Strategic Plan
College of Optometry
The Ohio State University
2011-2016
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Letter from the Dean

We are proud of our place in history as the first university-related program in optometry. As part of the most comprehensive Health Sciences Center in the United States, the College of Optometry boasts a 97-year span as a front runner in optometric education and research.

We are proud of and dependent upon our faculty. Collectively, they have and continue to raise the bar in productivity, performance and excellence in learning, discovery, and mutually beneficial engagement.

It is also gratifying to acknowledge the achievements of our professional students. Not only have our students excelled academically, they have also demonstrated outstanding leadership and service. Our professional students continue to excel above the average performance of other schools and colleges on National Board examinations. This is a testament to our students’ mastery of the basic sciences and their clinical competency, and a reflection on the quality of the didactic and clinical training provided by the faculty.

We are also proud of our highly competitive graduate program is in vision science. Aspiring scientists and prospective faculty eagerly seek graduate positions during, after, or in lieu of professional training at our College. This relatively small and very selective group of graduate students are supported and trained by an exceptional research faculty.

The Ohio State University has long emphasized that it has what is very likely the most comprehensive health sciences campus in the United States. Although this rich resource base is widely recognized, the opportunities it creates have not been fully exploited for mutual benefit. As the health sciences units work together, we anticipate a substantial increase in the recognized opportunities for productive collaboration in research and innovative undertakings of all kinds.

The Ohio State University has a natural position of leadership for interdisciplinary collaboration in the health sciences. Ohio State could well be recognized as the premier place in the U.S. to come for all of the health sciences because of the special range of programs and the opportunity for integrated study and research. The health science colleges serve the public more directly than most fields, meeting both our hard-core academic objectives and also our land-grant mission of service to the population. The significance of efforts in population health is particularly apparent at present, as exemplified by the priority issues that capture both popular attention in the media and policy attention in public and private sector. There is no other area of
endeavor at Ohio State that can match this combination of current reputation, visibility, importance to national and global goals, and breadth of impact.

Our College’s strategic plan is our roadmap to success. Among our continuing goals are to maintain an appropriate environment for our professional and graduate programs, attain and maintain an appropriate mix of tenure track, clinical track and research track faculty to carry out our diverse missions of learning, discovery, and mutually beneficial engagement. We have invested significant thought and energy in developing this plan. We are confident it will move us to even greater heights of success and will help us better serve the needs of the citizens of Ohio, our nation and the global society.

Melvin Shipp, OD, MPH, DrPH
Dean and Professor
The Ohio State University College of Optometry
**College Overview**

The Ohio State University College of Optometry: Optometric Education. Vision Research.

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

The overriding values of The Ohio State University College of Optometry include: excellent optometric education; excellent research and scholarship; ethical optometric patient care; and diverse faculty, staff, and students.
The Ohio State University College of Optometry is one of 20 schools and colleges of optometry in the United States. It comprises a professional program to educate optometrists that includes an earnings unit clinic in which the professional students learn to deliver eye care, a graduate program in vision science to train future academics, and a traditional research portfolio in vision science conducted largely by tenure-track faculty.

Its professional program awards the Doctor of Optometry (O.D.) degree after four years (14 quarters/10 semesters) of post-undergraduate study. The first year is exclusively didactic in nature and focuses on the basic sciences that underpin the clinical practice of optometry. In the second year, basic science coursework is completed, and students learn how to perform eye examinations and begin their clinical experience. The third year combines in-house clinical rotations and the clinically-oriented didactic courses. The fourth year is almost exclusively devoted to hands-on clinical care with one quarter on campus and three quarters off-campus in externship rotations across the U.S.

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

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

The College of Optometry, founded in 1914, is the smallest College-level unit at Ohio State. It graduates, on average, 64 optometrists each spring and has active research and graduate programs. The high quality of the College’s faculty has long been its biggest strength. A robust clinical research program has existed for the past 15 years but has reached a logical hiatus in those lines of research. The EF Wildermuth Optometric Research Clinic atop part of Fry Hall opened in 2006 and strengthened the College of Optometry’s research and graduate programs. That success has been offset recently with the summer 2011 departure of three of the College’s nine tenured, non-decanal faculty, so that the research space is under-utilized and the extramural funding portfolio has been dramatically reduced. The College’s Strategic Plan for 2008-13 called for a net increase in tenure-track faculty members of four. Unfortunately, the faculty departures and some challenges in recruiting new tenure-track faculty members to Ohio State have resulted in regression from this goal. There were 12, 14, and 11 non-decanal tenure-track faculty members in the College of Optometry in autumn of 2004, 2008, and 2011 respectively. Given the three recent faculty departures and carrying forward the “net four” increase in the number of tenure-track faculty members to 2016 means that seven new hires must be accomplished within the next five years. This is the most urgent goal in the 2011-16 Strategic Plan for the College of Optometry.

Where changes to the professional optometric curriculum are necessitated by the expanding scope of optometric practice, technological advances in health sciences education, efficiency and effectiveness of clinical education, and electronic medical recordkeeping, the changes are highly constrained by the aging physical facilities of Fry and Starling-Loving Halls. The College currently occupies 27,000 square feet in the A-wing of Starling-Loving Hall and 40,000 square feet in Fry Hall. The oldest sections of Starling-Loving Hall were constructed in 1917, and the oldest section of Fry Hall was constructed before 1951. New facilities will aid the College of Optometry in meeting goals set for admission of a diverse student body, in improving competition for professional program applicants, and in retaining faculty in a competitive academic environment. Nationally, three new schools and colleges of optometry opened in 2009, and another two are on the docket. There is an increase in the intense competition for excellent faculty and students, research funding, and graduate students. The aging facilities compromise the College’s competitive position and are incompatible with efficient clinical teaching and patient care necessary to educate students for the expanding scope of optometric practice.
While opportunities exist for growth of College of Optometry programs, there are other, limiting factors that need to be addressed with urgency. While state support for higher education is now a priority, past and current (FY2012) decreases in state support, at a time when changes to the curriculum were necessitated by expanded scope of practice, have applied pressure to the College of Optometry to diversify sources of revenue and generate more resources from research and clinic services. Further, the climate for Federal funding from the National Institutes of Health for vision research is not good. Historically, research at the College of Optometry has supported both the professional and graduate programs. The College of Optometry must carefully plan and effectively implement its strategic plan in order to successfully compete in this expanded field to maintain its position among the top professional, research, and graduate programs.

The three principal components of The Ohio State University and its College of Optometry are creating (1) an unsurpassed learning (L) environment; (2) a well-defined discovery (D) agenda, concentrated on the central theme of health and wellness; and (3) mutually beneficial engagement (E) of the citizens and institutions of Ohio, the nation, and the world. These L, D, and E designations will be used throughout this document to connect the College of Optometry’s strategic plan components to those of The Ohio State University.

There are six broad categories outlined in the Strategic Plan map below. They are: (1) physical facilities; (2) faculty; (3) professional program; (4) students; (5) graduate program; and (6) research. The map’s graphic construction is no accident. Think of the faculty, professional program, students, graduate program, and research components as the walls of a pentagonally-shaped structure with the physical facilities as the roof. The five “walls” require a “roof” so that they can be maximally achieved, but the roof by itself would be dysfunctional. Thus, enhancement of the physical facilities is vital to the recruitment of optometry students, especially in competition with brand new schools and colleges around the country, but if other recruitment strategies that bring the brightest and best undergraduate students to the College of Optometry’s professional program were abandoned, a better physical facility would have little effect. Note: in the following section, * designates a one-year goal, to be accomplished by the end of 2012.
College of Optometry Strategic Plan 2011-2013

**Physical Facilities: Significantly improve facilities to support clinical and educational programs**

- **Faculty:** Recruit, Hire, Develop & Retain an Excellent & Diverse Faculty
  - Increase Number of Tenure-Track Faculty Members
  - Educate the Educators
  - Maintain Quality of Education from Clinical Attending
  - Increase Number of Research Track Faculty Members
  - Investigate Addition of First-Year Patient Care Experiences
  - Refurbish Pre-Clinic Area

- **Professional Program:** Provide Excellent Optometric Education and Patient Care
  - Build Courses into Critical Thinking Laboratories
  - Enrich, Diversify, and Restructure the Clinical Care Experience
  - Establish Electronic Medical Records
  - Maintain Communication to and among Students during Off-Campus Rotations

- **Students:** Recruit, Admit, & Retain Excellent, Diverse, & Engaged Students
  - Increase Number and Quality of Applicants and Improve Retention of Most Qualified Applicants to Matriculation
  - Increase Student Diversity
  - Develop Student Leadership Skills
  - Develop and Main Student Professionalism

- **Graduate Program:** Train the Best Students to do the Best Research
  - Increase the Number of Faculty Involved in Training Graduate Students
  - Enhance the Recruitment of the Best Qualified Graduate Students
  - Increase Financial Support for Graduate Education and Graduate Research

- **Research:** Conduct Excellent Research in Optometry & Vision Science
  - Increase the College of Optometry’s Extramural Funding Portfolio
  - Publish the Best, Most Influential Papers
  - Develop and Expand Research Facilities
Achieving our Objectives

**Strategy: Physical Facilities. Significantly improve facilities to support clinical and educational programs (L, D, E).**

**Initiative:** Continue to implement development plan to build a joint clinical facility with the College of Dentistry and reconstruct the “Fry bridge” between Fry and Starling-Loving Halls to house the College of Optometry’s non-clinical care educational and administrative activities (L, D, E).

**Key objectives:** (1) Obtain lead gift from key donor. (2) Raise the funds for the College of Optometry’s commitment. (3) Continue to engage the College of Dentistry, including the new Dean of the College of Dentistry, in this construction partnership.

**Funds:** xx

**Initiative:** Without lead outside gift, assess capacity and resources needed to remodel existing Fry/Starling-Loving Halls footprint to improve clinical care, educational, and administrative space (L, D, E).

**Key objectives:** Conduct new “feasibility study” for a construction plan without new external building.*

**Funds:** xx

**Strategy: Faculty. Recruit, hire, develop and retain an excellent and diverse faculty.**

**Initiative:** Increase number of tenure-track (non-decanal) faculty members by a net of four relative to 2008 levels (i.e., from 14 to 18) (L, D, E).

**Key objectives:** Hire seven tenure-track faculty members at any rank with high potential for extramurally-funded research and excellence in training of professional and graduate students.

**Funds:** xx

**Initiative:** Educate the educators (L).

**Key objectives:** (1) Expand continuing education efforts related to teaching in the classroom and clinic for all faculty on all tracks. (2) Continue annual externship preceptor training conference (sponsored by Alcon). (3) Continue Keystone course...
series. (4) Investigate educational opportunities for auxiliary faculty primarily engaged in clinical attending*

**Funds:** xx

**Initiative:** Maintain the high quality of education from clinical attendings (L).

**Key objectives:** (1) Convert submission of Student Evaluation of Instruction for clinical courses to Meditrek*; (2) Make submission of Student Evaluation of Instruction for clinical courses mandatory*.

**Funds:** xx

**Initiative:** Increase number of research-track faculty members (D).

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

**Funds:** xx

**Strategy:** Professional Program. Provide excellent optometric education and patient care.

**Initiative:** Build courses into critical thinking laboratories (L).

**Key objectives:** (1) Continue Keystone 1 and 2 courses. (2) Faculty should strive for less lecturing and more interaction in all course meetings.

**Funds:** xx

**Initiative:** Enrich, diversify, and restructure the clinical care experience (L, E).

**Key objectives:** (1) Continue third year contact lens rotation. (2) Explore third year pediatrics rotation. (3) Explore a second third year ocular disease rotation. (4) Expand third year primary vision care experience. (5) Explore additional community-based clinical rotations, e.g., federally-qualified health centers.

**Funds:** xx

**Initiative:** Establish electronic medical records (L, E).
**Key objectives**: Implement electronic medical records beginning in second year laboratories in autumn 2011 and expanding to all clinical services by summer 2012*.

**Funds**: xx

**Initiative**: Investigate addition of first-year patient care experiences (L).

**Key objectives**: Clinical core sequence area of the Curriculum Committee to further explore the option of patient care (observational and experiential) training for first year students.

**Funds**: xx

**Initiative**: Refurbish pre-clinic area (L).

**Key objectives**: (1) Obtain consultation on construction potential for existing pre-clinic area*. (2) Implement remodeling plan to optimize pre-clinical education.

**Funds**: xx

**Strategy**: Students. Recruit, admit, and retain excellent, diverse, and engaged students (L, E, D, E).

**Initiative**: Increase number and quality of applicants and improve retention of most qualified applicants to matriculation (L, D, E).

**Key objectives**: (1) Enhance quality of “Future Students” section of College website through the addition of first-year student blogs and student/faculty video testimonials; (2) Increase contact with admitted students by targeted efforts of faculty/staff/students; (3) Refine applicant interview schedule to facilitate more expedient interview and acceptance time frame.

**Funds**: xx

**Initiative**: Increase student diversity (L, D, E).

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

**Initiative:** Develop student leadership skills (L, E).

**Key objectives:** (1) Begin program with student leaders to provide education about leadership as a skill; (2) Encourage and fund several student leaders to attend the American Academy of Optometry’s leadership courses each autumn; (3) Continue program that sends student leaders to the Ohio Optometric Association’s East-West Eye Conference each autumn.

Funds: xx

**Initiative:** Develop and maintain student professionalism (L).

**Key objectives:** Appoint a subcommittee of the Curriculum Committee to develop a plan for teaching and evaluating student professionalism*.

Funds: xx

**Strategy:** Graduate Program. Train the best students to do the best research (L,D).

**Initiative:** Increase the number of faculty involved in training graduate students (L, D).

**Key objectives:** (1) With the departure of three tenured faculty members in summer 2011, the Research and Graduate Studies Committee of the College has been reconfigured. The Research and Graduate Studies Committee will work to address involvement of all graduate studies faculty in thesis, progress, candidacy, and dissertation committees wherever possible; (2) Four new graduate students join the Graduate Program in Vision Science in autumn 2011, and every attempt will be made to distribute them among as many advisors as possible*.

Funds: xx

**Initiative:** Enhance the recruitment of the best qualified graduate students (L, D).

**Key objectives:** (1) Collaborate with the military to designate The Ohio State University College of Optometry’s Graduate Program in Vision Science as “military optometrist-friendly” such that a three-year PhD completion is possible*; (2) Publicize the Graduate Program in Vision Science at national conferences like the Association for Research in Ophthalmology and Vision Science and the American
Academy of Optometry; (3) Develop a recruitment plan specific to non-optometrist graduate students, i.e., students completing their undergraduate degrees, to work with the basic science-oriented graduate faculty*.

**Funds:** xx

**Initiative:** Increase financial support for graduate education and graduate research (L, D).

**Key objectives:** (1) Hire tenure-track faculty who garner National Institutes of Health funding and train PhD students so that NIH-funded training grants for graduate students can be resubmitted and renewed; (2) Identify graduate students who can compete for individual NIH training grants and support them in their individual grant applications; (3) Pilot test new (2011-12) system where optometrist/graduate students are funded as auxiliary faculty members*; (4) Identify students who are competitive for outside funding, e.g., NIH Loan Repayment Program, American Optometric Foundation’s Ezell fellowships, and support their applications; (5) Competitively renew NIH-funded T35 training grant for professional students between their first and second years of optometry school*.

**Funds:** xx

**Strategy:** Research. Conduct excellent research in optometry and vision science (D).

**Initiative:** Increase the College of Optometry’s extramural funding portfolio (D).

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

**Funds:** xx

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

**Key objectives:** Create and foster a College-wide culture where all tenure-track faculty expect themselves to publish one-two papers per PhD in their laboratory per year in high-impact journals.
Funds: xx

Initiative: Develop and expand research facilities (D).

Key objectives: (1) Allocate research space to new faculty hires to optimize their productivity without decreasing the productivity of incumbent faculty members; (2) Monitor usage of the biology laboratory on the third floor of Fry Hall to consider expansion of it if needed; (3) Monitor ongoing usage of research space throughout the College so that space is optimally used.

Funds: xx
Measuring our Performance

The strategic plan map above was first assembled in 2008, when the Office of Academic Affairs mandated the submission of strategic plans from all campus units. It was adapted by (Emeritus) Professor Paulette Schmidt in 2010. This version, for 2011-16, was developed through a series of College of Optometry Faculty Advisory Committee meetings conducted since May 2011. Some objectives that have been achieved were deleted, and others were added to address urgent needs in the College now (e.g., refurbishment of the preclinic training area). The Learning/Discovery/Engagement designations were assigned at the initiative, rather than the individual objective, level. Any objectives whose achievement will continue throughout the five-year period, even if their implementation begins in 2011-12, are designated as such. Only those objectives that can conceivably be completed by the end of 2012 were designated as one-year objectives.
## Tracking Performance Against our Objectives

### Learning Scorecard

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metrics</th>
<th>2016 Objective</th>
<th>1-Year Goal</th>
<th>Status</th>
</tr>
</thead>
</table>
| Incoming Student Quality| • Enhance quality of “Future Students” section of College website through the addition of first-year student blogs and student/faculty video testimonials  
  • Increase contact with admitted students by targeted efforts of faculty/staff/students  
  • Refine applicant interview schedule to facilitate more expedient interview and acceptance time frame  
  • Continue and expand successful Improving Diversity in Optometry Camp (IDOC) summer undergraduate and high school student career exploration  
  • Enhance website materials highlighting College diversity  
  • Collaborate with the military to designate The Ohio State University College of Optometry’s Graduate Program in Vision Science as “military optometrist-friendly” such that a three-year PhD completion is possible  
  • Publicize the Graduate Program in Vision Science at                                                                                                                                  |                |             |        |
<table>
<thead>
<tr>
<th>Program Excellence</th>
<th>Strategic Plan</th>
<th>College of Optometry</th>
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</table>
| • Hire seven tenure-track faculty members at any rank with high potential for extramurally-funded research and excellence in training of professional and graduate students | national conferences like the Association for Research in Ophthalmology and Vision Science and the American Academy of Optometry  
• Develop a recruitment plan specific to non-optometrist graduate students, i.e., students completing their undergraduate degrees, to work with the basic science-oriented graduate faculty  
• Pilot test new (2011-12) system where optometrist/graduate students are funded as auxiliary faculty members | |
| • Obtain lead building gift from key donor  
• Raise the funds for the College of Optometry’s building commitment  
• Conduct new “feasibility study” for a construction plan without new external building  
• Expand continuing education efforts related to teaching in the classroom and clinic for all faculty on all tracks  
• Continue annual externship preceptor training conference  
• Investigate educational opportunities for auxiliary faculty primarily engaged in clinical attending | |
| | | |
### Strategic Plan
#### College of Optometry

- Convert submission of Student Evaluation of Instruction for clinical courses to Meditrek
- Make submission of Student Evaluation of Instruction for clinical courses mandatory
- The Research and Graduate Studies Committee will work to address involvement of all graduate studies faculty in thesis, progress, candidacy, and dissertation committees wherever possible
- Four new graduate students join the Graduate Program in Vision Science in autumn 2011, and every attempt will be made to distribute them among as many advisors as possible
- Hire tenure-track faculty who garner National Institutes of Health funding and train PhD students so that NIH-funded training grants for graduate students can be resubmitted and renewed
- Competitively renew NIH-funded T35 training grant for professional students between their first and second years of optometry school

<table>
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Strategic Plan
College of Optometry

<table>
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<tr>
<th>Action</th>
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<th>Notes</th>
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<tr>
<td>care (observational and experiential) training for first year students</td>
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Discovery Scorecard
**Health and Wellness**

<table>
<thead>
<tr>
<th>Discovery Theme</th>
<th>Metrics</th>
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<tbody>
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<td></td>
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incumbent faculty members
• Monitor usage of the biology laboratory on the third floor of Fry Hall to consider expansion of it if needed
• Monitor ongoing usage of research space throughout the College so that space is optimally used

Engagement Scorecard

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Metrics</th>
<th>2016 Objective</th>
<th>1-Year Goal</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Partnerships</td>
<td>• Explore additional community-based clinical rotations, e.g., federally-qualified health centers</td>
<td></td>
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<tr>
<td>Off-Campus Programs and Awareness</td>
<td>• Promote University and community multicultural programs, resources, and opportunities</td>
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</tbody>
</table>
Resources

This section provides the financial detail for resources that you described in the “Achieving our Objectives” section. Although only the Strategic Initiatives (SI) spreadsheet is required for this section of the plan, please feel free to include any explanation that you feel is appropriate. Also, you should also fill out the Net Marginal Resources (NMR) spreadsheet as it feeds into the SI spreadsheet. Finally, it is recommended that you have a detailed description of the resources required at the initiative level:

1. Personnel required to execute initiative
2. Funds (both redeployed funds from college sources, and additional funds from specified sources)
3. Timing of these resources

This level of detail is not required for this document, but will prove useful if a more detailed discussion of one or more strategies is required.

NOTE: The Final FY 2012 Budget Allocation for the College of Optometry was not available at the time this document was submitted.
A detailed description of the resources, including a breakdown of the uses in terms of personnel, infrastructure and other materials will be provided to the provost’s senior financial officer upon request.

NOTE: The Final FY 2012 Budget Allocation for the College of Optometry was not available at the time this document was submitted.