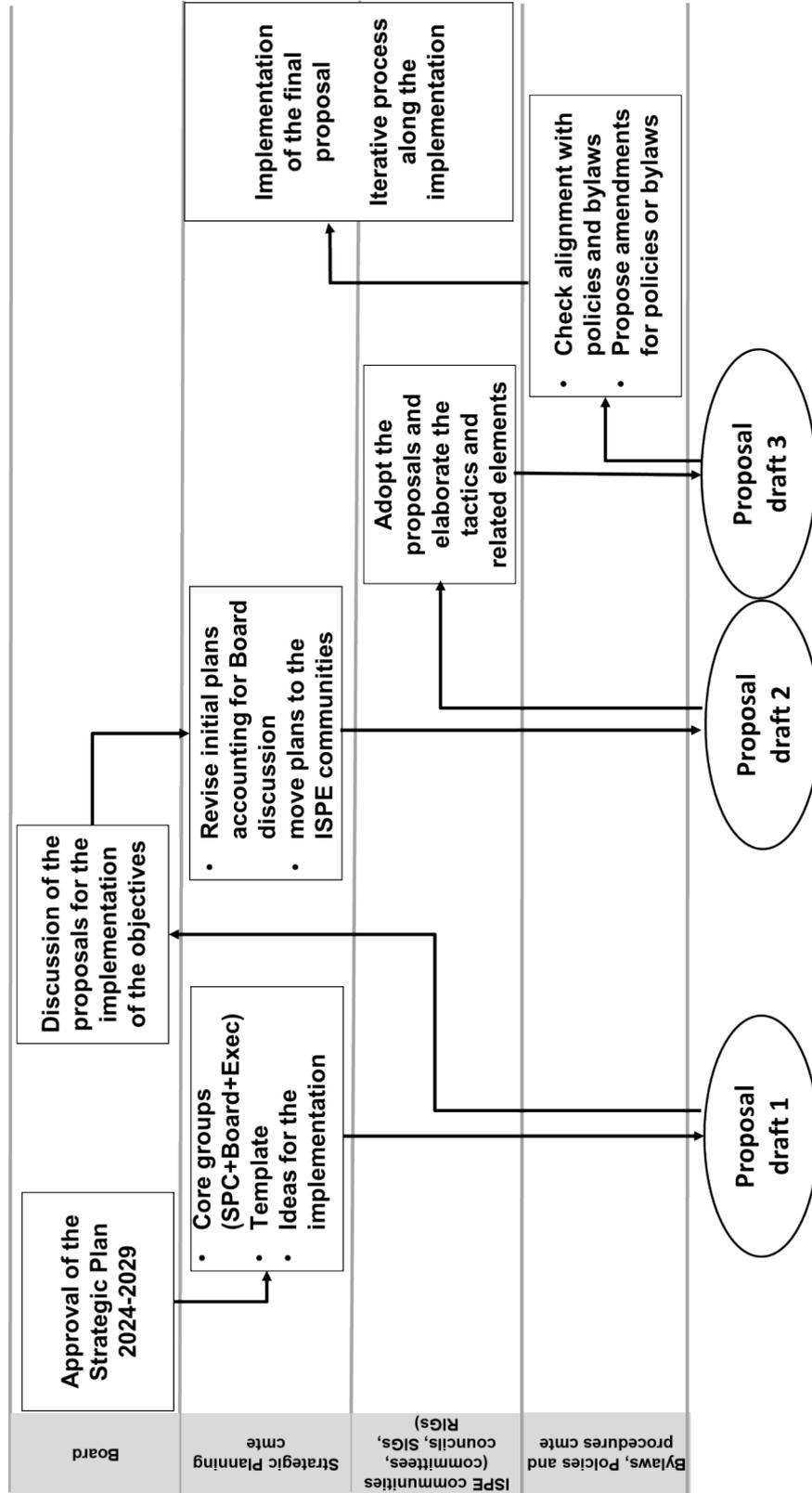
Each of the 17 Goals will be led by an assigned ISPE committee, which will be responsible for driving its achievement over the coming years. These committees will receive support from champions and sponsors drawn from the Strategic Planning Committee, the Board of Directors, and the Executive Committee. The core groups will act as supervisors throughout the entire process and provide regular feedback to the Board.

Depending on the specific tasks, the lead committees will engage various ISPE communities, including Councils, Special Interest Groups (SIGs), and Regional Interest Groups (RIGs).

A guidance document (**VADEMECUM**) explains the roles and responsibilities of all actors involved in the implementation.

A Progress-tracker **DASHBOARD** has been developed to deploy the progress of all Objectives/Goals/tactics throughout the implementation.

More information on the Strategic Plan is available at <https://www.pharmacoepi.org/strategic-initiatives/ispe-strategic-plan-2025/>



OBJECTIVE 1

Objective 1:

Inspire ISPE members and leaders to engage with emerging and innovative topics – to learn about the topic, advocate scientific policy, facilitate collaboration, and to drive application and integration into practice

Core Group:

- Susan dosReis – Strategic Planning Committee Champion, PPC Representative Gillian
- Caughey – ISPE Board Member Representative
- Yoshiaki Uyama – ISPE Board Member Representative
- Jennifer Christian – Executive Committee Sponsor

Goal 1.1: Throughout 2024-2029, continue transparent calls for leaders and members to engage in strategic efforts

LEAD: Public Policy Committee

Tactic	Budget needed	Timeline	Involvement	Metrics
1.1.1 Engage ISPE communities and members to lead strategic efforts through a transparent solicitation to all members	No	As needed	ExCo ES All ISPE Communities ISPE Members	Outcome Indicator: Ensure society-wide engagement in identifying champions and lead groups for strategic efforts
1.1.2 Organize joint meetings among leaders of SIGs, RIGs, and other communities as appropriate to promote collaboration in leading strategic efforts	No	As needed	ExCo SPC	Process Indicator: Engage SIGs and RIGs and ISPE communities Outcome Indicator: Increase in ISPE community collaborations.
1.1.3 Create opportunities for leadership through a special call for mid-career members	No	As needed	ExCo FISPE Membership Committee	Outcome Indicator: Increase engagement of mid-career members.
1.1.4 Provide feedback to the ISPE communities and members on all ongoing strategic efforts and the lead groups involved	No	Annually	ES ISPE BoD PCC	Process Indicator: Leads submit a progress report for inclusion in the Board report at the annual meeting. Outcome Indicator: Publicize the strategic effort, once completed, in the ISPE newsletter.

PCC, Publications & Communication Committee; SPC, Strategic Planning Committee; ES, Executive Secretary; ExCo

Goal 1.2: Throughout 2025-2029, >50% of plenaries, symposia/workshops at each meeting, webinars, and engagements with collaborating organizations and at least two pre-conference courses per year are related to emerging and innovative topics and/or strategic efforts

LEAD: Education Committee

Tactic	Budget needed	Timeline	Involvement	Metrics
1.2.1 Solicit a society-wide call for pre-conference course content related to an ISPE strategic effort.	No	Annually in October	ScienPC EC Mtg Oversight Cmte	<p>Process Indicator: Engage strategic effort leads to identify individuals in their respective communities to develop pre-conference course material</p> <p>Outcome Indicator: Integrate materials from the strategic effort into an existing pre-conference course at an ISPE sponsored meeting</p>
1.2.2 Develop a plan for plenaries, symposia, and workshops on topics related to strategic efforts at ISPE-sponsored meetings by designating a strategic effort topic within the annual solicitation for plenary topics and listing strategic effort topic(s) as a special area of interest in the call for symposia and workshops.	No	Annually in August or September	ScienPC Mtg Oversight Cmte ES ExCo	<p>Process Indicator: Schedule a meeting with the appropriate parties to determine which strategic efforts to include in upcoming meetings.</p> <p>Outcome Indicator: At least 1 plenary and 2-3 symposia/workshops will be offered at >1 ISPE sponsored meeting.</p>
<p>1.2.3 Leverage ISPE strategic liaisons to develop a webinar with a collaborating organization related to a strategic effort</p> <p>Potential Overlap with Objective 2, Goal 2, Tactic 6: Host one ISPE webinar annually following the publication of ISPE position statements to enhance dissemination</p> <p>Potential Overlap with Objective 8, tactic: Consider the upskilling of the wider society on engagement and advocacy, providing training via webinars, workshops etc.</p>	No	Annually	EC Strategic Effort Lead ISPE Strategic Liaison	<p>Process Indicator: Engage with the Education Committee to determine the demand, interest, and bandwidth to accommodate additional webinars.</p> <p>Outcome Indicator: Deliver at least one webinar a year to promote a strategic initiative.</p> <p>As appropriate,</p> <p>a-liaise with strategic plan objective 2 leads on potential overlap in developing Webinars</p> <p>b-work with strategic plan objective 8 leads if the initiative involves increasing advocacy with external partners on the strategic effort</p>

1.2.4. Develop preconference program that includes courses related to strategic efforts				
1.2.5. Solicit webinars related to strategic efforts				

EC, Education Committee; ExCo Executive Committee; ISPE BoD, ISPE Board of Directors; ScienPC, Scientific Planning Committee; Mtg Oversight Cmte, Meeting Oversight Committee

OBJECTIVE 2

Objective 2: Share past successes, expertise, and innovation while leading novel integrations of epidemiology and public health in the development, research, and use of medical products and interventions

Core Group:

Jennifer Lund – Strategic Planning Committee Champion
 Keiko Asao – ISPE Board Member Representative
 Mette Norgaard – ISPE Board Member Representative
 Mary Beth Ritchey – Executive Committee Sponsor

Goal 2.1: By 2025, establish a communication plan which emphasizes publicizing achievements aligned with this strategic plan, internal and external to ISPE

LEAD: Archives & History Committee

Tactic	Budget needed	Timeline	Involvement	Metrics
2.1.1 Reserve and use a designated space within the quarterly newsletter to ISPE members to communicate achievements related to the strategic plan (Internal communication).	No	June '25	Publications and Communications Committee (P&CC)	Outcome indicator: Include a segment in each quarterly newsletter starting June 2025 (annual update)
2.1.2 Learn from the experience of the History and Archives Committee about how they have highlighted past achievements and how that can be used going forward for this plan (Internal communication)	No	March '25	P&CC and the History and Archives Committee	Process indicator: Schedule and hold a meeting between groups to discuss approaches that might be leveraged by P&CC

<p>2.1.3 Provide annual updates to membership through presentations at the annual and regional ISPE meetings (via Presidential address or organized symposia). These presentations can highlight major achievements from the strategic plan (Internal)</p>	<p>No</p>	<p>August '25</p>	<p>Regional Meeting Scientific Program Committees, Annual Meeting Scientific Program Committee, Executive Committee</p>	<p>Process indicator: Exec to discuss this tactic in mid-2025</p> <p>Outcome indicator: Deliver update on strategic plan as part of Presidential address (annual update)</p>
<p>2.1.4 Leverage existing strategic partnerships to disseminate achievements related to this strategic plan (e.g., through conference presentations/symposia, joint publications, etc.) (External Communication)</p>	<p>Yes</p>	<p>August '25</p>	<p>ISPE Strategic Liaisons</p>	<p>Process indicator: Brainstorm ways to engage external partners in promoting achievements from strategic plan</p> <p>Outcome indicator: Support up to five external dissemination activities over the five year period</p>
<p>2.1.5 Organize an ongoing special collection in PDS to highlight relevant strategic plan achievements throughout the year (Internal/External Communication)</p>	<p>Yes</p>	<p>April '26</p>	<p>ISPE-PDS Liaisons and other AEs involved in ISPE; P&CC</p>	<p>Process indicator: Create a pathway within PDS to accommodate this Special Collection</p> <p>Outcome indicator: Add 1-2 manuscripts to the Special Collection each year (Open Access) (annual update)</p>
<p>2.1.6 Plan bi-annual LinkedIn spotlights related to achievements for the strategic plan (Internal/External communication)</p>	<p>No</p>	<p>March '25</p>	<p>P&CC; Social Media Subcommittee of P&CC</p>	<p>Outcome indicator: Post about strategic plan achievements two times per year (annual update)</p>

Goal 2.2: By 2029, develop at least 5 position statements from ISPE showcasing expertise and innovation in pharmacoepidemiology

LEAD: Publications & Communications Committee

****Note: Overlap with tactics for Objective #1.**

Tactic	Budget needed	Timeline	Involvement	Metrics
<p>2.2.1 Develop a subgroup within the ISPE Board that will lead and organize the identification, development, selection, direction, and dissemination of the ISPE position statement initiatives.</p>	<p>No</p>	<p>March '25</p>	<p>Exec Committee (lead), ISPE Board representatives,</p>	<p>Process indicator: Identify members to serve on the sub-committee within the ISPE Board, ensuring regional perspectives (via RIGs) and relevance</p> <p>Outcome: Identify and prioritize topics for further ISPE position manuscript development</p>
<p>2.2.2 Establish an annual call for ISPE Position Statements (within the current ISPE Manuscript Initiative) where ISPE Working Groups could apply for funding that is in line with the strategic plan and relevant to external audiences.</p>	<p>Yes, additional budget requested for the ISPE Manuscript Initiative</p>	<p>May-July '25</p>	<p>P&CC, Public Policy Committee (PPC), and ISPE Board subgroup</p>	<p>Process indicator: Establish the call to go out with the Manuscript Initiative</p> <p>Outcome indicator: Fund 1-2 groups per year</p>
<p>2.2.3 Pursue ISPE endorsement and joint publication between PDS and another relevant journal to expand the reach of the position statements.</p>	<p>Yes</p>	<p>August '26</p>	<p>P&CC, PPC, ISPE Board subgroup, and ISPE position statement writing groups</p>	<p>Outcome indicator: Obtain endorsement of at least 1 position statement per year; pursue joint publication for 1-2 position statements over the five-year period</p>

<p>2.2.4 Create a press release and wider dissemination strategy for ISPE-endorsed policy</p>	<p>No (unless legal review desired)</p>	<p>March '26</p>	<p>Executive Committee (lead), P&CC; BPPC, Legal review</p>	<p>Process indicator: Create the strategy by June 2026</p> <p>Implement the process throughout five-year period</p> <p>Outcome indicator: All ISPE position statement papers follow the press release and dissemination strategy</p>
<p>2.2.5 Host one ISPE webinar annually following the publication of ISPE position statements to enhance dissemination</p>	<p>No</p>	<p>June '27</p>	<p>Education Committee and ISPE position statement writing groups</p>	<p>Outcome indicator:</p> <p>Host one webinar/year highlighting a recently published ISPE position statement manuscript</p>

OBJECTIVE 3

Objective 3: Maximize utility and flexibility of organizational structure and activities to achieve mission and vision in a timely and efficient fashion

Core Group:

- Elisabetta Patorno – Strategic Planning Committee Champion
- Christopher Rentsch – ISPE Board Member Representative
- Marianne Cunnington – ISPE Board Member Representative
- Mary Beth Ritchey – Executive Committee Sponsor

Goal 3.1: By 2026, complete a review of the organization structure and activities of ISPE; by 2028, implement any needed modifications to enhance future opportunities to achieve mission and vision

LEAD: Executive Committee

Tactic	Funding	Timeline	Involvement	Metrics
3.1.1 Onboard the new management company and identify major pain points	No	12/2024	Executive committee (leader/sponsor), management oversight committee, new management company	Outcome indicator: list of major pain points and timing to be addressed
3.1.2 Compile a list of ISPE activities noting (a) who is responsible for each activity; (b) timing of each activity; (c) assessment of whether the activity is optimally aligned with the responsible group.	✓ Potential extra compensation for management company	8/2025 (advanced draft discussed during ISPE annual meeting, with expectation of a final version by 11/2025)	Management company (main driver with oversight by Exec) with feedback from different ISPE groups	Process indicator: Certain # of conversations with ISPE communities per month, certain % of focus groups (with invitations to group leaders and interested group members and attention to achieve balance between senior members (providing vast institutional memory) and more recent members (providing fresh perspectives)) happening with specific frequency or by a specific time Process indicator: Quarterly report to the board from management company along with feedback on performance Outcome indicator: list of activities with responsible parties and timing

3.1.3 Develop a more detailed organizational chart, including communication pathways between groups	✓ Potential extra compensation for management company	8/2025 (advanced draft discussed during ISPE annual meeting leveraging in person attendance, with expectation of a final version by 11/2025)	Management company (main driver with oversight by Exec) with feedback from different ISPE groups	Process indicator: Certain # of conversations with ISPE communities per month, certain % of focus groups happening with specific frequency or by a specific time Process indicator: Quarterly report to the board from management company along with feedback on performance Outcome indicator: org chart with communication flow
3.1.4 Identify gaps (gaps and prioritization analysis), via surveys with groups/feedback with/from group leaders, members of the board, overall ISPE communities, management company; prioritize gaps based on finalized list of gaps.	✓ Potential extra compensation for management company	8/2026 (advanced draft discussed during ISPE annual meeting leveraging in person attendance, with expectation of a final version by 11/2026)	Executive committee (leader/sponsor), Board and SPC with support from management company and feedback from ISPE groups	Process indicator: Certain # of conversations with ISPE communities per month, certain % of focus groups happening with specific frequency or by a specific time Process indicator: Quarterly report to the board from management company along with feedback on performance Outcome indicator: list of prioritized gaps
3.1.5 Finalize list of recommended changes and develop outcome indicators for each change	No	11/2026	Executive committee (leader/sponsor), Board	Outcome indicator: Finalized list of recommended changes and associated outcome indicators submitted for board review
3.1.6 Develop a timeline for implementation	No	12/2026	Executive committee (leader/sponsor)	Outcome indicator: timeline for Implementation
3.1.7 Successfully implement the needed modifications of the organizational structure	Potential extra compensation for management company	12/2028	Executive committee with support by management company and bylaws and policy committee	

Goal 3.2: Implement onboarding for members and leaders to facilitate clear understanding of expectations, provide transparency and information flow, and encourage engagement that is aligned with ISPE mission, vision, and strategic plan

LEAD: Strategic Planning Committee

Tactic	Funding	Timeline	Involvement	Metrics
3.2.1 Review current onboarding process (e.g., who receives onboarding, timeline during the year and who is responsible for each onboarding, location of onboarding materials)	No	11/2024	OB3 group	Outcome indicator: Streamlined onboarding process
3.2.2 Develop central repository for editable onboarding materials for new leaders, strategic liaisons, board members, strategic liaisons, new members, and FISPEs, accessible throughout the year. Upload non-editable versions of onboarding materials on the ISPE website and in the ISPE meeting App to be accessible by all ISPE members	No	12/2026	Management company	Outcome indicator: Accessible central repository for editable onboarding materials Outcome indicator: Non-editable versions of onboarding materials accessible by all ISPE members through ISPE website and ISPE meeting App
3.2.3 Identify gaps and potential areas of improvement (e.g., clarify what it means to be on the board, etc.) through review and via feedback from targeted surveys or online questionnaires to collect feedback from ISPE members who recently received onboarding	No	12/2026	SPC and management company	Process indicator: Feedback from ISPE members who recently received onboarding (e.g., ~6 months later) Process indicator: accuracy of responses on ISPE organizational structure from targeted surveys (e.g., embedded within the onboarding or using the lists of individuals attending those onboarding sessions e.g., questions during the training or before and after or monitor trends over time)
3.2.4 Finalize/develop new onboarding material for FISPEs and SISPEs, also considering the feedback received from above surveys	No	12/2026	SPC, SISPE	Outcome indicator: New onboarding slide decks for strategic liaisons and FISPEs

3.2.5 Develop updated slide decks, as needed, incorporating feedback and addressing identified gaps and areas of improvement on an annual basis	No	12/2026	SPC, except presentation of Board onboarding by President	Outcome indicator: Annually reviewed and updated onboarding slide decks, as needed, for new leaders, board members, and new members, more closely reflecting the needs of ISPE communities.
3.2.6 Consider whether it is appropriate for any of (or all) these activities to transition to the management company	No	12/2025	SPC (lead)/Executive committee/Board	

Links to Other Strategic Objectives

Strategic Objective 3 will collaborate with Strategic Objective 6 with respect to activities around FISPE onboarding; specifically, to include information in the onboarding materials that will support Strategic Objective 6’s work to *develop and implement quantified expectations for involvement to maintain active FISPE status*. Strategic Objective 3 will also collaborate with Strategic Objective 8 with respect to activities around liaison onboarding.

Strategic Objective 3 will collaborate with Strategic Objective 6 with respect to the compilation of ISPE activities and associated timing and parties within ISPE. This will support Strategic Objective 6’s tactic.

OBJECTIVE 4

Objective 4: To identify and utilize opportunities to diversify financial and resource investments to further the ISPE mission and strategic activities that are aligned with our future vision.

Core Group:

- Jennifer Christian – Strategic Planning Committee Champion and Executive Committee Sponsor
- Andrea Margulis – ISPE Board Member Representative
- Jeremy Rassen – ISPE Board Member Representative

Goal 4.1 By 2029, at least 40% of revenue generation is through channels not yet included in ISPE portfolio

LEAD: Finance Committee

When considering the tactics, it was important to reflect on ISPE’s current financial policies. As currently outlined in the ISPE policies (12.2), additional sponsorship of activities, services or products would need to be carefully reviewed by the Executive Committee for possible conflicts of interest. Where conflict of interest may result, restricted funding will not be accepted. The principles of full scientific balance and full disclosure of possible or actual conflicts will always apply.

Tactics for Goal 4.1	Funding	Timeline	Involvement	Metrics
4.1.1 Compile a list of options for additional funding/revenue that other professional societies and organizations allow (e.g., ISPOR, DIA, SER) such as sponsored activities, endowments, grants, etc.	No funding needed	Q3 2025 (report circulated)	Management company with feedback from a Subcommittee led by Finance Committee with involvement from Scholarship, Development, Education Committee, and others as identified.	<p>Process indicator: Subcommittee formed and met. Outlined request for MC – identified potential ISPE members with knowledge of other societies to provide input as well.</p> <p>Outcome indicator: report with list of funding options (e.g., endowments, sponsored activities, advertisements) that each organization accepts and approximate funding allocation per channel. Offer committees a chance to weigh in on options to include on survey.</p>

4.1.2 Analyze and use report to determine next steps regarding new channels of funding/revenue	No	Q4 2025 – Q1 2026	Subcommittee led by FC to identify subtasks to pursue based on report provided by MC and develop proposals for Board/Exec/SPC with support from management company and feedback from ISPE groups	Process indicator: Certain # of conversations with relevant ISPE communities to consider proposals for new channels for funding. Process indicator: Report from MC to the subcommittee on potential options to consider; Subcommittee to develop proposals to SPC/EC/board with input from relevant ISPE communities
4.1.3 Get approval from Board on proposals for new funding channels.	No	August 2026 Board meeting	Board	Outcome indicator: Vote for approval of proposed new channels
4.1.4 Task relevant ISPE committees/communities with implementing	No	11/2026	SPC oversight group; Subcommittee	Process Indicator: Meetings with relevant communities to implement proposals.
4.1.5 Develop a timeline for implementation	No	12/2026	Each of the tasked groups can develop a timeline with SPC oversight group championing the effort	Outcome indicator: timeline for implementation
4.1.6 Successfully implement the new channels	No	12/2027, 12/2028, 12/2029	SPC oversight group; Finance Committee	Outcome indicator: Develop metrics and continue to measure revenue/funding distribution each year to see increased diversity from new channels

Goal 4.2 By 2026, improve ISPE technology resources and practices to streamline communication and procedures

LEAD: Executive Committee/Management Company

Tactics for Goal 4.2	Funding	Timeline	Involvement	Metrics
4.2.1 Onboard the new management company and identify major pain points of technology	No	July 2025	Management oversight committee, executive committee with feedback from ISPE communities	Outcome indicator: report on all ISPE technology resources used and pain points
4.2.2 Prioritize key technology challenges and develop proposals on the solutions to technology challenges that include proposed budgets. This includes exploring options to improve the online member platform (ISPE exchange) and/or transition to another platform with more capabilities.	No	October 2025	Management company (main driver with oversight by Exec) with feedback from different ISPE groups (e.g., Education Committee, Pub & Comm Committee, Finance, Membership)	Process indicator: Certain # of conversations with ISPE communities per month, certain % of focus groups happening with specific frequency or by a specific time Outcome indicator: list of priority technology challenges; proposals developed and discussed with potential budget placeholders in FY 2025 – FY2026 with votes at Spring Board meeting for most pressing tech solutions and then August Board meeting for additional proposals for FY2026 – FY2027 budget
4.2.3 After each technology upgrade/change/solution is implemented, develop metrics that demonstrate measurable improvement	No	12/2026	Specific ISPE communities to develop metrics with Championing from oversight group to keep track of all measures	Outcome indicator: Finalized list of metrics for each technology solution that has been implemented and submitted to SPC for annual reporting
4.2.4 Provide a one-page document regarding ISPE-wide technology platforms to be used.	No			

Objective 5

Objective 5: Increase opportunities for engagement and enhance leadership capacity for scientific exchange, collaboration, and communication globally and across disciplines

Core Group:

Yasser Albogami – Strategic Planning Committee Champion

Juan M Hincapie-Castillo – ISPE Board Member Representative

Jennifer Lund – ISPE Board Member Representative

Ursula Kirchmayer – Executive Committee Sponsor

***Active members are individuals actively involved in leading and implementing community projects.**

Goal 5.1: Intentionally incorporate capacity-building within and across ISPE communities, and into all ISPE strategic activities.

LEAD: Global Development Committee (Tactics 5.1.1 to 5.1.5)/Strategic Planning Committee (tactics 5.1.6 and 5.1.7)

Tactic	Funding	Metric	Actors	Timeline
5.1.1 RIGs, SIGs, and Open Committees will include a breakdown of student and early career professional participation in annual reports	No	>= 10% increase in student	Community chairs, Membership Committee (Lead), Student Council	December 2026
5.1.2 RIGs, SIGs, Committees, Councils will include a breakdown of early career professional participation in annual reports	No	>= 10% increase in early career professionals	Community chairs, Membership Committee (Lead)	December 2026
5.1.3 Create an annual award to the ISPE RIGs, SIGs, and Committees that demonstrated successful recruitment and member retention outlined in their annual report to the Board	No	Number of communities nominated for the award	Fellowship & Awards Committee (Lead), Community chairs, Membership Committee, Student Council	August 2027
5.1.4 RIGs, SIGs, Committees, Councils will report detailed updates on their efforts to attract and increase membership among ISPE members, with a focus on capacity-building	No	>= 10% increase in active members*	Community chairs, Membership Committee	December 2026

5.1.5 Encourage RIGs, SIGs, Committees, Councils to develop targeted outreach campaigns during ISPE's annual meeting to boost participation and recruit new members	Yes (e.g., Rotating table in exhibit hall; creating videos)	At least 10 new members over 4 years	Community chairs, Management Company, Meeting Chair/Local Host Committee	December 2029
5.1.6 Ensure capacity-building requirements are included in strategic effort guidelines and champion responsibilities.	No	Number of strategic efforts with capacity building	MC/Board, Executive Committee, Champions for Strategic Efforts	August 2026
5.1.7 Revise initiative funding proposal guidelines to include capacity-building elements.	No	Proportion of funded proposals for capacity building efforts	SPC	December 2026

Goal 5.2: By 2026, establish virtual meeting engagement practices for conferences and ISPE community meetings

LEAD: Sustainability Committee

Tactic	Funding	Metric	Actors	Timeline
5.2.1 The P&CC will revise their policies to promote active engagement on social media during ISPE events, e.g., paid ads for annual meeting.	Yes	20% increase in social media engagement and impressions from 2025	P&CC, Finance Committee	August 2026
5.2.2 Develop a hybrid component for the annual meeting, ensuring that both in-person and virtual attendees can fully participate in discussions, presentations, and networking opportunities	Yes	Virtual attendee satisfaction score	P&CC, Management Company, Meeting Chairs	August 2027
5.2.3 Create a subcommittee within Meetings Oversight Committee, specifically tasked with identifying and implementing strategies to boost engagement for virtual attendees. The subcommittee will experiment with various formats such as breakout sessions, networking lounges, and live chat rooms to keep virtual attendees engaged	No	Virtual attendee satisfaction score	Meetings Oversight Committee	August 2026
5.2.4 Create virtual discussion fora for members to discuss research papers or other pressing topics throughout the year	No	Number of events and attendees	P&CC	January 2026
5.2.5 Require all communities to incorporate virtual components into their activities, allowing for distant live participation during ISPE meetings	Yes	Number of events with virtual participation; virtual attendees satisfaction scores	P&CC, Community Chairs, Management Company	December 2026

Goal 5.3: By 2029, award at least 5 new FISPE to members from Africa, LATAM, and Gulf regions

LEAD: Fellowship & Awards Committee

Tactic	Funding	Metric	Actors	Timeline
5.3.1 Recruit at least two FISPE volunteers to mentor candidates from Africa, Latin America, and Gulf regions via RIGs—providing guidance on criteria and applications—and require RIGs to promote the FISPE program to near-eligible members in these regions with clear communication and mentorship to encourage applications	No	Number of FISPEs presenting in RIGs events; number of FISPEs mentors	RIG Chairs, RIG FISPE Subgroup	December 2025
5.3.2 Encourage RIGs to identify potential FISPE candidates early and work with them to ensure they meet the necessary qualifications through involvement in ISPE activities and leadership roles	No	Number of candidates	RIG Chairs (Lead), GDC, Mentor/Mentee Program, RIG FISPE Subgroup	August 2028
5.3.3 Ensure that the FISPE criteria, application guidelines, and related policies are translated into key languages spoken in Africa, LATAM, and the Gulf regions	Yes	Number of translated materials, Number of languages in translated materials	RIG Chairs, RIG FISPE Subgroup	December 2028
5.3.4 Explore the possibility of customized or reduced fees for ISPE annual meetings and memberships for members from Low-Income and Lower-Middle Income Economies defined by World Bank. Create a discount option for membership when five or more new members from the same region join ISPE together	Yes	number of attendees at reduced registration fee; number of members received support from the specified countries	GDC (Lead) Membership Committee, Finance Committee, MC	August 2025
5.3.5 Ask the Membership Committee and the Student Council to form a subcommittee focused on the engagement and recruitment of members from underrepresented regions, particularly in Africa, LATAM, and the Gulf. This subcommittee will develop strategies to attract new members from these regions and ensure their long-term involvement in ISPE activities, including support for FISPE candidacies	No	Number of activities reported in the annual report	Membership Committee, RIG Chairs, Student Council	December 2028

OBJECTIVE 6

Objective 6: Create diverse development opportunities for all stages of career, with emphasis on creating new opportunities for early and mid-career while maintaining opportunities for students

Core group:

Daniela Moga – Strategic Planning Committee Champion

Kris Fillion - Board Member

Elisabetta Patorno - Board Member Lisa

Pont – Executive Committee

Sponsor

Goal 6.1.: Establish a FISPE pledge framework that encourages engagement and deepens commitment to advancing society's mission, vision, and values through meaningful service and contribution.

LEAD: Strategic Planning Committee

Tactic	Funding	Timeline	Involvement	Metrics
6.1.1 Generate an initial list of opportunities for FISPE engagement based on historical data and input from ISPE Community Leaders. The list will include specific details on time and level of commitment.	no	Dec. '25	SPC, EC, ISPE Board	Outcome indicator: list available for inclusion in survey #1
6.1.2 Survey FISPEs to collect feedback on the proposed list (see Tactic 6.1.1) and finalize list of opportunities for engagement	✓	Dec.'25/ Jan.'26	FISPE ISPE Management company MC	Process indicator: survey developed by Dec '24 Process indicator: FISPE and community leaders response rate to survey

6.1.3 Focus groups with FISPEs to gather more detailed feedback and plan for implementation	✓	Sep'26	ISPE EC, ISPE Board, FISPEs ISPE Management company	Process indicator: survey developed by Dec '25 Process indicator: FISPE response rate to survey Outcome indicator: Develop list of activities for FISPEs to select and maintain active FISPE status Outcome indicator: Develop definition of criteria for maintaining active FISPE status
6.1.4 Develop communication strategies to engage FISPEs- include plan, communication of expectations, and implementation of the pledge framework for FISPE engagement.	✓	Dec '26	MC, P&CC	Update FISPE onboarding slide deck Information for inclusion in ISPE Insights Newsletter
6.1.5 Update the opportunities pathway to include additional information for ISPE members, including FISPEs to become actively engaged *also a tactic under goal 6.2	no	Dec '26	MC, SIGs, RIGs, all ISPE committees and Councils	Outcome indicator: Updated "opportunities pathway" submitted for board review
6.1.6 Create a standardized process for streamlined communication of need for FISPE engagement from ISPE communities.	✓	Dec '26	MC Management company	Tracking developed
6.1.7 Evaluate the implementation of the FISPE engagement plan	no	Dec '27	MC, FISPE, Management Company	Tracking reporting of engagement (number of FISPEs reporting, type of activities, number of activities)
6.1.8 Build a recognition framework to celebrate FISPE engagement.	✓	Dec '26	SPC, Fellowship and Awards Committee, FISPE	

Goal 6.2: By 2025, identify opportunities for increasing engagement in ISPE by career stage

LEAD: Membership Committee

Tactic	Funding	Timeline	Involvement	Metrics
6.2.1 Update the opportunities pathway to include additional information for all ISPE members to become actively engaged	no	April '26	MC, SIGs, RIGs, all ISPE committees and Councils	Outcome indicator: Updated "opportunities pathway" submitted for board review
6.2.2 Assess success of the initial (2024-2025) pilot peer mentoring program through a pre- and post-evaluation survey of participants	✓	June '25	MC- peer mentor subcmt.	Response rate to survey Satisfaction with the program Engagement in the program (e.g., number of sessions attended) Representation of different sectors and career stages Perceived value of the program
6.2.3 Plan for full implementation of the peer mentoring program (2025-2026 and beyond) informed by the feedback received from earlier participants.	✓	Aug. '25	MC- peer mentor subcmt. ISPE councils; Global Dev Cmt; P&CC	Launch the program during the ISPE Annual Mtg in DC
6.2.4 Provide opportunities for in-person networking during ISPE sponsored mtgs to increase engagement for early career, mid-career, and senior members of the Society (can be developed around existing programs: Mentor Match, Peer Mentoring, FISPE engagement)	✓	Aug '26	MC, Scientific Program Committee	Pilot a small networking event at ISPE Annual Mtg and/or at one of the ISPE sponsored regional meetings Networking event at ISPE sponsored meetings in 2026 Mentoring drop-in space during ISPE sponsored mtgs
6.2.5 Capitalizing on the existing ISPE mentoring program: proposal for a new ISPE award for mentorship excellence	✓	Aug.'25	MC, Fellowship & Awards Cmt	Proposal submission for Board approval
6.2.6: Develop a formal leadership development program for emerging leaders, including workshops, webinars, and shadowing opportunities with current ISPE leaders, ensuring a sustainable pipeline of capable future leaders for ISPE committees (RIGs, SIGs, Committees, Councils)	✓	Aug '27	Board (Lead), Fellowship & Awards Cmt, Educ Cmt, SPC	Number of applications to join the program

OBJECTIVE 7

Objective 7: Develop and deploy engagement strategies to better include diverse perspectives and geographic regions into the field of pharmacoepidemiology

Core group:

Yasser Albogami – Strategic Planning Committee
 Champion Elisabetta Patorno – Strategic Planning Committee Champion
 Daniela Moga – Board
 Member Efe Eworuke – Board Member
 Ursula Kirchmayer – Executive Committee Sponsor

Goal 7.1: By 2025, update strategy for ISPE meetings: (a) Modify ISPE Annual Meeting location parameters – rotate between more than just North America and Europe; (b) Designate funding and calendarization for set number of regional meetings per year; (c) Designate track at ISPE Annual Meeting for regional interests

LEAD: Meetings Oversight Committee

Tactic	Funding	Timeline	Involvement	Metrics
7.1.1 Propose a new ISPE annual meeting calendar, considering globalization	No	April 2025	SPC, Executive Committee, Board	Recommendation to the Board on inclusion of Asia into the annual meeting rotation and regular meetings in all regions across the years
7.1.2 Designate a track for regional interests at ISPE annual meeting	No	August 2026	Executive Committee, Board, Scientific Program Committee, ISPE meetings Oversight Committee, RIGs, GDC	Implementation of the track at the 2026 annual meeting
7.1.3 Initiate a formal process for submitting regional meeting	No	April 2025	RIGs, SIGs, Finance Committee,	Number of submitted proposals and feedbacks
Proposals, including feedback to the submitters			SPC, GDC	

7.1.4 Collaborate with regional pharmaceutical societies, universities, and governmental health bodies to expand outreach, cost and risk sharing , and ensure local relevance	No	December 2027	RIGs, GDC, SPC, Finance Committee	Number of collaborated agencies, proportion of risk shared
7.1.5 Enhance assessment at the end of each regional meeting to guarantee success and avoid greater financial loss and share information with Board/Exec. Propose a standardized evaluation framework to be used.	No	December 2026	GDC, RIGs, SPC, Finance Committee, Membership Committee	Total revenue, cost per participant, sponsorship revenue, number of sponsors, profit margin or deficit, membership increase post-meeting, satisfaction scores
7.1.6 Compare ISPE's regional meetings with similar organizations (e.g., ISPOR, ISOP) to identify opportunities for improvement and Innovation with an annual cadence and feedback to the Board/Exec	No	December 2027	RIGs, GDC, Liaisons	Number of reports comparing regional meetings with similar international counterparts using publicly available data or available data shared by liaisons
7.1.7 Explore opportunities to offer CE credits or certifications for attendees, making regional meetings more attractive to healthcare professionals	Yes	December 2025	Executive Committee, RIGs, GDC, Finance, Education Committee	Recommendation on adoption to the Board

Goal 7.2: By 2029, increase (a) Number of new members who do not have degree in epidemiology, (b) Number of members who study medical interventions/products other than medicines, and (c) Number of members outside of North America or Europe by at least 20% each

LEAD: Development Committee

Tactic	Funding	Timeline	Involvement	Metric
7.2.1 Raise awareness of ISPE and the opportunities ISPE offers around the globe, e.g. through webinars at national/regional level in local language and information at conferences related to the field (e.g. leverage liaisons)	No	August 2027	RIGs, Liaisons Champions, FISPEs, Board Members	Number of events offered per year
7.2.2 Ensure that the ISPE Annual Meeting and regional conferences feature specific sessions and tracks dedicated to all medical interventions and to professionals from emerging markets.	No	August 2027	Scientific Program Committee, Exec endorsement and Board approval Collaborate with Goal 1.2	number of tracks and sessions dedicated to related sciences outside traditional epidemiology
7.2.3 Offer the possibility to become a member or renew membership in all ISPE meetings.	No	August 2026	RIGs, Finance Committee, Membership Committee, Exec endorsement and Board approval	Number of new or renewed members
7.2.4 Establish a membership incentive program for existing members to refer new members from all medical interventions or from underrepresented geographic regions (specify)	Yes	August 2026	Membership Committee, Finance Committee	Number of referrals and successful invites

7.2.5 Leverage the expertise of FISPEs to act as ambassadors in regions where ISPE membership is low.	No	August 2028	Exec/Board, Fellowship Committee, GDC, Membership Committee, collaborate with Goal 6.1	Number of ambassadors
7.2.6 Develop formal partnerships with organizations that focus on medical interventions (to be specified).	No	August 2028	Board, Executive Committee, PPC, Development Committee	Number of new partnerships

OBJECTIVE 8

Objective 8: Engage external partnerships to ensure that ISPE as an organization is included in global conversations about conduct of pharmacoepidemiology studies and translation of results into public health policy and clinical practice.

Core group:

- Blánaid Hicks – Strategic Planning Committee Champion
- Jessica Franklin - Board Member
- Stine Hasling Mogensen - Board Member
- Lisa Pont – Executive Committee Sponsor

The external partners who the society may engage include other medical societies and organizations, policy makers and HTA bodies, patient advocacy groups or other outreach groups. Other relevant partners may be identified during the strategic plan implementation period.

Goal 8.1: Develop and implement plan to increase advocacy globally that accounts for differing context and needs

LEAD: Public Policies Committee

Tactic	Funding	Timeline	Involvement	Metrics
<p>8.1.1 Establish a working group to develop and implement a plan to oversee engagement with strategic liaisons, increase advocacy and interactions with external partners globally.</p> <p>Working group will report to the Exec (in lieu of Board) and to Board twice per year (April & August).</p> <p><i>Potential overlap with Tactic 7.2.6</i></p>	No	August 25'	SPC, Working group composition: Representatives from PPC, global development, P&CC, strategic liaison(s), Exec sponsor, Board champions & FISPE, RIGs, ACPE, councils	Establishment of WG by Aug 25'

<p>8.1.2 Initiation of an audit, gap and needs analysis of ISPEs ongoing global partnership activities and identify relevant partners for the society. This will align with existing partnerships to evaluate value and ensure adoption of processes.</p>	No	Sep 25'- Jan 26'	External partnerships working group	Audit and gap analysis completed by Jan 26'
<p>8.1.3 Development of plan for society to increase global strategic partnerships. The developed plan will consider i) a partnership model for each category of partner (e.g. medical society, patient advocacy groups) ii) a communications plan to ensure increased communication within and beyond the society on partnership activities, including utilizing social media, newsletters and the ISPE website.</p> <p>An external partner's page on the ISPE website is recommended to advertise current partners and facilitate contact details for requests directly to the society from new partners.</p> <p>Potential overlap with Objective 2.1, including 2.1.4</p>	No	Jan-June 26'	External partnerships working group, P&CC	By June 2026 plan completed.
<p>8.1.4 Implementation of plan; Clear objectives and roadmap will be set. Select key partners in currently underrepresented regions or sub-regions to test/pilot strategies.</p> <p>Progress will be tracked through regular monitoring of efforts. Feedback mechanism will be established from external partners.</p>	Yes	2026-2029	Lead: External partnerships working group	<p>Process indicator: By Jan 27' a 100% increase in external partnerships, to include those in emerging regions (LATAM, Africa, Gulf) and other under-represented subregions.</p> <p>Sustained partnerships in Asia, North America, and Europe.</p>

Goal 8.2: Complete at least one activity each year (2025-2029) that is aligned with ISPE mission, vision, and strategic efforts in at least 90% of ongoing external partnerships

LEAD: Executive Committee, delegating Liaisons

Tactic	Funding	Timeline	Involvement	Metrics
8.2.1 A 'Strategic Liaison pack' with relevant materials and guidelines etc. (ISPE slide deck, rules on using logo's, a social media cheat sheet etc.).	No	Dec 25'	SPC, External partnerships working group	liaison pack for presentation and distribution in Dec 2025
8.2.2 Training provision. i) Provide training on advocacy, outreach and engaging with policy makers for strategic liaisons. ii) Upskilling of the wider society on engagement and advocacy, providing training via webinars, workshops etc.	Yes	2026-2029	External partnerships working group	By end 2026 deliver training to all new (and existing) strategic liaisons By 2027-2029 at least 1 training opportunity per year to society.
8.2.3 Consider opportunities at ISPE meetings to invite and include global external partners (symposia, workshops, pre-conference courses etc), subject to approval by the Exec. <i>Potential overlap with Tactic 1.2.5</i>	No	Sep 2025-2029	External partnerships working group, scientific program committee, education Committee, meeting oversight committee	From 2026 at least 1 event per year at one ISPE meeting Overall Outcome indicator: At least one activity per year for 90% partnerships (2025-2029)
8.2.4 Consider opportunities for liaisons to attend external meetings/ conferences to present e.g. on behalf of ISPE globally	Yes	Sep 2025-2029	External partnerships working group	Number of presentations at external meetings
<i>Potential overlap with Tactic 2.1.4 and Tactic 7.2.1</i>				

<p>8.2.5 Encouragement of ISPE sponsored manuscripts to include identified external partners and thus in these instances, consideration of non-ISPE members (as co-authors), where appropriate. Review of ISPE sponsored manuscript guidelines and identification of topics required to consider the above.</p>	Yes	Aug 2025	PPC, P&CC and external partnership Working group	<p>Revision of ISPE sponsored manuscript guidelines by Aug 2025</p> <p>Overall Outcome indicator: At least one activity per year for 90% partnerships (2025-2029)</p>
<p>8.2.6 Identify a strategic liaison champion. This may be 2-3 board members (with Exec sponsor) or other relevant champions e.g. FISPE.</p>	No	Dec 25'	SPC	strategic liaison champion(s) identified by Dec 2025.
<p>8.2.7 Ensure appropriate reporting mechanisms in place for monitoring activities with liaisons and partners. Reporting will continue to the board (as per current guidelines) and to champion(s), and Exec. Champions will provide support & guidance to liaisons for integration of activities into ISPE's mission & strategic efforts</p>	No	June 26'	Strategic liaison champion(s), SPC	The retention of 80% of relationships over 4-years by 2029.
<p>8.2.8 Increased dissemination of information on external partnerships and how to get involved. The establishment of an award mechanism to recognize the sustained work of strategic liaisons e.g. recognition and promotion of activities as part of FISPE recognition and sustained status and consideration of a specific award. Potential Overlap with Objective 6.1 & 6.2</p>	No	April 26-2029	MC, & Fellowship & Awards Cmte, Champions & P&CC	Inclusion in definition criteria for FISPE status