SCHOOL OF OPTOMETRY

Shaping the Future

Strategic Plan | 2023 - 2027

Prepared by MAPT Solutions
Creating a Plan for the Future

The Indiana University School of Optometry (IUSO) is a leading U.S. institution with a longstanding reputation for excellence, producing exceptional practitioners, scientists and leaders, supporting the community through excellent primary and specialty vision care services, and consistently ranking at the top in research. As the world of eye and vision care evolves, it challenges IUSO to take its work to even greater levels, preparing graduates to adapt and lead in a changing environment, advancing critical research priorities, and ensuring high-quality clinical services that meet the diverse and changing needs of communities.

In response to this, IUSO launched a strategic planning process in late 2021 to develop a five-year strategic plan to guide its continued leadership in the fields of optometry and vision science. IUSO engaged MAPT Solutions, an Indianapolis-based consulting firm specializing in strategic planning, to help facilitate the process and support the creation of the plan. Together, IUSO and MAPT Solutions conducted the strategic planning in three phases: a landscape review and analysis; strategic visioning sessions with IUSO faculty, staff, students, and stakeholders; and finally, a first-year implementation plan. Reflection, transparency, communication, collaboration and empowerment were key elements throughout the process, including a critical examination of IUSO’s present state and many future-focused discussions about what the school could achieve.

As IUSO moves into its next chapter, this plan’s goals will shape who IUSO is as an institution and the impact it and its graduates will make over the next five years. IUSO faculty, staff, students, alums and trustees all have a role to play in the plan’s success. IUSO stakeholders will work continuously to establish measures to ensure goals are met and proactively adapt the plan for future identified goals.
The Indiana University School of Optometry Mission and Vision statements:

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

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

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

Vision Statement
Our vision is that IUSO is recognized world-wide for excellence in optometric education and vision research that shapes the profession and impacts the lives of patients and communities.
Strategic Goals
2023 - 2027

🔍 Set the benchmark in optometry and vision science education.
🎓 Attract and prepare students to succeed academically and become leaders in the field.
👀 Provide expert, patient-centered eye care in an engaging educational environment.
✍️ Advance IUSO’s research and related training programs.
⭐⭐⭐ Grow the reach, reputation and position of IUSO.
📅 Ensure the environment for success.
Set the benchmark in optometry and vision science education.

1. Recruit and retain a diverse faculty committed to excellence in teaching and mentorship.

2. Strengthen teaching by continuously updating the curriculum to reflect the latest in research, inclusive clinical training, and integration into interprofessional and collaborative health care models.

3. Refocus course content to prioritize clinical relevance and student mastery of National Board of Examination (NBEO) standards. Transition advanced content to elective coursework.

4. Expand high-quality professional growth and development opportunities for faculty.

5. Foster an effective and transparent instructional environment.
Attract and prepare students to succeed academically and become leaders in the field.

1. Build student interest, specifically within diverse communities, in optometry and vision science careers through innovative partnerships and outreach efforts.

2. Continue strengthening recruitment efforts to ensure the quantity and quality of a representatively diverse pool of student applicants. Leverage data to engage target student audiences and monitor long-term needs and success.

3. Expand resources for ensuring students succeed academically and professionally. Prioritize efforts to improve program readiness, student retention, board pass rates and post-graduate success.

4. Deepen student engagement and belonging within the IUSO community to enhance student success, professional development and long-term connection.
Provide expert, patient-centered eye care in an engaging educational environment.

1. Strengthen primary care operations and maximize overall capacity while addressing specialty clinic opportunities.

2. Ensure students receive a rich and diverse set of clinical education experiences to strengthen learning and build a broad perspective of patient care.

3. Ensure all clinic providers, interns and staff provide cultural competency and patient-centered care.

4. Develop and implement a talent plan for attracting, developing and retaining excellent clinical faculty and staff.

5. Continually assess opportunities to expand or diversify services and related funding models.
Advance IUSO’s research and related training programs.

1. Grow IUSO’s extramural funding portfolio.

2. Undertake a strategic and proactive hiring initiative to recruit and grow outstanding tenure-track faculty in key areas of research excellence. Prioritize diversity of knowledge, experience and background.

3. Expand existing and/or pilot new models for recruiting and funding research trainees and high-potential research talent.

4. Continue enhancing the attractiveness of IUSO’s research program for top talent through culture-building, expanded resources, and appointment models.

5. Promote student participation in research efforts at all levels including residents and clinicians.
Grow IUSO’s reach, reputation and position.

1. Build local and national recognition for the excellence of IUSO’s optometric education, clinical practice and vision research.

2. Accelerate development efforts, prioritizing both annual fund growth and transformational gifts in support of strategic goals.

3. Deepen alumni engagement through meaningful student interactions, leadership/professional development opportunities and ongoing communications.

4. Support the success of the optometric community through communications and continuing education opportunities.
Ensure the environment for success.

1. Promote a culture of responsibility, equity and inclusion in all that we do.

2. Align talent and financial resources to support IUSO’s strategic plan, leveraging incentives and campus-wide supports as appropriate.

3. Streamline internal processes and ensure the highest and best use of IUSO talent and resources.

4. Drive successful implementation of the strategic plan through effective management, communications and measurement.

5. Strengthen internal relations and engagement efforts to build institutional pride, unity, respect and belonging.

6. Upgrade and continuously invest in physical environments to support IUSO in achieving its goals.