SOUTHERN COLLEGE OF OPTOMETRY

STRATEGIC PLAN 2014-2019

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 an initial two years’ worth of time, commitment, dedication and input from all segments of the SCO community, followed by two years of process improvement activity. Executive leadership, board members, faculty, staff, students and alumni all have played an important role in building the SCO Strategic Plan.

The Historical Perspective

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

• 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, excel in 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 five-year strategic plan was developed in 2002 during the leadership of SCO President Emeritus William E. Cochran, OD ’68. The 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 technology 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 2014-2019 correlates with corporate models that outline a five-year, rolling plan; the committee fully expected that some objectives are critical for the long-term health of the college and the profession of optometry beyond five years, while other objectives need to be prioritized as immediate initiatives to be enacted. The Strategic Plan is reviewed and updated on an annual basis, sustaining a “rolling five-year Strategic Plan” that corresponds with a five-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 initial 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.

At the Fall 2008 board meeting, SCO’s Board of Trustees 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 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 were reviewed and amended as appropriate.

The Management Team reviewed goals, objectives and action plans during the Winter 2010-2011, and reported to the Board of Trustees the need to add emphasis to the encouragement of philanthropy toward the institution, as well as some language clarification. Upon approval by the Board of Trustees in May 2011, action items were reviewed and amended as appropriate.

The Management Team reviewed goals, objectives and action plans during the winter of 2011-2012. During the January strategic planning meeting of the Board of Trustees, the Board encouraged adding honor code/ethics education in the strategic plan and to investigate expanding continuing education. Taskforces were assigned to review and a separate goal was added for honor code/ethics education. The taskforce felt that the current strategic plan verbiage was flexible enough to add action items that would cover expansion of continuing education without adding a new goal. Upon approval by the Board of Trustees in May 2012, action items were reviewed and amended as appropriate.

The Management Team reviewed goals, objectives and action plans during the winter of 2012-2013, and reported to the Board of Trustees during the January strategic planning meeting the need to add a goal to emphasize diversity and cultural competence. Upon approval by the Board of Trustees in June 2013, action items were reviewed and amended as appropriate.

The Management Team reviewed goals, objectives and action items during the winter of 2013-2014. During the January strategic planning meeting of the Board of Trustees, the Board directed the Management Team and President’s Council to incorporate advocacy/legislative involvement in the 2014-2019 Strategic Plan and suggest a method to assess success of the efforts. Subject to approval by the Board of Trustees in May 2014, action items (implementation 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 faculty, staff and 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 2014-2019 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 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. The committee welcomes input from all members of the SCO community as we undertake this strategic vision.

Sincerely,

The SCO Board of Trustees

May 2014
2014 SCO  
Board of Trustees

Jarrett A. Johnson, OD ’90, Chair  
New Orleans, LA
Eugene M. Bane, Jr., OD ’65  
Salem, VA
Douglas C. Clark, OD  
Hoover, AL
Steven L. Compton, OD ’78  
Franklin, KY
Brian Jones, MBA  
Germantown, TN
Henry V. Lindeman, II  
Memphis, TN
Sharon Berger Moscow, OD ’80  
Roswell, GA
Ryan H. Powell, OD ’02  
Kansas City, MO
Steven T. Reed, OD ’95  
Magee, MS
James D. Sandefur, OD ’65  
Oakdale, LA
Carla D. Sanderson, PhD  
Jackson, TN
A. L. Spivey, III, OD ’67  
McKenzie, TN
Leticia W. Towns, FACHE  
Collierville, TN
Cristie Upshaw Travis, MS  
Memphis, TN
Terry L. Tucker, OD ’84  
North Ft. Myers, FL
Christopher W. Wroten, OD ’02  
Denham Springs, LA
Scott Enser, OD ’01  
Faculty Representative  
Memphis, TN
Jigna A. Patel, ’15  
Student Representative  
Sarasota, FL

Dr. Kristin K. Anderson  
Vice President for Institutional Advancement
Dr. J. Bart Campbell  
Chair of Optometric Education
Dr. M. Scott Ensor  
Faculty Representative to the Board of Trustees
Dr. Cheryl E. Ervin  
Director of Residencies and Externships
Ann Z. Fields  
Vice President for Human Resources
Joseph H. Hauser  
Vice President for Student Services
Jim R. Hollifield  
Director of Communications
Dr. John Mark Jackson  
Faculty Member
Dr. Jarrett A. Johnson  
Board of Trustees, Chair
Dr. Christopher W. Lievens  
Chief of Staff for The Eye Center
Jigna A. Patel  
SGA President/Student Representative to  
Board of Trustees
Dr. Ryan H. Powell  
Board of Trustees
Dr. Steven T. Reed  
Board of Trustees
Dr. Lewis N. Reich  
Vice President for Academic Affairs
Gary R. Snuffin  
Director of Clinic Operations for The Eye Center
Dean M. Swick  
Director of Information Services
Cristie Upshaw Travis  
Board of Trustees
Dr. James E. Venable  
Vice President for Clinical Programs
David L. West  
Vice President for Finance and Administration

2013-2015 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
Pamela E. Moss  
Director of Assessment

Dr. Kristin K. Anderson  
Vice President for Institutional Advancement
Dr. J. Bart Campbell  
Chair of Optometric Education
Dr. M. Scott Ensor  
Faculty Representative to the Board of Trustees
Dr. Cheryl E. Ervin  
Director of Residencies and Externships
Ann Z. Fields  
Vice President for Human Resources
Joseph H. Hauser  
Vice President for Student Services
Jim R. Hollifield  
Director of Communications
Dr. John Mark Jackson  
Faculty Member
Dr. Jarrett A. Johnson  
Board of Trustees, Chair
Dr. Christopher W. Lievens  
Chief of Staff for The Eye Center
Jigna A. Patel  
SGA President/Student Representative to  
Board of Trustees
Dr. Ryan H. Powell  
Board of Trustees
Dr. Steven T. Reed  
Board of Trustees
Dr. Lewis N. Reich  
Vice President for Academic Affairs
Gary R. Snuffin  
Director of Clinic Operations for The Eye Center
Dean M. Swick  
Director of Information Services
Cristie Upshaw Travis  
Board of Trustees
Dr. James E. Venable  
Vice President for Clinical Programs
David L. West  
Vice President for Finance and Administration

Richard W. Phillips, OD ’78  
SCO President
J. Martin Regan, Esq.  
Legal Counsel
Sandra S. Stephens  
Executive Assistant to the President
Pamela E. Moss  
Director of Assessment
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 utilizes its strategic plan in such a way as to be 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. Their involvement in furthering the mission of the college will allow successful implementation to be maintained.
- Performances against goals and objectives will be consistently evaluated, with a commitment to process improvement.
- Annual operating plans and budgets will be created in accordance with strategic priorities and sound fiscal management of college resources.
Educate the Best Possible Healthcare Providers

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 detailed content area analysis of National Board of Examiners in Optometry scores on Parts I and II.

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.

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

Measurement:
Will be measured by: faculty evaluation scores on Scholarship and Teaching Effectiveness dimensions; documentation of faculty acquisition of education in excess of state requirement for continued licensure, especially in areas of stated expertise; aggregate faculty acquisition of advanced degrees.

STRATEGY
The college will provide a curriculum that is comprehensive and forward thinking in an educational environment that fosters enhanced student learning outcomes.

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

Measurement:
Will be measured by: results from Optometric Student Satisfaction Survey; results from employee satisfaction surveys; documentation of budget [rolling for five years] submitted with Strategic Plan references.

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 studies; faculty evaluation scores in every area; Academic Affairs annual report.

Objective:
Develop and maintain a college-wide advancement program that sustains a comprehensive and forward-thinking educational environment.

Measurement:
Will be measured by: achievement of key strategic advancement outcome indicators in the Advancement Planning Worksheet, which include: total support value relative to goal; new donors who attended most recent Homecoming event; number of 1A touches with alumni, outside agencies and other constituencies; and number of special events.

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: curricula vitae of faculty; faculty development plans and implementation; retention studies; faculty evaluation scores in Teaching Effectiveness and Scholarship; credentialing and privileging documentation; documentation
of faculty acquisition of education in excess of state require-
ment for continued licensure, especially in areas of stated
expertise; aggregate faculty acquisition of advanced degrees.

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 associa-
tions and boards.

Objective:
College curriculum will reflect full scope practice.
Measurement:
Will be measured by: reviews of the curriculum and the cur-
current Attributes of Graduates Statement, within the context
of the most recent 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 repre-
sent the college and the profession.
Measurement:
Will be measured by: staff and faculty self-evaluation and
final evaluation reports on outside activities on behalf of the
college and the profession, the annual report from the Di-
rector of Student recruitment, and assessment of the student
ambassadors program.

Objective:
Encourage college-wide involvement in student
recruitment.
Measurement:
Will be measured by: review of annual recruiting plan;
annual report from the Director of Student Recruitment;
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 em-
ployee 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 years of the program
as well as the Capstone program, for learning objectives that
reflect the current scope of optometry in the most progressive
states; faculty evaluation scores in Teaching Effectiveness;
alumni surveys; student performance on Parts I and II of
the NBEO.

Objective:
Expect faculty to demonstrate superior clinical skills
to students.
Measurement:
Will be measured by: review of syllabi from methods, labor-
atories, 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 pro-
gram 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 best possible clinical abili-
ties 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: TEC patient satisfaction survey scores and comments specific to patient communication; faculty and staff evaluation scores on Customer Service area.

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 to confirm that these courses specifically give information to the students on important practice management skills such as coding and billing, equipment needs, etc; and review of Curriculum Committee and Alumni Council minutes.

Objective:
Provide effective career and indebtedness counseling.

Measurement:
Will be measured by: aggregate year-end report from records of Financial Aid and Student Services counseling; documentation from orientation program; default rate remaining below 1%; aggregate year-end report from Hayes Center for Practice Excellence on career counseling.

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 HCPE activity, including placement service and career counseling activities; review of externship records for recruitment into private practice; loan default rates with goal of remaining less than 1%; Capstone survey on career placement; alumni surveys.

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 CLN course syllabi; faculty evaluation scores on Teaching Effectiveness; clinical teaching student surveys.

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, so as to determine potential need for additional clinical opportunities.

Objective:
Enhance positive customer service culture.

Measurement:
Will be measured by: TEC patient satisfaction survey scores and comments specific to patient communication; faculty and staff evaluation scores on Customer Service area; employee surveys on Customer Service; documentation of Customer Service training and development for staff and faculty.
GOAL THREE
Provide students with a foundation for the principled, ethical practice of optometry.

STRATEGY
The college will teach ethical principles and involve students in discussions of ethical behavior.

Objective:
Expect faculty to incorporate discussion of ethical decision-making at several key points in the curriculum.

Measurement:
Will be measured by: minutes of Curriculum Committee review on curricular components that emphasize ethics; addition of clinical grading element dealing with cultural sensitivity and ethics; data from above reviews.

Objective:
Expect students to take primary responsibility, with faculty oversight, for monitoring and enforcing ethical behavior in all their endeavors.

Measurement:
Will be measured by: creation and maintenance by SGA and Student Affairs Committee of an honor code or similar instrument; and creation and maintenance of some student-led judicial entity as an additional component to aid in the enforcement of that code.

STRATEGY
The college will expect its administration, faculty, and staff to model ethical behavior in all aspects of college operations.

Objective:
Provide development to administration, faculty, and staff in ethical decision-making in healthcare and higher education.

Measurement:
Will be measured by: annual report from Academic Affairs documenting such developmental activities.

Objective:
Evaluate all college personnel for adherence to ethical principles.

Measurement:
Will be measured by: addition of item(s) under Quality of Work area for staff and faculty that evaluates adherence to ethical principles.
GOAL FOUR
Provide a culturally diverse environment that facilitates students’ development as caring clinicians for all their future patients.

STRATEGY
Diversity should be a consideration in faculty recruitment and development

Objective:
Actively recruit talented optometric educators who represent diverse backgrounds.

Measurement:
Will be measured by: number of faculty from under-represented minority populations or other minority groups.

Objective:
Provide faculty development on cultural sensitivity.

Measurement:
Will be measured by: number of faculty programs on cultural sensitivity conducted during the academic year.

Objective:
Create diversity-related programs, events, and activities on campus.

Measurement:
Will be measured by: number of such events, etc., conducted during the academic year.

STRATEGY
Diversity should be a consideration in staff recruitment and development

Objective:
Actively recruit talented staff who represent diverse backgrounds.

Measurement:
Will be measured by: number of staff from under-represented minority populations or other minority groups.

Objective:
Provide staff development on cultural sensitivity.

Measurement:
Will be measured by: number of staff programs on cultural sensitivity conducted during the academic year.

Objective:
Create diversity-related programs, events, and activities on campus.

Measurement:
Will be measured by: number of such events, etc. conducted during the academic year.

Objective:
Create a support system for students from culturally diverse backgrounds in order to enhance recruitment and retention.

Measurement:
Will be measured by: student satisfaction with such services, as surveyed in the Noel-Levitz Optometric Student Satisfaction Survey.

STRATEGY
Diversity should be a consideration in student recruitment and education.

Objective:
Actively recruit talented students who represent diverse backgrounds (as outlined in the Student Recruitment Master Plan, especially sections 1 and 2).

Measurement:
Will be measured by: percentage of students from each under-represented minority group per class.

Objective:
Provide programs on cultural sensitivity (as outlined in the focus program).

Measurement:
Will be measured by: number of student programs on cultural sensitivity conducted during the academic year.

Objective:
Create diversity-related programs, events, and activities on campus.

Measurement:
Will be measured by: number of such events, etc. conducted during the academic year.
Promote Lifelong Learning

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.

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; faculty evaluations on Teaching Effectiveness; review by faculty committee within Department of Assessment on testing methodology in all courses with a goal of improving psychometric validity.

Objective:
Expect staff to exhibit problem-solving skills.

Measurement:
Will be measured by: staff evaluation aggregate scores in Customer Service and Collaboration areas; documentation of development activities in problem-solving skills.

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: review of documented activities from faculty evaluation of Scholarship that involve students; student research hours as documented by the Director of Research; participation in student summer research program.

Objective:
Develop and maintain a college-wide advancement program that sustains a comprehensive and forward-thinking education environment.

Measurement:
Will be measured by: achievement of key strategic advancement outcome indicators in the Advancement Planning Worksheet, which include: total support value relative to goal; new donors who attended most recent Homecoming event; number of IA touches with alumni, outside agencies and other constituencies; and number of special events.

STRATEGY

The college will provide a curriculum that is comprehensive and forward thinking in an educational environment that fosters enhanced student learning outcomes.

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

Measurement:
Will be measured by: review of CLN course syllabi; faculty evaluation scores on Teaching Effectiveness; clinical teaching student surveys.
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: review of documented activities from faculty evaluation of Scholarship that involve students; student research hours as documented by the Director of Research; participation in student summer research program.

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 develop interest in additional post-graduate training.

Objective:
Expect faculty to develop, and the college to support, a culture that encourages additional post-graduate optometric education.

Measurement:
Will be measured by: surveys on advanced degree and residency position placement given during Capstone.

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.

STRATEGY
The college will provide a curriculum that is comprehensive and forward thinking in an educational environment that fosters enhanced student learning outcomes.

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 CLN course syllabi; faculty evaluation scores on Teaching Effectiveness; clinical teaching student 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: faculty evaluation aggregate data on Service area; staff reporting of community service activities.

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/advocacy involvement

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

Objective:
Expect student involvement in professional organizations and in advocacy for optometry.

Measurement:
Will be measured by: tracking student requests to be absent for professional activities; tracking data on student involvement in professional organizations; supporting evidence to include attending professional, state, or regional meetings and memberships.

Objective:
Encourage faculty participation in professional organizations.

Measurement:
Will be measured by: initially through faculty self-report in survey; in subsequent years, refine the mechanism for reporting professional involvement in the performance management cycles.

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.
The Five-Year Stretch

Southern College of Optometry shall implement this Strategic Plan effective July 1, 2014. 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 Management Team and Board of Trustees should ensure 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.