



STRATEGIC PLAN
2010-2015

ADVANCING THE PROFESSION

“Vision without action is a dream. Action without vision is simply passing the time. Action with vision is making a positive difference.”

———*Joel Barker*

It takes vision to craft a strategic plan. The creation of the strategic plan designed to lead Southern College of Optometry into the next decade reflects the culmination of more than two years’ worth of time, commitment, dedication and input from all segments of the SCO community. Executive leadership, board members, faculty, staff, students and alumni all played an important role in building the initial SCO Strategic Plan 2010-2015.

The Historical Perspective

The Board of Trustees is overall responsible for the Strategic Planning process, and is the final approving authority. The Board appoints a Strategic Planning Committee to actively develop an initial strategic planning process and outline. This committee is comprised of Board members and stakeholders representing a diversity of viewpoints from staff, faculty and students. The purpose of the Strategic Planning process is:

- To determine the overall philosophy and future direction of SCO;
- To think and act strategically on behalf of the college and the profession of optometry;
- To articulate and affirm the vision, mission and program goals that will inspire young people to pursue and contribute to the profession of optometry; and
- To ensure that the profession of optometry and SCO’s graduates reach their fullest potential.

The college’s preceding strategic plan was developed in 2002 during the leadership of SCO President Emeritus William E. Cochran, OD ’68. A committee drew up and implemented the SCO Strategic Plan 2003-2008.

A New Plan for a New Decade

SCO’s Strategic Planning Committee was charged with developing the next long-term strategic plan to guide the college into the second decade of the 21st century. The committee responded to this challenge by proactively formulating and refining the vision that will continue to meet the needs of the college’s primary stakeholders and the profession.

The scope of optometric practice continues to expand at a quickening pace. Advances in healthcare, medicine and tech-

nology have heightened the challenge of educating men and women who are prepared to practice optometry at the fullest capabilities possible within the profession. The strategic plan is designed to define specific objectives while acknowledging that the profession of optometry is not static; the strategic vision is flexible enough to incorporate emerging knowledge and anticipate changes in the scope of practice while establishing measurable goals and outlining a vision for SCO’s future.

The SCO Strategic Plan 2010-2015 correlates with corporate models that outline a five-year, rolling plan; the committee fully expects that some objectives are critical for the long-term health of the college and the profession of optometry beyond five years, while other objectives have been prioritized as immediate initiatives to be enacted. The Strategic Plan will be reviewed and updated on an annual basis, to sustain a “rolling 5 Year Strategic Plan” that will correspond with a 5 Year Financial Forecast Budget.

Developing the Plan

The strategic planning operation began with President Phillips requesting the college’s management team to outline their top three challenges for the next five years. With input from the Board of Trustees, the Strategic Planning Committee was formed in early 2008 to represent members from all segments of the SCO community, including the administration, board members, alumni, faculty, staff, and students. Internally, faculty and staff were encouraged to solicit strategic plan ideas. The strategic planning process was outlined with a target date of implementation for July 1, 2009.

With additional input from the Board of Trustees in determining strategic objectives, the decision was made to make the plan self written with initial assistance from an outside facilitator to add objectivity and independent guidance in prioritizing strategic initiatives. SCO’s Strategic Planning Committee further outlined the strategic planning process and engaged the services of Bostrom Consulting to assist with gaining additional input from the SCO community.

Bostrom interviewed selected faculty, staff, students, alumni and board members. A survey was then sent to the same segments for additional input. Bostrom reported its findings to the committee and the Board of Trustees, and a survey overview was provided by President Phillips to faculty and staff. The Strategic Plan Committee met during a weekend retreat in September 2008 to review survey results and craft a

new mission statement. Task groups were formed and given assignments on developing objectives for goals related to the mission statement draft.

SCO's Board of Trustees met in executive session and appointed two additional members to the Strategic Planning Committee: John Gazaway, OD '67, and Ken Mulholland. Donna Abney, newly appointed as chair of SCO's Board of Trustees, replaced the previous board chair, F. Mason Smith, OD '76. President Phillips led a conference call with the new members in October 2008 to update them on the strategic planning process.

The Strategic Planning Committee held its second weekend retreat in November 2008. Task groups reported on objectives formulated by each team. A flowchart was developed to optimize communication of the mission statement, objectives and basic action plans developed by the committee. Primary and secondary stakeholders were also identified. SCO's Board of Trustees reviewed the committee's work in January 2009 and gave input on the development of specific action plans and approval for the committee to proceed with further developing the plan.

Led by Dr. Phillips, the President's Council established specific timelines for committees to review, refine and finalize all language, goals, objectives and action plans within the plan. From its initial conception, the committee has engaged, solicited and incorporated feedback from the SCO community and its governing Board of Trustees as part of the process prior to final approval of the 2009-2014 Strategic Plan by the Board at its May 2009 meeting.

The Management Team reviewed all goals, objectives and action plans during the Winter/Spring 2009-2010. No changes were recommended in the goals and objectives. Subject to the approval of the Board of Trustees in May 2010, Action Items will be reviewed and amended as appropriate.

Setting a Course for the Future

Three primary goals define the new strategic plan:

- Educate the best possible healthcare providers
- Promote lifelong learning
- Foster a personal commitment to service

These goals reflect input from all segments that make up the SCO community and indicate what will be important as a strategic vision for providing optometric education to our students. The mission statement identifies students as primary stakeholders in the core mission performed by the college.

The plan identifies the core values that are shared by its primary goals. They include acknowledgement of the importance of mastering the principles of optometry, the need for effective patient communication and practice management skills, the importance of critical thinking, the need to demonstrate intellectual curiosity, the significance of professional and social responsibility within the profession, and the value of professional and organizational involvement.

Each goal relates to the mission, vision and statement of the core principles that define SCO's Strategic Plan. Strategies, objectives and measurements are grouped under each goal, with action plans to be prioritized separately as part of a strategic timeline to be carried out by SCO administration members who comprise the President's Council. Among the highlights:

Educating the Best Possible Healthcare Providers seeks to define the concept, curriculum and environment needed to prepare students to be capable of practicing full scope optometry and to establish SCO's commitment to leading the profession in this regard.

Promoting Lifelong Learning focuses on the needs of students to embrace the critical thinking skills necessary to advance and support a culture that anticipates, rather than merely reacts to, changes to 21st century optometry and vision-related health care as the profession continues to evolve.

Fostering a Personal Commitment to Service defines the professional and social responsibilities and organizational involvement expected of our students to ensure that future generations of optometrists enhance the relevance and value of the profession within the health care arena.

The Role of the Strategic Plan

The Strategic Plan 2010-2015 will guide the college's programs and budget priorities for the subsequent five years. The committee believes that its goals are achievable and measurable, with meaning and value to its primary stakeholders. The plan is also intended to be flexible as a living document, responsive to the evolving needs of the profession of optometry. Finally, the plan is designed to help chart the path of SCO's future into its 80th year and beyond. The committee welcomes input from all members of the SCO community as we undertake this strategic vision.

Sincerely,

The SCO Board of Trustees

May 2010

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2009 Strategic Planning Committee Ex-officio participants:

Richard W. Phillips, OD '78
SCO President

J. Martin Regan, Esq.
Legal Counsel

Sandra S. Stephens
Executive Assistant to the President

Jim Hollifield
Director of Communications

VISION:

Students are Primary Stakeholders. There are numerous secondary stakeholders: faculty, staff, alumni, the immediate community of Memphis, the profession of optometry and the public at large. The realization that the primary stakeholder is the student drives the mission and the overall principles embraced in this strategic plan.

MISSION:

The mission of Southern College of Optometry is to lead the profession by:

- Educating the best possible healthcare providers;
- Promoting lifelong learning and
- Fostering a personal commitment to service.

GUIDING PRINCIPLES:

- The focus of the plan is on three interconnected goals, and their associated strategies, objectives and measures:
 - Educate the best possible healthcare providers
 - Promote lifelong learning
 - Foster a personal commitment to service
- SCO includes other principles such as encouraging faculty leadership in the profession, influence of the institution on helping the profession as a whole to advance, raising standards in the profession, research development and others; however, all center around the student as being the primary stakeholder.
- Fiscal responsibility and stability will provide the foundation for the successful implementation of the plan.
- SCO intends to use its strategic plan to become a plan-driven organization, utilizing a systematic approach to ensuring implementation and monitoring through clarity, consensus and commitment to the plan's overall direction and outcomes.
- SCO is a customer service-driven organization, committed to the highest levels of meeting the needs of its students, identified as primary stakeholders, as well as secondary stakeholders to include faculty, alumni, staff, professional organizations, patients, industry, accrediting organizations and the local community.
- The strategic plan places value on input from all segments of the SCO community and recognizes that involvement from the SCO community as a whole is critical to the strategic plan's success.
- The plan builds upon the strengths and successes of the past, including previous strategic plans, while creating new action plans to meet the demands of the rapidly changing profession of optometry.
- Optometric education at its highest caliber is a core value directing the strategic plan.
- SCO's President's Council and Management Team will be organized to support implementation of the strategic plan.
- The success of this strategic plan rests on the united efforts of all primary and secondary stakeholders to support its implementation. This will require SCO's President's Council and Management Team to encourage and welcome input from all stakeholders. Only their constant involvement in furthering the mission of the college will result in successful implementation.
- Performances against goals and objectives will be consistently evaluated, with a commitment to continuous improvement.
- Annual operating plans and budgets will be created in accordance with strategic priorities and sound fiscal management of college resources.

GOAL ONE:

Provide students with a mastery of the principles of optometry.

Strategy:

The college will develop students' understanding of clinical applications of basic scientific tenets.

Objective:

Expect faculty to emphasize clinical application of basic scientific tenets.

Measurement:

Will be measured by: review of syllabi from courses of the first two years of the program and review of course delivery and implementation materials, which will be considered important elements of the evaluation of each faculty member under the Teaching Effectiveness dimensions; and National Board of Examiners in Optometry scores on Parts I and II with demonstrated improvement over baseline of passage rate on first year of new format.

Objective:

Require faculty to help maintain an academic culture where passage of the National Board of Examiners in Optometry (NBEO) is expected.

Measurement:

Will be measured by: NBEO scores on all three parts with emphasis on improving content areas where performance is weakest; review of the board review process including surveys and effectiveness studies; and documentation of counseling and support offered to those students who are not successful on their first attempt including increased rate of passage on subsequent attempts.

Strategy:

The college will provide curriculum and an educational environment that is comprehensive and forward thinking.

Objective:

Expect faculty to keep abreast of emerging knowledge in their areas of expertise.

Measurement:

Will be measured by: faculty evaluations on Professional Development and Teaching Effectiveness dimensions, with the baseline determined by conclusion of the first year and improvements in scores in subsequent years;

documentation of faculty acquisition of continuing education in excess of state requirement in their respective areas of expertise; and faculty exchange of information.

Objective:

Maintain physical, technological and supportive infrastructure that will support comprehensive and forward thinking educational environment.

Measurement:

Will be measured by: review of master plans for Information Services and Physical Plant as they relate to instructional facilities; impact statements by the IS and PP departments establishing baseline metrics on student use of their facilities over the first year; data regarding the use of library facilities and resources; review of meeting minutes from Management Team and faculty affairs committees, budget documentation, and monthly area reports to gauge the response to data from impact and effectiveness measures; all reviews will be conducted with an emphasis on measurable advancements in instructional methods and techniques.

Objective:

Expect Human Resources to recruit, retain and train the best possible staff.

Measurement:

Will be measured by: review of hiring data; résumés; training programs; retention rate studies; and tracking staff evaluation scores.

Objective:

Expect Academic Affairs to recruit, retain and develop the best possible faculty.

Measurement:

Will be measured by: review of hiring data; curricula vitae of faculty; faculty development plans and implementation; retention rate studies; tracking faculty evaluation scores from the baseline of the first two years of implementation from the new evaluation instrument; and annual report from Academic Affairs.

Objective:

Provide educational resources to alumni.

Measurement:

Will be measured by: review of continuing education program offerings; Hayes Center documentation; number of other types of alumni education programs developed and offered; and Alumni Council minutes.

Objective:

Encourage industry to support curriculum endeavors.

Measurement:

Will be measured by: documenting outreach efforts to industry by establishing a baseline over the past five years, followed by establishing a goal to increase for subsequent years; monthly reports from Institutional Advancement.

Strategy:

The college will prepare students to be capable of practicing full scope optometry.

Objective:

Expect clinical faculty to be capable of practicing full scope optometry while encouraging advanced competency in specialty areas.

Measurement:

Will be measured by: review of faculty curricula vitae and licensure; tracking Professional Development evaluations from the baseline of the first two years of implementation from the new evaluation instrument; credentialing and privileging documentation; continuing education documentation in excess of state requirement in their respective areas of expertise; tracking invited presentations by the faculty; tracking assignments to national and industry committees.

Objective:

Anticipate and monitor changes in scope of practice.

Measurement:

Will be measured by: review of curriculum development meetings documentation, including Curriculum Committee minutes; and by interaction with state and national associations and boards.

Objective:

College curriculum will reflect full scope practice.

Measurement:

Will be measured by: reviews of the curriculum and the current Attributes of Graduates Statement will be conducted, considering trends in state law initiatives.

Strategy:

The college will recruit and retain qualified students.

Objective:

Student Services will lead in college recruitment efforts.

Measurement:

Will be measured by: recruitment data; reviews of annual recruiting plan; and by review of annual "state of recruiting" report with a goal to be in the top quartile of colleges/schools in applications received.

Objective:

Actively engage the college-wide community to represent the college and the profession.

Measurement:

Will be measured by: requesting all staff/faculty to include in self-evaluations activities/interaction on behalf of the college and the profession, establishing a baseline during the 2009-2010 year and determining appropriate goals for subsequent years.

Objective:

Encourage college-wide involvement in student recruitment.

Measurement:

Will be measured by: review of annual recruiting plan; annual "state of recruiting" report; survey of applicants.

Objective:

Encourage college-wide involvement in student retention.

Measurement:

Will be measured by review of: annual reports from Director of Academic Support Services and the Director of Financial Aid with a goal of less than 2% attrition; usage of the employee assistance service (which is open to students); and review of the results of the student surveys that are specific to retention issues.

Strategy:

The college will develop comprehensive clinical acumen (knowledge/skill/ability) in its students.

Objective:

Expect faculty to impart comprehensive clinical knowledge to students.

Measurement:

Will be measured by: review of course syllabi, especially from courses in the second and third year of the program; evaluations on the Teaching Effectiveness dimension from the baseline of the first two years of implementation from the new evaluation instrument; surveys of alumni; and performance on the NBEO Parts I and II with goals to be set after a baseline for the new format of the NBEO in Academic 2009-2010 and 2010-2011.

Objective:

Expect faculty to demonstrate superior clinical skills to students.

Measurement:

Will be measured by: review of syllabi from methods, laboratories, and courses in which patient encounters are an integral part of the curriculum; and by patient encounter data gleaned from CompuLink reports and the grading program to establish goals for patient numbers and diversity of conditions encountered. This may be modified once direct observation for peer evaluation has been established.

Objective:

Expect faculty to develop clinical abilities in students.

Measurement:

Will be measured by: review of syllabi of second-year courses and courses in which patient encounters are an integral part of the curriculum, performance on NBEO Part III that remains over 98% passage rate; and student and alumni surveys.

GOAL TWO:

Provide students with effective patient communication and practice management skills.

Strategy:

The college will develop effective patient communication skills in its students.

Objective:

Expect faculty and staff to demonstrate superior patient communication skills.

Measurement:

Will be measured by: patient surveys, with a goal of 2.5% increase in patient satisfaction each year over the course of five years, or determining in future years an ideal goal to be maintained for subsequent years; faculty and staff evaluations on the Customer Service dimension from the baseline of the first two years of implementation from the new evaluation instrument.

Strategy:

The college will prepare its students to become successful in optometric practice.

Objective:

Expect faculty to develop and deliver curriculum to provide practice management skills.

Measurement:

Will be measured by: review of syllabi for practice management content in courses with any clinical content; alumni and student surveys to demonstrate a 5% increase in satisfaction levels on practice management education; and review of Curriculum Committee and Alumni Council minutes.

Objective:

Provide effective career and indebtedness counseling.

Measurement:

Will be measured by: records of Financial Aid and Student Services counseling (identifying information removed); review of orientation program documentation; default rate remaining below 1%; newly developed cost effective measures by a joint initiative of the Departments of Financial Affairs, Student Services and Assessment, and year-end reports from the career counseling initiative that is a joint project of Student Services and Institutional Advancement with the ultimate goals of keeping graduate indebtedness to an annual increase of less than 5% and a higher satisfaction rate of graduates entering their preferred mode of practice.

Objective:

Provide opportunities for alumni and student interaction.

Measurement:

Will be measured by: review of documentation from alumni-student meetings; review of Hayes Center initiatives; documentation of externship activities promoting alumni-student interaction.

Objective:

Encourage alumni mentorship.

Measurement:

Will be measured by: documentation of activities that promote alumni mentorship.

Objective:

Promote private practice opportunities.

Measurement:

Will be measured by: reviews of Hayes Center activity; document review of placement service and career counseling activities; tracking of OPP Club activity with a goal of 75% membership; review of extern records; tracking loan default rates with a goal of staying below 1%.

Strategy:

The college will provide enhanced patient contact experiences.

Objective:

Expect faculty to fully utilize each patient encounter for its teaching opportunities.

Measurement:

Will be measured by: review of syllabi from courses in which patient encounters are an integral part of the curriculum; tracking Teaching Effectiveness dimension of faculty evaluations from the baseline of the first two years of implementation from the new evaluation instrument; and newly developed course surveys in courses in which patient encounters are an integral part of the curriculum, which will be a joint initiative of the Department of Assessment and The Eye Center administration.

Objective:

Provide optimal numbers of patient encounters.

Measurement:

Will be measured by: correlation study of patient data with course objectives; TEC marketing; and establishing a baseline on patient volume and diversity at all college-sponsored full scope clinical facilities, both in conditions and socio-economic status, over the next year so as to determine potential need for additional clinical opportunities..

Objective:

Provide optimal diversity of patient encounters.

Measurement:

Will be measured by: correlation study of patient data with course objectives; TEC marketing documentation; and establishing a baseline on patient volume and diversity at all college-sponsored full scope clinical activities, both in conditions and socio-economic status, over the next year so as to determine potential need for additional clinical opportunities.

Objective:

Enhance positive customer service culture.

Measurement:

Will be measured by: patient surveys with a goal of 2.5% increase in satisfaction each year over the five years of the strategic plan; documentation of staff training programs; tracking of Customer Service dimension on both faculty and staff evaluations from the baseline of the first two years of implementation from the new evaluation instrument.

GOAL ONE

Develop critical thinking skills in students.

Strategy:

The college will provide diverse patient encounters to enhance critical thinking.

Objective:

Expect faculty to enhance patient care experiences in ways that emphasize critical thinking.

Measurement:

Will be measured by: review of syllabi from courses in which patient encounters are an integral part of the curriculum; by patient encounter data gleaned from CompuLink reports and the grading program; tracking of the Teaching Effectiveness dimension of the faculty evaluation from the baseline of the first two years of implementation from the new evaluation instrument; documentation of faculty development on critical thinking including how they can and will include critical thinking assessments in their tests; and library search use data, with a goal of 3% increases in usage each year.

Objective:

Encourage state associations and boards to promote externship and residency activities.

Measurement:

Will be measured by: tracking activities of the College, including the Office of the President and the Department of Institutional Advancement, that encourage state associations and state boards to promote and support externship and residency activity in their respective states.

Strategy:

The college will foster its students' ability to solve problems.

Objective:

Expect faculty to enhance learning experiences in ways that emphasize critical thinking.

Measurement:

Will be measured by: review of syllabi for activities that promote critical thinking; tracking Teaching Effectiveness dimension of faculty evaluations for such activities from the baseline of the first two years of implementation from the new evaluation instrument; and a review of examination methodology in all courses by the Department of Assessment with a goal of improving psychometric validity in all testing.

Objective:

Expect staff to exhibit critical thinking/problem-solving skills.

Measurement:

Will be measured by: documentation of staff training programs in critical thinking and problem-solving skills; tracking of Collaboration and Customer Service dimensions in staff evaluations from the baseline of the first two years of implementation from the new evaluation instrument

Strategy:

The college will involve its students in the advancement of the science of vision-related health care.

Objective:

Encourage faculty to participate, and involve students, in scholarly activity.

Measurement:

Will be measured by: tracking of Professional Development evaluations for student involvement (publications, presentations) from the baseline of the first two years of implementation from the new evaluation instrument; tracking student research hours through Department of Research; development of new research-based electives; effectiveness of these activities will be measured by increase in percentage of research activities that are jointly performed by students and faculty.

Objective:

Seek industry support and funding opportunities to increase scientific activity.

Measurement:

Will be measured by: tracking industry support data that is specific to research opportunities that include student participation with an ultimate goal of a 10% increase in funding support over the next five years.

Strategy:

The college will provide a curriculum and educational environment that is comprehensive and forward thinking.

Objective:

Faculty must create and maintain a curriculum and educational environment that is comprehensive and forward-thinking.

continued

Measurement:

Will be measured by: review of course syllabi throughout the program; patient encounter data gleaned from CompuLink reports and the grading program; tracking of the Teaching Effectiveness dimension of the faculty evaluation from the baseline of the first two years of implementation from the new evaluation instrument; documentation of faculty development on critical thinking; library search use data with a goal of a 3% increase in usage each year; course delivery and implementation material; performance on the NBEO Parts I and II, with a goal of increasing passage rates after establishing a baseline for the first two years of the new format of the NBEO.

GOAL TWO:**Demonstrate Intellectual Curiosity.****Strategy:**

The college will involve its students in the advancement of the science of vision-related health care.

Objective:

Encourage faculty to participate, and involve students, in scholarly activity.

Measurement:

Will be measured by: tracking of Professional Development evaluations for research and for student involvement in that research; development of new research-based electives; and alumni surveys that gauge alumni satisfaction with research opportunities while at the College.

Objective:

Seek industry to support and funding opportunities to increase scientific activity.

Measurement:

Will be measured by: tracking industry support data that is specific to research opportunities that include student participation.

Strategy:

The college will provide a curriculum and educational environment that is comprehensive and forward thinking.

Objective:

Expect faculty to create and maintain a curriculum and educational environment that is comprehensive and forward thinking.

Measurement:

Will be measured by: review of course syllabi throughout the program; by patient encounter data gleaned from CompuLink reports and the grading program; tracking of the Teaching Effectiveness dimension of the faculty evaluation from the baseline of the first two years of implementation from the new evaluation instrument; documentation of faculty development on critical thinking; library search use data with a goal of a 3% increase in searches each year; course delivery and implementation materials; performance on the NBEO Parts I and II with a goal of increasing passage rates after establishing a baseline for the first two years of the new format of the NBEO; and by Visionet and other search usage data with an emphasis on advancements in institutional methods and techniques.

Strategy:

The college will develop interest in additional post-graduate training.

Objective:

Expect faculty to develop, and the college to support, a culture that encourages residency education.

Measurement:

Will be measured by: maintaining data on number of applications to SCO Residency Programs and documentation of participation in residency activities, looking to increase the number of applications per position by at least 1 per year; and by data on number of residency applications by fourth-year SCO students and alumni to all residency programs with a goal of having over 30% of graduates placed in residencies by FY2014-15.

Objective:

The college will support a culture that encourages further education.

Measurement:

Will be measured by: tracking educational activities of faculty and staff; and by alumni surveys.

PERSONAL COMMITMENT TO SERVICE



GOAL ONE:

Encourage Professional/Social Responsibility.

Strategy:

The college will foster recurring engagement in community service.

Objective:

Expect student engagement in community service.

Measurement:

Will be measured by: review of curriculum-based service requirements (school and community screenings) with a goal of an average of 10 hours devoted to service activities per student per year; student service logs; alumni and student surveys and by service-related club activities.

Objective:

Encourage faculty and staff community involvement and service.

Measurement:

Will be measured by tracking the service activities of staff, and by tracking the service dimension of faculty from the baseline of the first two years of implementation from the new evaluation instrument.

Objective:

Encourage alumni to serve as role models to students.

Measurement:

Will be measured by: review of Externship Program documentation for service experiences; documentation of alumni presentations to students and recent graduates, and presentations by faculty/administration to alumni about modeling professionalism at various state and professional meetings; tracking alumni participation in service activities; documented activities that advocate mentorship.

GOAL TWO:

Encourage Professional/Organizational Involvement

Strategy:

The college will promote and support a pattern of professional involvement.

Objective:

Expect student involvement in professional organizations.

Measurement:

Will be measured by: tracking data on student involvement in professional organizations with a goal of over 95% involvement, such as attending professional, state, or regional meetings.

Objective:

Expect faculty involvement in professional organizations.

Measurement:

Will be measured by: tracking the Service dimension of faculty evaluations for professional service from the baseline of the first two years of implementation from the new evaluation instrument.

Objective:

Encourage staff participation in respective professional organizations.

Measurement:

Will be measured by: tracking staff participation in professional service.

Objective:

Encourage alumni to serve as role models to students.

Measurement:

Will be measured by: review of Externship Program documentation for service experiences; documentation of alumni presentations and presentations to alumni at various state and professional meetings; have at least one alumna/alumnus in each state providing communication to prospective and current students on professional and community involvement; tracking alumni participation in professional service activities; document activities that advocate mentorship.

T H E F I V E - Y E A R S T R E T C H

Southern College of Optometry shall implement this Strategic Plan effective July 1, 2010. A separate document outlines specific action plans and indicates priority levels and timelines for each. Each autumn, the President's Council and Management Team will review the Strategic Plan as well as action plans and prepare an annual assessment with recommendations to the Board of Trustees. The Board of Trustees reviews the assessment at the January meeting, and provides guidance to institutional management on the necessary modification/update of the plan. The Management Team prepares recommendations for the final Strategic Plan Update, and presents it to the Board of Trustees at the May Board meeting for final approval and implementation.

Although annual reviews and updates of the Strategic Plan by the Strategic Planning Committee and Board of Trustees should assure that the plan remains current and applicable, it is realized that significant changes in the overall mission or vision of the institution should initiate the reassessment of the plan, beginning with a detailed and thorough philosophical introspective analysis.