



SCHOOL OF
OPTOMETRY

Shaping the Future

Strategic Plan | 2023 - 2028



Introduction

The Indiana University School of Optometry (IUSO) is a leader in optometric education and vision research with a longstanding reputation of excellence in producing exceptional practitioners, scientists and leaders, advancing innovative research, and supporting the community through excellent primary and specialty vision care services.

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 and innovative research priorities, and ensuring high-quality clinical services that meet the diverse and changing needs of communities. In response, IUSO launched a comprehensive strategic planning process in 2022 to develop a plan to guide its continued leadership in the fields of optometry and vision science. The process included a comprehensive review of the optometry and vision science landscape, visioning sessions with faculty, staff and students, and interviews with external stakeholders. The resulting plan is intended to be dynamic, with continuous reflection and refinement based on our learnings, progress, and the ever-changing landscape of our fields.



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 worldwide for excellence in optometric education and vision research that shapes the profession and impacts the lives of patients and communities.

Strategic Focus Areas

Consistent with the [IU 2030 plan](#), IUSO's strategic plan establishes four foundational pillars to guide the school's direction and the many contributions of its faculty and staff:



Student Success and Opportunity

We will strive for the long-term success of all students by providing the highest quality of education through rich, diverse, and engaging learning experiences.



Transformative Research and Creativity

We will pursue innovative, transformative research and creative activity as a crucial societal and economic outcome of academic excellence and to advance the care of patients globally.



Service to Our State and Beyond

We will leverage our expertise and capabilities to serve communities across our state and across the globe, improving the lives of individuals and pursuing innovation and knowledge that improve the human condition.



School Operations and Culture

We will strengthen the ways we work and collaborate with one another, as well as the underlying systems and structures that support us, to ensure optimized conditions for our success.



Goals and Strategies:

1. Deliver exceptional optometric and vision science education.

- a. Enhance program curricula.

OD	Vision Science
<ul style="list-style-type: none"> • Focus course content to 1) ensure integration and alignment of the clinical and basic sciences, 2) prioritize clinical relevance, and 3) support student mastery of National Board and Examination standards. Consider moving advanced course content to an electives structure. • Formalize and expand advanced training opportunities for IUSO optometry students and continuing education offerings (e.g., through the creation of a micro-credentialing framework). • Ensure sufficient exposure and diversity within clinical education experiences to support students in building clinical competency, cultural humility, and a broad perspective on health care. • Drive proactive, continuous curricular improvements to ensure IUSO courses and programs are relevant and reflective of the needs of the profession and current and anticipated changes in optometric care, including innovations in diagnostic tools, treatment modalities, telehealth, personalized medicine, and collaborative care models. 	<ul style="list-style-type: none"> • Formalize IUSO's Vision Science program curriculum to provide greater structure and support for students. Expand mentorship opportunities. • Increase the number of faculty involved in training vision science students to support program growth. • Expand opportunities for vision science students to engage across campus, including with other units (e.g., statistics, neuroscience, intelligent systems engineering). • Provide increased opportunities for exposure and professional development via conferences, workshops, etc. • Identify and support students in securing NIH training grants.

- b. Strengthen instructional delivery through modernized learning approaches and the use of scholarly teaching and evidence-based teaching practices within IUSO classrooms and learning environments.
- c. Foster a culture of excellence in teaching through expanded professional development, recognition, and communities of practice.
- d. Establish equitable and evidence-based systems for evaluating instructional effectiveness and link to continuous improvement efforts.

2. Attract and prepare students to succeed in a rapidly changing optometric and vision science landscape.

- a. Grow student interest and demand for IUSO programs through enhanced marketing, outreach, and recruitment efforts.
- b. Foster student learning and success in IUSO programs by proactively addressing barriers and incorporating appropriate supports at each phase of their journey (e.g., improving program readiness, increasing first-year supports and preparedness for board exams, and ensuring post-graduate success.)
- c. Expand opportunities for students to network, grow, and develop professionally during and beyond program completion.
- d. Strengthen systems and practices for tracking and promoting the success of all IUSO students.

3. Build and support diversity within IUSO's student body.

- a. Continue to build student interest within diverse communities for IUSO programs through innovative partnerships and outreach efforts.
- b. Further strengthen recruitment efforts to ensure an inclusive population of talented students.
- c. Deepen student engagement and belonging within the IUSO community to enhance student success, professional development, and long-term connection.





Goals and Strategies:

1. Amplify IUSO's current areas of excellence.

- a. Build awareness for IUSO's research programs and the accomplishments of faculty and students.
- b. Accelerate efforts to recruit, foster, and retain outstanding research talent, including through nontraditional approaches and appointment models.
- c. Grow extramural funding and resources across IUSO's current areas of research focus and excellence, incorporating innovations in technology and artificial intelligence.
- d. Encourage research and creative activity that yields disclosure and licensing of inventions and expanded partnerships with industry, academic peers, and other key constituencies.
- e. Increase coordination and collaboration efforts for research projects at IU and beyond (e.g., at IU, partnering with the School of Medicine; Department of Ophthalmology; School of Public Health; Luddy School of Informatics, Computing and Engineering; Departments of Biology; Department of Psychological and Brain Sciences).
- f. Explore joint appointments with other units at IU.

2. Strengthen the research support infrastructure to increase productivity and deepen impact.

- a. Align and strengthen administrative resources and processes.
- b. Proactively address barriers that hinder productivity and collaboration.
- c. Invest in physical improvements and expansions.

3. Invest in the development of new strategic growth areas.

- a. Develop mechanisms for identifying new areas in which to invest.
- b. Expand supportive development infrastructure, including funding and project management supports.
- c. Recruit and grow outstanding research talent in new areas of strategic growth. Align efforts with IU's Faculty 100 Initiative.

4. Promote participation in research efforts at all levels including students, residents, and clinical faculty.



Goals and Strategies:

- 1. Deliver expert, patient-centered eye care in an engaging educational environment.**
 - a. Increase access to and the utilization of IUSO's primary care services.
 - b. Expand IUSO's specialty care offerings where service gaps and demand exists.
 - c. Recruit, retain, and develop excellent clinical faculty and staff.
 - d. Continuously improve clinic environments and processes to advance patient outcomes, student learning, and operational efficiency.
 - e. Ensure cultural competency and humility in all clinical care.
- 2. With faculty and staff input and perspective, model the increasing role of optometry in public health and in addressing the growing need for eye care services.**
 - a. Expand telehealth and other related services that increase access to IUSO services and learning opportunities for students.
 - b. Increase coordination and integration with medical-based care providers.
 - c. Encourage expansions to optometric scopes of practice as a strategy for addressing growing eye care shortages and providing increased preventative care support.
- 3. Support the development and success of Indiana's optometric community.**
 - a. Enhance outreach and communications to optometric providers, including the promotion of continuing education opportunities.
 - b. Deepen alumni support and engagement.





School Culture and Operations

Goals and Strategies:

- 1. Nurture and deepen IUSO's internal culture, ensuring faculty, staff, students, and alumni feel valued, supported, and engaged.**
 - a. Strengthen engagement efforts to deepen IUSO's family culture and continue building school pride, unity, respect, and belonging.
 - b. Enhance school-wide communication, ensuring faculty, staff, and students are empowered with the information and resources to be successful.
 - c. Encourage collaboration and integration across IUSO's education, research, and service work.
- 2. Build our capacity to achieve growth and success.**
 - a. Align and strengthen administrative resources and processes.
 - b. Accelerate development efforts in support of strategic goals.
 - c. Plan for strategic investments in IUSO's human, physical, and system infrastructure to support the school's growth and success (e.g., core technology and operating systems, learning and lab spaces, personnel to support priorities in education, research, and service.)
- 3. Promote continuous growth and development.**
 - a. Implement formal onboarding and mentoring supports for new faculty, staff, and students.
 - b. Establish formalized professional development pathways to foster faculty and staff growth at all stages and ranks.
 - c. Explore new incentives and rewards to encourage sustained contributions to our mission, leadership in our school and beyond, and embodiment of our values.





Acknowledgement

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