THE mission of the Illinois College of Optometry is to develop highly qualified clinical optometrists through excellence in optometric education.
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The ICO mission statement is supported through these values:

- High expectations for outstanding academic and clinical performance by our students
- Superior academic programs in an environment that strives to exceed the expectations of students with varied learning styles
- Diverse learning experiences in coordinated clinical care that demonstrate optometry’s role in an integrated health care model
- Continued evolution of eye care through the delivery of innovative services within the IEI and its satellites
- Scholarly activity that expands the body of knowledge
- An environment that fosters the development of leaders in the profession and in our communities
- Diversity among our students, faculty, staff and governing board
- Professionalism and integrity in all that we do
- Recruitment of the most qualified students, faculty and staff
- A commitment to lifelong learning
“The vision of the Illinois College of Optometry is to prepare optometrists to excel and adapt in an evolving healthcare environment.”
Strategic Goals

GOAL 1:
ICO will provide a curriculum that prepares its students for progressive optometric practice.

Priority objectives:

- Integrate advances in the scope of optometric practice into the curriculum, in both the didactic and clinical arenas as part of our educational practices.
  - Complete systematic curriculum reviews to identify advances and determine implementation within the program
  - Monitor student NBEO performance by topic, and adjust curriculum if any lapses are identified
  - Provide at least four programs on clinical topics for faculty members each year
  - Begin implementation of an interprofessional practice model within the Illinois Eye Institute
  - Monitor content and format of NBEO Clinical Skills examination on a yearly basis as a gauge of the profession's “entry to practice” expectations.
    - Any/all changes reviewed by Curriculum Committee yearly
  - Monitor changes in State Optometric Practice Acts to ensure ICO students eligible for practice in each of the fifty states.
    - Any/all changes reviewed by Curriculum Committee yearly.

- Complete the definition and implementation of the core and value-added curriculum.

- Develop a strategy to recruit and retain faculty best-suited to deliver the curriculum.
  - Support external programs to develop promising faculty early in their careers
  - Develop ownership in the curriculum among entry level faculty by involving them in leadership roles in the classroom and laboratory
  - Develop succession plans for faculty who plan to retire within 3-5 years
  - Improve orientation and mentoring program for faculty members who have not yet completed promotion process
  - Achieve a mean faculty salary that is at the 75% level of the ASCO mean faculty salary
  - Develop college and federal government loan repayment assistance participation
  - Develop and maintain alternative revenue sources to supplement faculty income

- Continue to support research and scholarly activity among students and faculty.
  - Provide institutional research funding to students and faculty
  - Provide educational programs regarding study design, statistics, scholarly writing and publication to students, residents and faculty
  - Develop research collaboration with other institutions
• Expand and innovate the delivery of the practice management curriculum.
  o Identify all points where practice management is included in the curriculum
  o identify all extra-curricular practice management opportunities
  o Use the approved ASCO Practice Management Curriculum as a model for curriculum development
  o explore opportunities to deliver an on-line business module within the curriculum

• Explore methods to provide select students with accelerated clinical opportunities.
  o Provide additional clinical skills training in Fall Quarter Year 1
  o Provide opportunities for more participation in patient care during Year 1
  o Consider re-establishing the clinical honors program

**Goal 1 Outcomes Measures:** NBEO ultimate pass rate, NBEO scores by part, percentage of faculty with ABO certification, ASCO salary data, Number of student scientific presentations, number of faculty presentations and publications
GOAL 2: ICO will provide students and residents with an integrated health care experience that prepares them for practice within any healthcare setting.

Priority objectives:

• Immerse students and residents in an interprofessional education and practice environment to provide the knowledge and skills needed to succeed in an integrated health care model.
  o Develop specific curricular goals related to interprofessional education
  o Document student participation in interprofessional educational activities

• Develop new and enhance existing partnerships with diverse health care professionals to provide team-based care within the IEI system.
  o Continue with and expand partnerships with partners along existing model of optometry as entry point and gate keeper for medical/surgical eye care within an integrated health care delivery system
  o Continue to recruit qualified optometrists and ophthalmologists who function in a patient-centered and team-oriented delivery of clinical care.
  o Explore the development of a Care Coordination Entity (CCE) to provide an integrated model of pediatrician/optometry services within IEI
  o Identify non-optometric health care services that would enhance patient care and student education within the IEI system and incorporate them into appropriate service units
  o Pilot an interprofessional training model within the Alfred and Sarah Rosenbloom Center on Vision and Aging
  o Collaborate with other programs to provide training opportunities for non-optometrists at IEI

• Cultivate new and existing partnerships that will provide interprofessional practice experiences in an external environment.
  o Document existing interprofessional practice experiences within our externship program
  o Identify opportunities to develop interprofessional experiences at existing sites
  o Identify and partner with new sites with known interprofessional opportunities
  o Develop IEI satellite clinics within the Chicago metropolitan area pursuant to:
    ■ Expansion of contracted med/surg eye care to managed care organizations
    ■ Facilitate the creation of an optometric referral network for med/surg eye care (to include corporate and private practice partners) with IEI as the provider of all subspecialty eye care
  o Explore partnerships to provide community-based eye care focusing on diabetic and glaucoma populations
  o Continue to explore new partnerships with community health centers for the provision of eye care within an integrated care environment
• Develop educators, leaders and specialized practitioners through outstanding residency programs.
  o Continue to attract well-qualified residency candidates
  o Increase sharing of didactic experiences with other area training programs, including those in ophthalmology and other disciplines
  o Encourage participation in professional meetings by providing appropriate support
  o Expand viable residency program opportunities, both intramural and external
  o Formalize mentor opportunities for volunteer activities in professional organizations
  o Establish career placement program for current and past residents for both academic and non-academic career paths

Goal 2 Outcomes Measures: Student patient encounters by graduation, number of clinical sites (internal and external) with interprofessional educational experiences
GOAL 3:
ICO will adopt innovative practices for recruitment and retention of highly qualified students.

Priority objectives:

- Increase available scholarships.
  - Increase ICO-funded scholarship pool by 100% from the current level
  - Provide opportunities for current donors to make additional scholarship donations by adding targeted scholarship solicitations to fund raising calendar
  - Establish a fundraising campaign specifically for scholarships for incoming students
  - Develop an On-Line application for incoming student scholarships and publish the application on my.ico.edu website
  - Expand scholarship information on ICO websites to make contacts more accessible
  - Increase the named/endowed scholarship pool by 50%
    - Encourage top 10% of donors to consider endowing a named scholarship

- Identify the advantages of an ICO education and use social media/online presence to promote them.
  - Develop a compelling ICO creative campaign to support integrated communications strategies and informational messaging.
  - Conduct student/alumni surveys to identify and capture reported advantages of ICO education
  - Develop and link alumni blogs and use alumni testimonials about ICO and optometry to promote success stories whenever possible.
  - Create a culture where all student concerns are addressed in a timely manner.
  - Implement Student Satisfaction Surveys on an ongoing basis and address top concerns

- Enhance our career placement program.
  - Change from “Placement” to “Professional Career Development.”
  - Develop a Career Development Center as a hub for activities and programs for student professional career development.
  - Enhance Mentoring opportunities for ICO alumni with students/young alumni
  - Develop structured topic series, including short-topic video recordings and make available to students/ alumni on website
  - Use consistent messaging for all curricular and extracurricular practice management and business-related topics/opportunities.
  - Develop an extracurricular Professional Career Development “business curriculum” specific to each year of the program
  - Develop an assessment tool to evaluate the success of Professional Career Development programs.
  - Identify “Best Practices” in career services and utilize at ICO.
  - Develop mechanisms to gather career development/employment statuses of alumni for 5 years or more post-graduation.
  - Develop a mechanism to track and make available to students current part-time job opportunity listings.
• Leverage national marketing tools (e.g. the ASCO/AOA campaign) to promote optometry as a desired career.
  o Determine best Communications/PR strategy for linking ICO efforts to ASCO/AOA national efforts.
  o Utilize the ASCO campaign for “True Stories” specific to ICO.
  o Maximize ICO’s Admissions marketing activities to differentiate ICO to prospective students including development of progressive print and on-line materials.

• Engage faculty, key staff, alumni, and students to develop a personal connection with top candidates.
  o Assign interviewers to candidates who have common backgrounds or interests
  o Assign engaged successful alumni (i.e. Alumni Council) to top admissions candidates
  o Develop a resource guide to be used by Faculty/Tour Guide/etc. for those that will be contacting applicants after interview.

• Explore creative enrollment incentives

• Explore technology to expand outreach

• Conduct a thorough analysis and review of all admissions and recruitment contact points with applicants/ candidates to enhance student experience. Explore parental engagement in the Admission process

• Consolidate and enhance current strategies into a comprehensive retention program.
  o Identify and document all academic and non-academic activities aimed at student retention
  o Explore feasibility of faculty-centered enhancement for select courses
  o Formalize participation in academic retention programs for at-risk students
  o Develop “student at clinical risk” process in first two years of professional program
  o Review patient care enhancement programs and formalize participation criteria in Student Guide
  o Continue to work with externship preceptors and give guidance when a student is performing poorly.

Goal 3 Outcomes Measures: Number of applications, number accepted and entering class size, Entering class average undergraduate GPA, entering class average OAT score, Overall retention of students by academic year, Scholarship support dollars per year
GOAL 4:
ICO will provide a contemporary environment that meets the future physical and technological needs of its students, faculty, staff and patients.

Priority objectives:

• Reconfigure the physical plant to enhance efficiency and optimally locate each department.
  o Continue to work toward the short term goals identified in the Campus Master Plan
  o Relocate Academic and IEI Administration to a shared space on the second floor of the current library
  o Relocate staff offices, as appropriate to facilitate interactions between supervisors and their staff, and between staff.

• Expand, reconfigure and update IEI to provide an environment that meets both our patient care and educational missions, in a manner consistent with Joint Commission standards.
  o In collaboration with ICO and IEI administrative teams, establish a master space plan for existing and future clinical initiatives.

• Develop a plan for library space consistent with current methods of information access and trends in student use.
  o Update the library’s collection to include more electronic resources
  o Weed and update the library’s physical and electronic collections to include more recent material
  o Re-configure the current library space to provide enough, and adequate, student study and multi-use space
  o Update the physical library to reflect recent trends and technologies currently present in 21st century academic, medical and special library environments

• Provide appropriate space to meet the needs of our research program.
  o Assess research needs of clinical faculty and expand Research Suite if appropriate
  o Assess space needs for basic and translational research

• Provide appropriate dining, study and leisure spaces for students, faculty, and staff.
  o Explore options for dining facility
  o Explore options for development of a Faculty Lounge
  o Explore options for development of an Employee Lounge
  o Identify and provide for appropriate student study space, both within the library and throughout the campus
  o Identify space for an enhanced student lounge and Student Government office area.

• Ensure that faculty, staff and student activity offices meet the work needs of the institution
  o Revisit Campus Master Plan to refine options for long term space needs and determination of the future of Brady Hall building
  o Ensure that all offices are equipped to enhance employee and student productivity

Goal 4 Outcomes Measures: Campus Master Plan
**GOAL 5:**
ICO will develop fiscally responsible financial strategies to successfully meet our mission as a single program institution.

*Priority objectives:*

- Nurture our culture of giving among all internal and external stakeholders.
  - Develop a prominent employee/staff/faculty Annual Giving campaign
  - Work with BOT to develop mechanisms which will promote student support of ICO in the future as they become young alumni
  - Encourage each graduating Class to consider a Class gift at Commencement
  - Develop an online “Report on Giving” with all campaigns and giving opportunities and results. Make sure that the information is available through all channels of media.
  - Include personal stories from individuals who have benefited from donor generosity in both internal and external communications.
  - Promote information regarding successful programmatic outcomes
  - Promote awareness of monthly payment plan options for alumni giving.
  - Increase the utilization of comprehensive year-long support proposals for major corporate partners
  - Engage past and present Clinical Residents in alumni activities and appeals.
  - Provide additional recognition for Leadership Circle members.
  - Increase the number of personal visits to alums by ICO internal leadership and Board members.
  - Develop additional alumni engagement opportunities.
  - Develop coordinated solicitation strategy for the Alfred and Sarah Rosenbloom Center on Vision and Aging.
  - Create and implement a grateful patient giving program.

- Develop an effective and competitive enrollment management strategy.
  - Focus on improving enrollment management strategies to maximize resources of the institution. Develop a team to address core principles of Strategic Enrollment Management (SEM).

- Annually review programs to identify those that are efficient and/or support the mission of the institution, and continue only those that meet these criteria.
  - Incorporate individual staff goals and objectives on the Success Factors annual review process that reflect work specific to meeting the Strategic Plan 2013-2017 mission statement and strategic goals.

- Continue to grow IEI net revenues.
• Proactively seek grant funding.
  o Explore grant funding opportunities for the new Alfred and Sarah Rosenbloom Center on Vision and Aging.
  o Explore expansion of governmental grants for the purposes of physical plant renovation/expansion and clinical care to vulnerable populations
  o Provide naming opportunities within the Alfred and Sarah Rosenbloom Center on Vision and Aging to attract corporate donations along with individual donations.
  o Explore research opportunities in regard to the Alfred and Sarah Rosenbloom Center on Vision and Aging to qualify for additional government grants and/or corporate support.

• Take advantage of opportunities for bond repayment at discounted rates.
  o Send letters to bond holders with opportunity to sell at discounted rate
  o Consider refinancing bond debt

• Use web-based technologies to enhance our development strategies.
  o Enhance mechanisms for donating via technology – e-mail, website, text
  o Explore text-based fundraising opportunities
  o Create make-a-gift page for IEI website.

• Seek funding for inter-professional education.
  o Explore opportunities for funding through the Josiah Macy Foundation and other sources

• Expand our continuing education (CE) program, including on-line education.
  o Develop a library of 1 hour non-tested CE to be viewed remotely
  o Develop cooperative CE programs with external groups
  o Develop “hands-on” clinical rotations within the Illinois Eye Institute eligible for continuing education to optometrists
  o Expand testing verification to non-ICO sponsored CE as an additional source of revenue

• Explore expansion of contract research.
  o Identify faculty who have connection with industry and encourage them actively to seek grant funding.
  o Consider forming contract research task force
  o Support faculty with resources of grant writing and application assistance
  o Encourage and pursue industry-funded Investigator Initiated Research

• Investigate opportunities to use current resources in the development of innovative revenue streams.
  o Investigate using our current Lecture Capture Recordings as a possible non-degree, self-directed learning type of CE.
  o Encourage didactic faculty members to develop certificate programs in specialized areas (Pediatrics, Binocular Vision, Contact Lenses, Vision Rehabilitation) geared toward international optometrists.
  o Explore development of a 5-year program option
  o Explore development of a summer enrichment/enhancement program for Admissions
  o Explore pro-active rental of all ICO/IEI facilities, e.g. lecture center, parking garage, etc.
  o Explore selling sponsorship advertisements on ICO website and in ICO Matters.
  o Explore marketplace need for MBA program specifically for medical professionals.
  o Develop an intense business certificate program to run in the summer.
• Expand IEI clinical training program opportunities for students from other optometric institutions and outside entities.
  o Expand current international affiliations and seek new international partners to provide with clinical training
  o Offer IEI to as an externship site to other schools and colleges of optometry
  o Develop clinical training enhancement programs for established practitioners

• Explore sources of additional unrestricted revenue.
  o Expand information and understanding of donors on the balance between restricted giving, unrestricted giving and temporarily restricted giving and impact on programs and budget
  o Investigate commercial revenue sources on campus, such as establishing a “coffee bar”

**Goal 5 Outcomes Measures:** Overall retention of students by academic year, NBEO Ultimate Pass Rate, Annual dollar amount of gifts, Annual dollar amount of grants, Number of Leadership Circle members, IEI gross and net revenues, Bond to investment ratio
GOAL 6:
ICO will create an environment that supports and values all members of our community.

Priority objectives:

• Create an environment that nurtures students and provides for personal, academic and professional success.
  o Revise student scheduling system and process
  o Foster an attitude of professional respect among faculty, staff and students.
  o Recognize students’ academic and personal accomplishments via ico.edu website and other social media systems.
  o Explore creating a student leadership development program.
  o Encourage the recognition of student successes - personally, academically and professionally.

• Provide appropriate training to maximize each person’s ability to function effectively.
  o Launch ICOu, Learn, Lead, Empower, a comprehensive internal training and development program for all staff and faculty with five branches of curriculum focus:
    ▪ Service enhancement
    ▪ Culture building
    ▪ Leadership and management
    ▪ Communication effectiveness
    ▪ Personal growth
  o Engage with the Studer Group (Malcolm Baldridge Award Winner 2010) to assist with exceptional clinical, operational and financial outcomes in the areas of patient care delivery through training, coaching, and continuous improvement processes

• Demonstrate progress toward achieving an increased and sustained diversity among our student body, faculty, staff and governing board.
  o Achieve and maintain retention rate of staff and faculty above 90%
  o Maintain diversification of work force above 30% overall
  o Maintain multilingual staff and faculty above 15%
  o Identify promising underrepresented minority students in our program and mentor them toward residency and consideration of a career in optometric education.
  o Increase diversity in the student body by 10% per year over the previous 5-year average.

• Encourage cultural competence among all constituents.
  o Host on-site Cultural Competency Guidelines Implementation workshop provided by ASCO to kick off the fall 2013 quarter
  o Promote the Multicultural Association within the institution both Conduct annual institution-wide training specifically targeting diversity awareness
  o Capitalize on the training modules in ICOu to encourage awareness and acceptance
• Ensure that employee salaries, benefits and expected workload are competitive in the marketplace.
  o Pursue the goal of achieving compensation at the 75th percentile of the market range for the Chicago area for staff.
  o Pursue the goal of achieving compensation at the 75th percentile of the ASCO averages for faculty, by rank
  o Monitor position descriptions and titles on a bi-annual basis for appropriate workload and allocation of responsibilities
  o Evaluate exit interview results for patterns of reasons for turnover
  o Complete an analysis of faculty contact hours at ASCO institutions and ensure that ICO faculty workload within middle range

• Enhance communication with stakeholders.
  o Enhance and expand the utilization of electronic communications with all constituents.
  o Expand ICO’s utilization of Social Media.
  o Identify the technical requirements and cost for producing ICO webinars in-house.
  o Encourage key staff and faculty to use social media to connect with their constituents.
  o Develop an institutional social media policy.
  o Develop and implement qualitative and quantitative instruments to gather data about the most effective ways to communicate with target audiences.
  o Actively disseminate information via the college's website, social media channels, and digital and print communications (i.e. ICO Insider, ICO Alumni, and ICO Matters).
  o Continually refine the communications planning process to leverage insights and align resources with the most important opportunities.

• Provide employees with support for professional leadership development and scholarship.
  o Encourage utilization of tuition reimbursement benefit for faculty and staff
  o Provide increased development time for high-level participation by faculty in professional organizations
  o Support collaborations with other healthcare and academic institutions/organizations

**Goal 6 Outcomes Measures:** Employee retention rate, Employee diversity, number of multilingual employees, diversity of student body, percent of faculty at 75th percentile of ASCO averages, percent of staff at 75th percentile of salary market range