

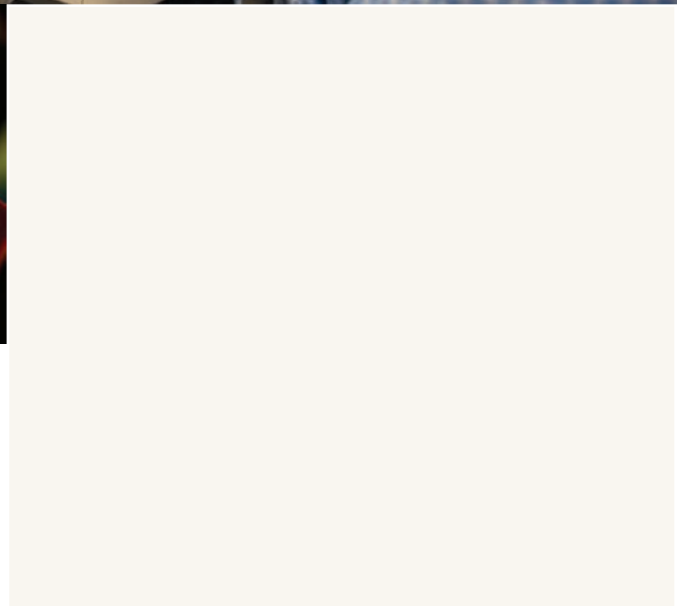
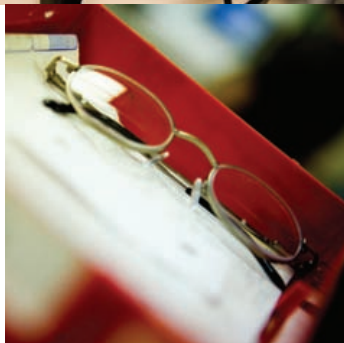


Strategic Vision

GOALS + ACTION

IU School of Optometry

OCTOBER 2009





Strategic Vision

Our vision is to achieve an integrated vision science and patient care academic program that is a leader in translating discovery to patient care through teaching, research, and service. This vision reinforces the Indiana University School of Optometry commitment to advancing and communicating knowledge of Optometry and vision science for the benefit of the state, the nation, and the world.



STRATEGIES

1. Create an environment that fosters excellence.
2. Take advantage of advances in technology to communicate our discoveries and knowledge.
3. Partner with external agencies and institutions to promote advances in vision science and vision care through translational research.





Dear colleagues, students, and friends of the IU School of Optometry:

As the Interim Dean of the Indiana University School of Optometry, I am delighted to share the school's strategic plan that has been developed by the school's faculty, staff, and students. The school is poised to emerge stronger and more focused to pursue a vision of excellence and global leadership. Our vision is to achieve an integrated vision science and patient care academic program that is a leader in translating discovery to patient care through teaching, research, and service. This vision reinforces the Indiana University School of Optometry's commitment to advancing and communicating knowledge of optometry and vision science for the benefit of the state, the nation, and the world.

The goal is to use this plan to position the school within the next five years to be the best in the nation and a leader in the world. What does that mean in light of other schools that aspire to do the same? To many of us in the school, it means taking full advantage of the unique resources our school offers, including a strong faculty who are committed to further developing our teaching and research programs; a student body dedicated to the IUSO and willing to work with the faculty and the staff to enhance student learning and the learning environment; and an Indiana University leadership that has supported the school through a difficult period and has provided the expertise and resources to help establish a new model of operation that enhances the school's reputation among other schools and colleges of optometry.

It is my sincere hope that a well-formulated plan will draw our attention to the school's strategies and goals and allow us the opportunity to work together on reaching these goals. Beyond the school, we are reaching out to you, our 2,500 alumni, to acknowledge and inform you about the direction the school is taking and to enlist your expertise and help to ensure we reach the goals that our school has set for itself. We will strengthen our longstanding ties with many friends from the ophthalmic industry who have supported us in the past, who we hope will continue to support our vision and plan. IUSO will work with strategic partners within IU, the state, and the world to advance our mission of improving eye vision and decreasing visual disability worldwide.

I want to acknowledge and thank those in the IUSO who worked hard to develop the strategic plan. Through thoughtful discourse and creative strategies, they sought only the highest goals for the school, knowing that with help from each of you, those goals will be reached.

Thank you for your commitment to the IU School of Optometry. I look forward to working with you over the next five years on this grand plan.

Sincerely,

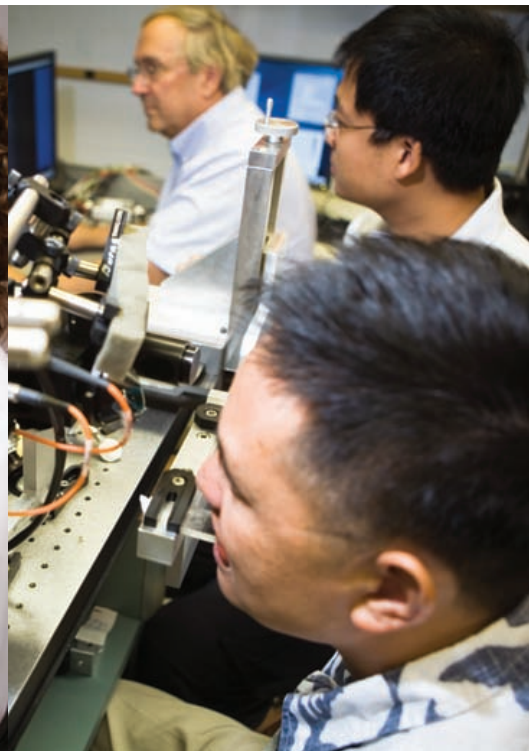
P. Sarita Soni
Interim Dean



STRATEGY 1

Create an environment *that fosters excellence*

The Indiana University School of Optometry has a long history of excellence in optometric education and research. We recognize that sustaining this excellence in the increasingly complex and multidisciplinary environment of the 21st century requires improving the synergy between scholarship, teaching, and the needs of the public that we serve, such that each activity reinforces the others. This will require an increased effort to integrate all aspects of our programs, so that new knowledge generated is communicated to all members of the school. In addition, the changes in our health care system, both in terms of the changing nature of public health, and in terms of the delivery of health care require a smooth flow of information. These changes need to be incorporated into the curriculum so that we can prepare our students to meet the health care needs of the 21st century. To achieve this level of partnership will require continued investments in maintaining and promoting excellent staff and faculty, and in enhancing the learning environment.



GOAL 1 Create internal systems to allocate resources, to facilitate communication, and to reward advances in vision science, teaching, and vision care.

- ACTION 1** Strengthen the faculty review and promotion processes to optimize career developments, thereby strengthening the position of IUSO as a premier teaching and research center.
- ACTION 2** Develop systems to allocate resources, such as space or release time, based on contributions to the mission of the school.
- ACTION 3** Support the interaction between clinical care, clinical research, and basic research through shared equipment grants, technical support, and other internal competitive funding initiatives.
- ACTION 4** Strengthen the IUSO research enterprise to enable faculty to respond rapidly and efficiently to new funding opportunities and to better manage awards.

GOAL 2 Enhance the culture of scientific inquiry and scholarship.

- ACTION 1** Develop additional opportunities to facilitate open interactions between all faculty and all students to foster the development of new ideas, such as small group discussions, outside lectures, or seminar series that focus on optimizing the synergy between clinical care and clinical research.
- ACTION 2** Create increased opportunities for clinical faculty to participate in research or expanded scholarly activities by implementing incentives, including release time from clinic responsibilities.

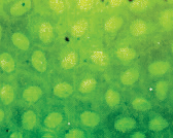
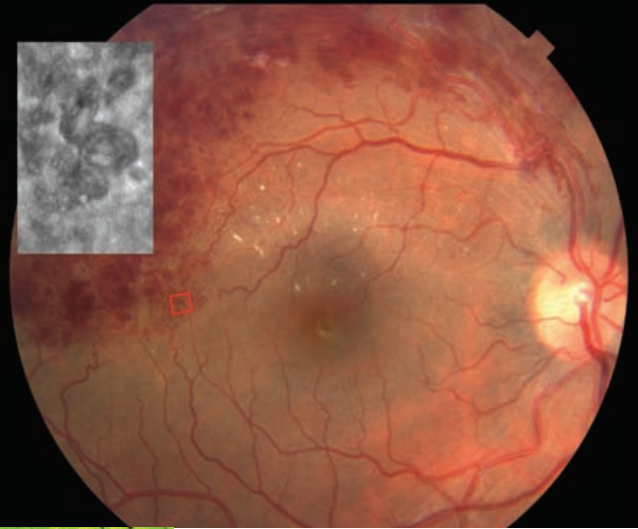
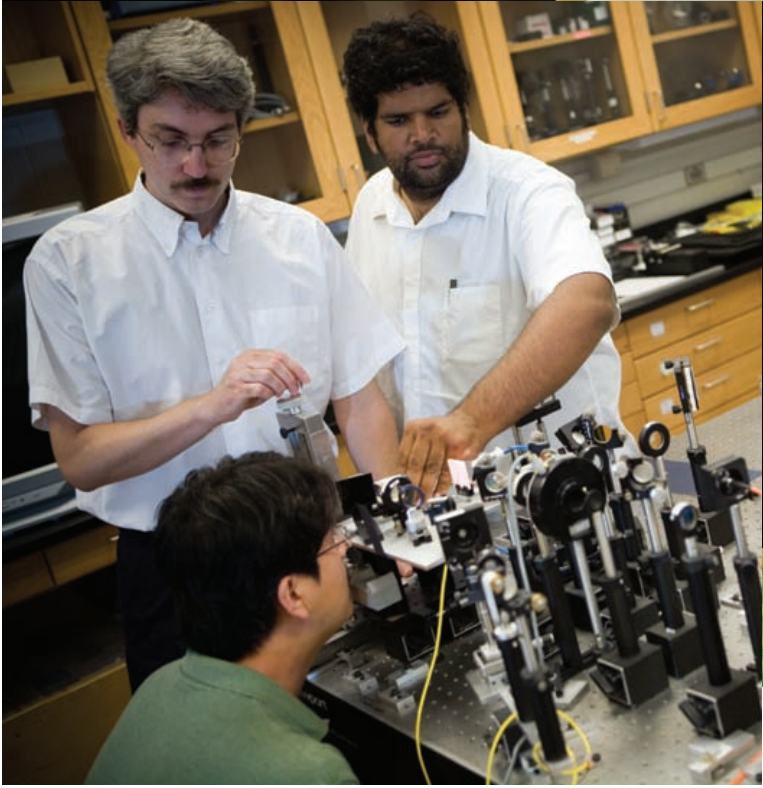
- ACTION 3** Support the interaction of clinical and basic research through shared equipment grants, technical support, and other internal competitive funding initiatives.
- ACTION 4** Continue to build on the existing faculty strength by setting clear goals for areas of excellence and standards of excellence when hiring new faculty.
- ACTION 5** Increase the number of Distinguished Professorships and endowed positions at IUSO.

GOAL 3 Create an environment that enhances and rewards staff performance.

- ACTION 1** Support staff in acquiring training and knowledge that will allow them to advance within their job classifications as well as to qualify for promotion.
- ACTION 2** Concentrate IUSO hiring on full time positions.
- ACTION 3** Reward excellent staff with raises both within ranks and to higher ranks.

GOAL 4 Create a state-of-the-art environment for knowledge creation and learning, including recruitment and retention of faculty.

- ACTION 1** Improve the physical layout for teaching, especially pre-clinics and teaching labs.
- ACTION 2** Renovate/equip patient clinic and patient based research spaces to enhance cutting-edge research.
- ACTION 3** Renovate student and staff spaces to encourage an environment of relaxed learning and collaboration.
- ACTION 4** Develop a comprehensive space plan for IUSO.



STRATEGY 2

Take advantage of advances in technology *to communicate our discoveries and knowledge.*

The rapid advances in optometry and vision research have placed a burden on keeping our systems and knowledge up to date. However, the advances in information and communication technology also provide striking new opportunities for improving knowledge acquisition for our students, our faculty, and our staff. The IUSO is committed to advancing the state of the art in optometric teaching through modern communications technology and in distributing new knowledge both within the school and to the world at large.

GOAL 1 Advance optometric and vision science teaching using state of the art technology and methods.

- ACTION 1** Invest in an ongoing curriculum review.
- ACTION 2** Encourage incorporation of new ideas and advances.
- ACTION 3** Develop state-of-the art facilities for introducing students to the cutting edge technology.

GOAL 2 Develop advanced teaching and knowledge communication to provide distance education to the state, the nation, and the world.

- ACTION 1** Develop a plan to improve the delivery of static knowledge content via the web for the AS, OD, and CE programs.
- ACTION 2** Develop interactive processes for teaching optometry and vision science courses over the Internet.
- ACTION 3** Develop a system for “lectures on demand,” allowing clinicians, researchers, patients, and the public at large to participate in the knowledge base of IUSO.

GOAL 3 Develop new approaches to communicate IUSO's advancements to students, staff, faculty, alumni, and other interested partners.

- ACTION 1** Strengthen the content of the IUSO Web pages to provide up-to-date information on activities and discoveries occurring within the school.
- ACTION 2** Strengthen the outreach of IUSO to donors and benefactors as well as to the optometric industry by providing education and information.
- ACTION 3** Develop social networks of our constituents, including patients, students, and alumni that allow them to interact with each other, and with IUSO.



STRATEGY 3

Partner with external agencies and institutions *to promote advances in vision science and vision care through translational research.*

Visual disability is a global problem; therefore, advancing patient care and vision research must be a global effort and cannot be pursued in isolation. IUSO will work with strategic partners within the university, the state, and the world to advance our mission of improving vision and decreasing visual disability worldwide.



GOAL 1 Work with the IU community to enhance knowledge of vision science and to increase research that will advance vision care.

- ACTION 1** Develop a minor in Vision Science to advance the knowledge of IU students about the needs and opportunities of optometry and vision science.
- ACTION 2** Work with IUB and IUPUI to develop a university wide Vision Science initiative, with the goal of bringing new, funded vision science research to Indiana University.

GOAL 2 Work with partners in the State of Indiana to increase the impact of IUSO on teaching, vision science and vision care in Indiana.

- ACTION 1** Work with Indiana Clinical Translational Science Institute (I-CTSI) and other centers and institutes to enhance links to other state institutions of higher education.
- ACTION 2** Develop plans with I-CTSI to link all community optometric practices in Indiana to the current and future healthcare networks within I-CTSI.
- ACTION 3** Take a leadership position to work with optometric practitioners to develop optometric health care electronic records.
- ACTION 4** Serve as an information hub for the optometric community of Indiana to enhance public health and vision care translational research statewide.
- ACTION 5** Work with UITS to manage, secure, and protect patient information.
- ACTION 6** Work with UITS to develop procedures to provide access to unidentifiable data for research in accordance with HIPPA and IRB guidelines.

GOAL 3 Work with other medical specialties to integrate vision care in a preventative health care environment.

- ACTION 1** Realizing that the rising incidence of diabetes is a growing health care crisis, work with other health care professionals to enhance the role of optometry in screening and prevention.
- ACTION 2** Realizing that the aging of our population is producing increasing vision problems that are often related to systemic health problems, work with other disciplines to improve the public health and systemic treatment of diseases associated with aging.

GOAL 4 Enhance and develop new national and international programs and relationships to enhance knowledge delivery for all our programs (AS, CE, etc).

- ACTION 1** Improve partnerships to enhance the teaching of vision care through online offerings and distance learning with a goal of leveraging IUSO's expertise in combination with others.
- ACTION 2** Work with professional societies to enhance standards for up-to-date clinical teaching, both through direct and distance teaching.

GOAL 5 Enhance and develop new national and international programs and relationships that improve vision care worldwide through education, clinical care, and research.

- ACTION 1** Improve our dissemination of vision care through international partnerships which take advantage of the benefits of distance education while encouraging high standards of professionalism and care.
- ACTION 2** Increase our partnership in international research programs in public health, service learning, and research.



SCHOOL OF OPTOMETRY

INDIANA UNIVERSITY

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