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**ORAL HISTORY SNAPSHOTS**

**Reflections of Key Leaders Across Time**

*Justin Moore, thank you so much for helping ACAPT to document its emerging history! Your perspective as Chief Executive Officer of APTA is particularly important because you have watched ACAPT emerge from a very special vantage point. What do you remember about the process of ACAPT emerging as a new component of APTA?*

When this process started, I was the Executive Vice President of Public Affairs and watching with the lens of how this will impact our public policy and public relations agendas. It was a unique conversation at that time! APTA had a long history of representing individual professionals but not the programs that were educating those professionals. We knew ACAPT would add a new level of detail and sophistication, but we also thought it would add a new level of value by having our public policy and public affairs agenda be viewed through the lens of the educational programs.

*How do you think development of ACAPT has affected the internal and external views of APTA?*

Very honestly, APTA has become more complex. In dealing with education issues or reform, we now must reconcile the impact on the entire enterprise as well as the individual, both of which APTA is dedicated to sustaining as we seek the highest qualified work force to make our contributions to society. ACAPT’s emergence added a level of complexity but it also a level of credibility to APTA. In the process, there was some lack of clarity about how to be efficient and effective, but there have not been any major issues or crisis situations, and we have had the luxury of growing into this role and learning how both organizations can develop, evolve and mature. Externally, although none approached us about how we were managing the new relationship, there were a lot of organizations looking at evolving this model to achieve the same level of synergy and uniqueness that AMA and AAMC has enjoyed. Obviously, that is a long-standing relationship, and both have their unique value proposition, but others are considering how to learn from each other to establish similar models of partnership.

*What is your view now of the impact ACAPT has had on the education community and on APTA?*

The impact has been positive. At first, there was a lot of trepidation about conflict and competition, but I do not think that has developed. I see APTA and ACAPT as complementary and respectful of each other’s unique roles. The Education Leadership Partnership (ELP) that has been established between APTA, The Academy of PT Education (APTE) and ACAPT has been a great opportunity to explore what partnership means and how we develop a working relationship with those organizations that might have different perspectives on the same issue.

*Thinking ahead, what do you believe will be the future impact of ACAPT on the education community and its need for reform?*

ACAPT has a great opportunity to show its value and contribution. My view is that we will have pressing issues in education like we did in health care and that education reform in America is probably not that far off. ACAPT will have a voice as we talk about the future of education because of its unique constituency and role, and it will be well positioned to add its voice to the debate. Having different voices from the same community, like the Federation as the regulator, CAPTE as the accreditor and APTA as the professional society is critical and ACAPT has the potential to be a voice of the education enterprise in PT. For example, I think loan indebtedness will be the primary driver of education reform in PT and elsewhere. Just as we were about health care, we are concerned about containing cost, demonstrating quality ad increasing accessibility in education. I think those will be the drivers in the debate on what the next evolution of higher education is in the US. ACAPT and the education community will always have a strong voice in articulating the quality of education, giving them a unique role on the quality pillar. But that does not diminish the roles they could have on the costs and accessibility pillars as well. Both ACAPT and APTA will have to formulate how we going to change those two areas of that equation - costs and accessibility. APTA has a very limited influence on the costs of education, but we are being asked to manage the effects on our members. We need to be partners if we are going to change the cost of education.

*What more do you remember about the process of developing ACAPT or its current status that would be important to preserve?*

Creating ACAPT has challenged APTA to re-look at how we are organized. For 90+ years, APTA’s primary DNA has been the individual member. The educational community challenged us to change that DNA and consider how to manage the duality of purpose and function that program directors would have by representing their program in ACAPT and being an individual member of APTA. Although people have been able to effectively co-manage those dual roles, there still may be role confusion that creates some challenges, but so far, those challenges have been managed well. One of the biggest challenges we share with ACAPT is to be authentic to our PTA community and grow that constituency. APTA has a long history during which the PTAs have not necessarily felt welcomed or part of our community, something we are trying to change with APTA’s new mission statement of building community. We have taken a very deliberate approach at APTA under the leadership of President Sharon Dunn of being better together and looking for synergy and commonality in the spirit of building community I believe we can be successful together showing relevance, value and engagement for PTAs at the individual professional society level at APTA. Until that fails, our hope is to keep them in the community and not fragment out into other community. Building a meaningful partnership, based on understanding each other’s roles and responsibilities, may be difficult on the front end, but should bring rewards on the back end. ACAPT may engage them later to support their unique role and responsibility.

*Justin, thank you from the entire education community for your leadership in APTA and for articulating the challenges of the organization and the profession. We are grateful that you participated in this project.*