

APPENDIX I-1

INDIANA UNIVERSITY SCHOOL OF OPTOMETRY

Mission, Goals and Objectives

Strategic Plan 2010-2015

MISSION STATEMENT

The mission of the School of Optometry is to protect, advance and promote the vision, eye care and health of people world wide by:

- Preparing individuals for careers in optometry, the ophthalmic industry and vision science; and
- Advancing knowledge through teaching, research and service.

This will be accomplished through the Doctor of Optometry, Optician/Technician, residency and graduate programs.

VISION STATEMENT

Our vision is to achieve an integrated vision science and clinical training 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.

GOALS 2010-2015

- **Create an Environment that fosters excellence**
- **Advance optometric and vision science teaching**
- **Expand Patient Care Resources and Clinical Training.**
- **Maintain high quality applicants to IUSO OD program.**
- **Increase support for community and public service**

Goal 1. Create an Environment that fosters excellence

The IUSO 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 growing 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 by our

entire faculty 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 to enhance the learning environment.

Objective 1. Create a state of the art environment for knowledge creation and learning, including recruitment and retention of faculty

Actions:

- Improve the physical layout for teaching, especially pre-clinics and teaching labs. *Preclinc & labs were renovated in summer 2011.*
- Renovated library and student study rooms slated for *summer 2013.*
- Renovate patient based research spaces to enhance cutting edge research. *Target summer 2013.*
- Recruit a tenure-track faculty in Ocular Biology/Disease. *Renovation of lab space targeted for Summer 2013.*
- Recruit a nationally recognized ocular disease clinical faculty by *Fall 2013*
- Establish a long-term faculty recruitment plan that will fulfill future needs and evolving optometric scope, through internal faculty & external Dean's advisory groups *by 2014.*

Objective 2. Strengthen the faculty review and promotion processes to optimize career developments and thereby strengthen the position of IUSO as a premier teaching and research center.

Actions:

- Revise Clinical Rank Promotion guidelines to reflect the faculty desire for greater scholarly activity. *Completed Spring 2010*
- Promotion guidelines for tenure track are under review; target *Spring 2014*

Objective 3. Develop systems to allocate resources, such as space or release time, based on contributions to the mission of the school.

Actions:

- Provided additional one-half day development time for Clinical Rank faculty to engage in Scholarly activity. *Individual clinical faculty development plans are reviewed by the Associate Dean for Clinics & the Executive Associate Dean.*
- Tenure-track teaching load policy *implemented Fall 2012.*

- Develop and implement a research space allocation policy. *Target date is Fall 2013.*

Objective 4. Support the interaction between clinical care, clinical research, and basic research through shared equipment grants, technical support, and other internal competitive funding initiatives.

Actions:

- Clinical rank faculty are encouraged, through the use of development time or buy out of salary on grants, to participate in clinical research. *Target: increase co-authored papers by 10%.*
- Increase Clinical & Translational Sciences Institute (CTSI) funding *by 20%*
- Apply for NIH T32 training grant and K12 Institutional Clinical Scientist Development program in *2013 and 2014*, respectively to support OD/MS and OD/PhD advancement.
- Establish a research equipment replacement fund. *Dean provided \$100K+ from base budget in Fall 2012 for research faculty use, which includes equipment replacement.*
- Charge the AD for Clinical Affairs through the auxiliary IT group to design and implement improved tools for using the Clinical Patient Database for research purposes. *Target within one year of complete EHR use.*

Objective 5. Strengthen the IUSO research enterprise by enabling faculty to respond rapidly and efficiently to new funding opportunities, as well as to better manage awards.

Actions:

- The NIH core grant provides some administrative help. Prioritize funding for IRB administrative assistance.

Objective 6. Develop additional opportunities to facilitate open interactions between all faculty and 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.

Actions:

- Expand Grand Rounds program and schedule to accommodate maximum attendance. *Target Fall 2013.*
- Develop a joint clinical and tenure-track faculty forum to discuss how pressing problems in clinical practice can be addressed through clinical research. *Target Fall 2014.*

Objective 7. Increase the number of Distinguished Professorships and endowed positions at IUSO.

Actions:

- A Development officer was hired in March 2011. One of the Development goals is to fund an endowed chair in visual optics by Summer 2016.

Goal 2. Advance optometric and vision science teaching

Objective 1. Evaluate the implementation of the new curriculum (2006) and make recommendations for revisions.

Actions:

- Curriculum committee charged to organize curriculum review by surveying students and faculty, examining NBEO strengths/weaknesses, and surveying recent graduates. *Process started in Fall 2012.*
- The long term planning committee will evaluate need for curricular changes to meet changing educational requirements.

Objective 2. Accelerate advances in the teaching of Optometry at IUSO by using state of the art methodology and to share innovations in teaching with the entire school.

Actions:

- Have in place infrastructure for recording lectures on demand by Spring 2014.
- Investigate alternative teaching strategies that utilize on-line resources to reduce time in class for content delivery and increased discussion & interaction. This will be a topic for a faculty retreat in May 2013.

Objective 3. Improve NBEO Part 1 first-timer pass rate to >85% by August 2014.

Actions:

- Investigate plan to integrate NBEO outline topics in course structure to aid studying for boards.

Objective 4. Develop new courses to introduce undergraduates to Optometry and Vision Science as a means to improve the applicant pool for the OD program.

Actions:

- Evaluate V250 "Miracle of Sight" developed by Dr. Bradley. Is enrollment income supporting faculty time investment? Have any enrollees applied to Optometry school? *Target Summer 2013.*
- Similarly evaluate V201 "Anatomy and Physiology of the Eye" an Optech undergraduate course taught by Dr. N. Himebaugh.
- Investigate the creation of an undergraduate minor in Vision Science. *Decision by Spring 2014.*

- Communicate and expand the use of WebWorks in contact lens course to utilization in other appropriate courses.

Objective 5. Optometric technicians are in high demand, yet our Optech A.S. degree program has very limited enrollment.

Actions:

- Increase enrollment in the Optech program from 10/year to 30/year through creation of an accelerated certificate program. *Implemented Fall 2012; Evaluate after three years: Fall 2014.*

Goal 3. Expand Patient Care Resources and Clinical Training.

Objective 1. Have electronic health records fully in place by end of 2013.

Actions:

- EHR in Bloomington Peds and Contact Lens Service completed.
- Meaningful use established at IECC in fall 2012.
- Institute a student scribe program by 2014.

Objective 2. Replace major clinical equipment on a five-year cycle.

Actions:

- Create an auxiliary line item for equipment replacement *by Fall 2013.*

Objective 3. Increase IUSO based Residencies.

- Examine the potential for a Primary Care Residency at IECC.
- Additional Primary Care residency at AECC
- Explore two-year combined residency and MS in Optometry

Objective 4. Increase Patient encounters.

Actions:

- Increase clinic marketing to improve patient numbers by 5% per year.
- Adjust student exam time and scheduling to accommodate increased patient flow.
- Prioritize Extern rotations that maximize patient encounters.
- Explore expansion of externships outside school clinics as a means to increasing 3rd year patient encounters. Changed extern requirement from Bloomington required to Bloomington or IECC required, May 2013.

Objective 5. Explore Interprofessional Education Opportunities.

Actions:

- Enhance Vision Rehabilitation program through collaborations with IUPUI Occupational Therapy, Rehabilitation Hospital of Indiana, and Dept of Ophthalmology. *Discussions started summer 2012.*
- Expose optometry students to the visually impaired young population through collaborations with the Indiana School for the Blind. *Started low vision presence in March 2013.*
- Explore strategic partnerships with the new Bloomington School of Public Health. *Target discussions for summer 2013.*

Goal 4. Maintain high quality applicants to IUSO OD program.

Objective 1. Increase awareness of IUSOs full-scope educational opportunities.

Actions:

- Re-examine off-campus recruitment efforts and develop new plan by *Spring 2013.*
- Increase awareness of Optometry at IUBloomington & Indianapolis through undergraduate courses and involvement with campus service activities.

Objective 2. Keep tuition increases below 2%/year.

Actions:

- Hold school expenses flat for next budget & <2% increase thereafter.
- Increase clinic, on-line and graduate program revenues to offset expected decreases in state support.

Objective 3. Create Recruitment Scholarships to cover top 10% of incoming students.

Actions:

- Start campaign to endow 7-8 new recruitment scholarships *starting in 2013.*

Objective 4. Improve diversity recruitment.

Actions:

- Devise a summer camp that includes minority undergraduates and high school students from Indiana and surrounding states. *Target 2014.*
- Develop sponsorships to support summer camp.

Goal 5. Maintain and expand support for community and public service

IUSO has a long history of supporting the community through vision screenings, free exams, reduced cost spectacles and medically indicated contact lenses. However, these services are costly. In the current fiscal environment, it will be prudent to seek support specifically for indigent patient care.

Objective 1. Seek monetary support from community partners

Actions:

- Partner with Prevent Blindness Indiana. *Provided funds for running Gift of Vision & Sight for Students program, 2012.*
- Engage Federally Qualified Health Care Clinics. *Met with them in 2011.*
- Apply for community foundation funds. *Hoover Family grant received, \$10,000, 2012. Marion County Public Health Department grant, \$25,000, 2013.*

Objective 2. Apply to national foundation grant programs.

Actions:

- Applied to Alcon Foundation to support Bloomington Volunteers in Medicine program, 2013.