



THE OHIO STATE UNIVERSITY



Strategic Plan

College of Optometry

The Ohio State University

2015-2016

Strategic Planning at The Ohio State University

Supporting Faculty, Students, and the Structures that Foster their Success

Ohio State's future will be defined and driven by an unwavering commitment to our faculty, students and the structures—physical, administrative, curricular, and financial—that will foster their success. Such a commitment is founded in the overarching principles of the institution's vision, mission, values, and core goals.

VISION

The Ohio State University is the model 21st-century public, land grant, research, urban, community engaged institution.

MISSION

The University is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

VALUES

Shared values are the commitments made by the University community in how we conduct our work. At The Ohio State University we value:

- Excellence
- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust

CORE GOALS

Four institution-wide goals are fundamental to the University's vision, mission and future success:

Teaching and Learning: to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff, and enhanced by a globally diverse student body.

Research and Innovation: to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the world's most pressing problems.

Outreach and Engagement: to advance a culture of engagement and collaboration involving the exchange of knowledge and resources in a context of reciprocity with the citizens and institutions of Ohio, the nation, and the world.

Resource Stewardship: to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.





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Letter from the Dean

The Ohio State University College of Optometry celebrated its centennial as a front runner in optometric education and research in 2014. Across those 100 years, the college's success has been defined by the work and achievements of its faculty, students, and staff.

We are proud of and dependent on the faculty. Collectively, they raise the bar in productivity, performance, and excellence in learning, discovery, and mutually beneficial engagement.

It is also gratifying to acknowledge the achievements of the optometry students enrolled in the four-year professional program. They excel academically, and they demonstrate outstanding leadership and service. The students continue to excel above the average performance of other schools and colleges of optometry on National Board examinations. This is a testament to our students' mastery of the basic sciences, their clinical competence, and a reflection on the high quality of the didactic and clinical training provided by the faculty.

The Graduate Program in Vision Science educates aspiring scientists and future faculty. This relatively small and selective group of graduate students are supported and trained by an exceptional graduate studies faculty that includes colleagues from the Departments of Neuroscience, Ophthalmology, Biomedical Engineering, and Psychology.

The Ohio State University has the most comprehensive health sciences campus in the United States. As the health sciences units actively collaborate, there will be a substantial increase in opportunities for productive collaboration in research and innovative undertakings in other arenas.

The College of Optometry's strategic plan is its roadmap to success. Aspirational goals include the maintenance of an appropriate environment for the professional and graduate programs; the recruitment and retention of a diverse group of tenure-track, clinical, and research faculty to achieve the college's missions of teaching, research, and service.

Karla Zadnik, OD PhD
Dean and Glenn A. Fry Professor in Optometry and Physiological Optics
The Ohio State University College of Optometry



College Overview

The Ohio State University College of Optometry: Focused on optometric education and vision research.

The mission of The Ohio State University College of Optometry at The Ohio State University is to educate excellent optometrists through our professional, residency, and continuing education programs; to conduct excellent research in vision science, through our graduate education and research programs; and to provide excellent optometric care to our diverse communities, through our teaching clinics, externship sites, and residency programs.

The overriding values of The Ohio State University College of Optometry include: excellent optometric education; excellent research and scholarship; ethical optometric patient care; and a diverse group of faculty, staff, and students.

The Ohio State University College of Optometry is one of 21 schools and colleges of optometry in the United States. It comprises a professional program to educate optometrists that includes an earnings unit clinic in which the professional students learn to deliver eye care, a graduate program in vision science to train future academics, and a traditional research portfolio in vision science conducted largely by tenure-track faculty.

Its professional program awards the Doctor of Optometry (O.D.) degree after four years (10 semesters) of post-undergraduate study. The first year is exclusively didactic in nature and focuses on the basic sciences that underpin the clinical practice of optometry. In the second year, students complete their basic science coursework and learn how to perform eye examinations and begin their clinical experience. The third year combines in-house clinical rotations and clinically-oriented didactic courses. The fourth year is exclusively devoted to hands-on clinical care with one quarter on campus and three quarters off-campus in externship rotations across the U.S.

The Graduate Program in Vision Science is one of seven in the U.S. that confers the PhD degree. Its goals are to train researchers in the latest and most effective approaches for solving vision science problems; to train educators for professional programs that train eye care providers; and to produce scientists for the conduct of vision science in military, government, industrial, and other professional settings. The Graduate Program is connected to the research conducted by the tenure-track faculty.

Although not exclusively the purview of the tenure-track faculty, research in the College of Optometry is largely conducted by them. Under the broad category of vision research, faculty engage in scholarly work in the areas of amblyopia, binocular vision, reading performance, myopia, dry eye, contact lenses, eye movements, sports vision, glaucoma, crystalline lens biology, cataract, children's vision, accommodation, presbyopia, ocular imaging, infant vision development, color vision, and biostatistics. The research is funded from both Federal and industry sources.

Strategic Scan

The College of Optometry, founded in 1914, is the smallest college-level unit at The Ohio State University. It graduates, on average, 64 optometrists each spring and has active research and graduate programs. The high quality of the college's faculty has long been its biggest strength. A robust clinical research program has existed for the past 20 years. The EF Wildermuth Optometric Research Clinic atop part of Fry Hall opened in 2006 and strengthened the College of Optometry's research and graduate programs. The College's Strategic Plan for 2008-13 called for a net increase in tenure-track faculty members of four, and the result is one shy of that goal. Hires since 2011 have now made physical space the rate-limiting step for tenure-track hires, so the last aspirational hire has to be considered in light of physical resources.

The College currently occupies 27,000 square feet in the A-wing of Starling-Loving Hall and 40,000 square feet in Fry Hall. The oldest sections of Starling-Loving Hall were constructed in 1917, and the oldest section of Fry Hall was constructed before 1951. Although a completely new facility or a major reconstruction of the bridge between the two existing buildings was considered in 2008, that concept is not feasible financially. In 2013, the second floor of Fry Hall was completely remodeled to create a state-of-the-art preclinic where courses related to the basic eye examination, contact lens care, and injections are taught. Similar renovation is underway (late spring 2015) for the first floor of Fry Hall to house the Binocular Vision/Pediatrics and Vision Rehabilitation clinical services and a new server room.

The college's location in the midst of the other health science disciplines and their clinics is highly desirable. Thus, developing plans are to refurbish the existing buildings to increase their "curb appeal" and to house modern facilities to educate professional and graduate students, the on-site clinical services, and faculty research.

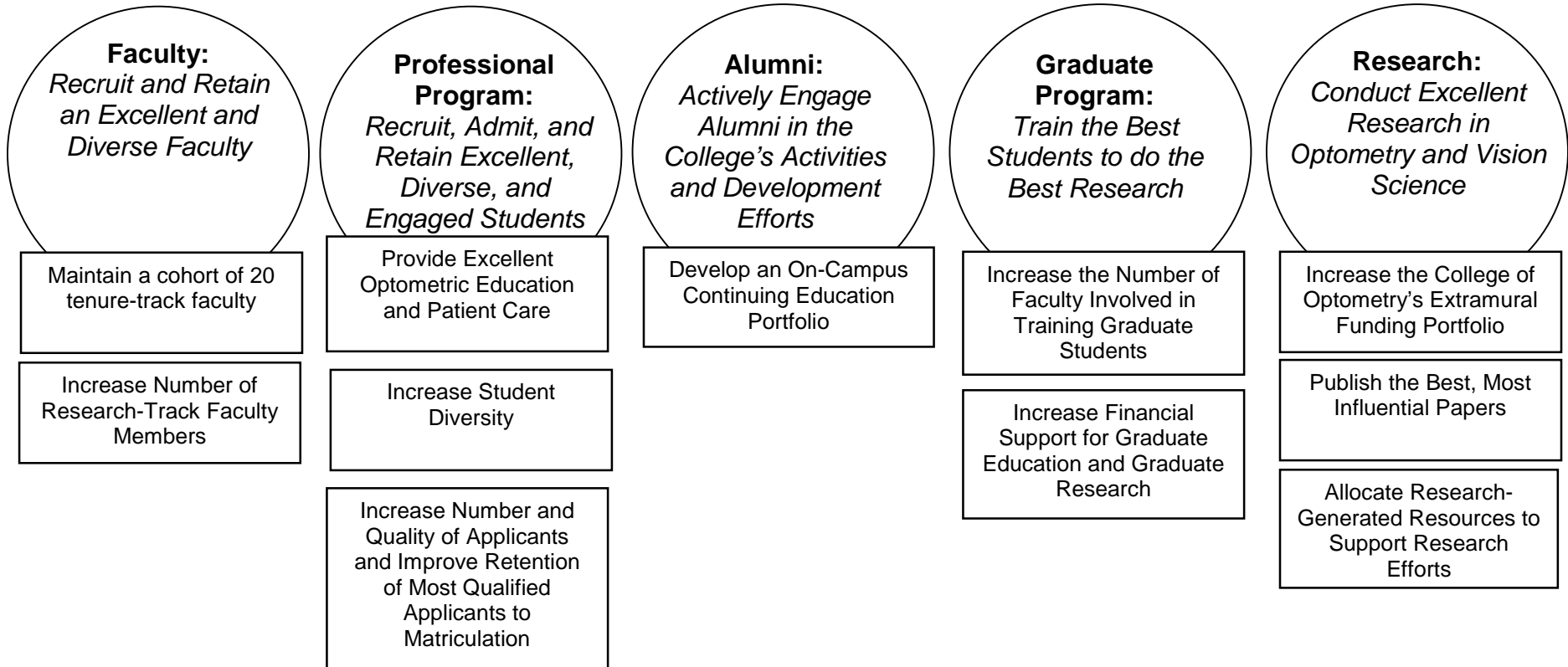
The three principal components of The Ohio State University and its College of Optometry are creating (1) an unsurpassed teaching environment; (2) a well-defined research agenda, concentrated on the central theme of health and wellness; and (3) engagement of the citizens and institutions of Ohio, the nation, and the world. The metrics at the end of this document represent these three components with four goal-oriented areas: Teaching and Learning (TL); Research and Innovation (RI); Outreach and Engagement (OE); and Resources Stewardship (RS). These two-letter codes are used throughout to designate the four areas.

There are six broad categories outlined in the Strategic Plan map below. They are: (1) physical facilities; (2) faculty; (3) professional program; (4) alumni; (5) graduate program; and (6) research. The map's graphic construction is no accident. Think of the faculty, professional program, students, graduate program, and research components as the walls of a pentagonally-shaped structure with the physical facilities as the roof. The five "walls" require a "roof" so that they can be maximally achieved, but the roof by itself would be dysfunctional. Thus, enhancement of the physical facilities is vital to the recruitment of optometry students, especially in competition with newer schools and colleges around the country, but if other recruitment strategies that bring the brightest and best undergraduate students to the College of Optometry's professional program were abandoned, a better physical facility would have little effect.



COLLEGE OF OPTOMETRY STRATEGIC PLAN 2012-2016
Focused on Optometric Education and Vision Research

Physical Facilities: *Significantly improve facilities to support education, research, and patient care*





Achieving our Objectives

Strategy: Physical Facilities. Significantly improve facilities to support clinical, educational, and research programs.

Initiative: Conduct feasibility study in 2015 to create a viable, achievable, affordable plan for college renovation inside and out. (TL, RI, RS)

Key objectives: (1) Complete first floor of Fry Hall renovation to house Binocular Vision/Pediatrics and Vision Rehabilitation services. (2) Conduct feasibility study.

Funds: \$1,500,000 for ongoing renovation; \$50,000 for feasibility study

Strategy: Faculty. Recruit and retain an excellent and diverse faculty.

Initiative: Maintain a cohort of 20 tenure-track faculty. (TL, RI, OE, RS)

Key objectives: (1) Hire one tenure-track faculty member at any rank with high potential for extramurally-funded research and excellence in training of professional and graduate students. (2) Generate resources to increase faculty compensation portfolio to national Association of Schools and Colleges of Optometry (ASCO) averages, especially for the tenured professors and the clinical associate professors.

Funds: \$200,000 (annual rate) + \$500,000 (cash for start-up funds)

Initiative: Increase number of research-track faculty members. (TL, RI, RS)

Key objectives: Search for 100% FTE, self-funded research-track faculty members across the US and globally who would like to work at Ohio State.

Funds: \$0

Strategy: Professional Program. Recruit, admit, and retain excellent, diverse, and engaged students.

Initiative: Provide excellent optometric education and patient care. (TL, OE, RS)

Key objectives: (1) Create simulated ophthalmoscopy training laboratory. (2) Investigate obtaining several automated examination rooms, supplied through in-kind contribution from manufacturers. (3) Implement electronic tracking of curriculum and administration of examinations and tracking of course results for individual students. (4) Assist students, as ethically possible, with National Board of Examination (NBEO) arrangements and preparation.



Funds: \$300,000

Initiative: Recruit, admit, and retain excellent, diverse, engaged students. Increase the number and quality of applicants and improve retention of most qualified applicants to matriculation. (TL, RS)

Key objectives: (1) Recruit the 64 best optometry students in the country and retain them from matriculation to graduation; (2) Continue admissions process designed to both evaluate and recruit qualified applicants, including increased contact with admitted students by targeted efforts of faculty/staff/students; (3) Refine application processes and applicant interview schedule to facilitate more expedient interview and acceptance time frame; (4) Increase scholarship portfolio for incoming and incumbent students.

Funds: \$100,000 in new scholarship dollars

Initiative: Increase student diversity. (TL, OE)

Key objectives: (1) Continue and expand successful Improving Diversity in Optometry Camp (I-DOC) summer undergraduate and high school student career exploration; (2) Promote University and community multicultural programs, resources, and opportunities; (3) Enhance website materials highlighting College diversity.

Funds: \$20,000 per year (source: Vision Service Plan annual commitment)

Strategy: Alumni. Actively engage alumni in the college's activities and development efforts.

Initiative: Develop an on-campus continuing education portfolio. (TL, OE, RS)

Key objectives: (1) Implement continuing education courses in campus locations highly identified with Ohio State; (2) Engage alumni at existing continuing education events.

Funds: \$5,000 per year

Initiative: Develop and maintain novel communications to engage alumni, across all media. (OE)



Key objectives: (1) Retain communications team: Director of Marketing and Communications, Graphic Designer, and Webmaster; (2) Produce BuckEYE magazine three times annually; (3) Develop social media campaign directed at prospective students, alumni, and patients using Facebook, Instagram, and Twitter; (4) Overhaul and enhance college website for prospective students, alumni, patients, members of the university community; external colleagues from other academic institutions, and members of the ophthalmic and lay press.

Funds: \$49,000 per year (\$24,000 annual commitment from HOYA for the magazine)

Strategy: Graduate Program. Train the best students to do the best research.

Initiative: Increase the number of faculty involved in training graduate students. (TL, RI)

Key objectives: (1) Recruit PhD students who do not have an OD degree and centrally fund their first two years of training; (2) Distribute new PhD students among as many advisors as possible; (3) Implement a new graduate program curriculum designed to include non-optometrists.

Funds: \$260,000 annually

Initiative: Enhance the recruitment of the best qualified graduate students. (TL, RI)

Key objectives: (1) Continue to collaborate with the military to designate The Ohio State University College of Optometry's Graduate Program in Vision Science as "military optometrist-friendly" such that a three-year PhD completion is possible; (2) Publicize the Graduate Program in Vision Science at national conferences like the Association for Research in Ophthalmology and Vision Science and the American Academy of Optometry.

Funds: \$0



Initiative: Increase financial support for graduate education and graduate research. (TL, RI, RS)

Key objectives: (1) Emphasize the importance of National Institutes of Health funding that includes the training of PhD students so that NIH-funded training grants for graduate students can be resubmitted and renewed; (2) Identify graduate students who can compete for individual NIH training grants and support them in their individual grant applications; (3) Identify students who are competitive for outside funding, e.g., NIH Loan Repayment Program, American Optometric Foundation's Ezell fellowships, and support their applications.

Funds: \$0

Strategy: Research. Conduct excellent research in optometry and vision science.

Initiative: Increase the College of Optometry's extramural funding portfolio. (RI, RS)

Key objectives: (1) Create and foster a college-wide culture where all tenure-track faculty are self motivated to obtain extramural funding; (2) Create a formal mentoring system where junior faculty and faculty who do not have independent extramural funding are actively mentored by more senior, funded faculty members; (3) Develop and implement a faculty professional leave program to jump start new research projects by mid-career and senior faculty; (4) Continue grantsmanship consulting arrangement with Health Research Associates.

Funds: \$230,000

Initiative: Publish the best, most influential papers. (RI)

Key objectives: Create and foster a college-wide culture where all tenure-track faculty are self motivated to publish one-two papers per PhD in their laboratory per year in high-impact journals.

Funds: \$0

Initiative: Allocate research-generated resources to support research efforts. (RI, RS)

Key objectives: Set up fiscal protocols to set aside indirect cost and release time revenues for reinvestment in research, especially research with high potential for future extramural funding.

Funds: \$0