Terms of Reference

University of Waterloo School of Optometry and Vision Science (WOVS)

STRATEGIC PLANNING STEERING COMMITTEE (SPSC)

AUTHORITY

Under the authority of the University of Waterloo’s Dean of Science, the Interim Director of the University of Waterloo School of Optometry and Vision Science (WOVS) struck an ad hoc Strategic Planning Steering Committee (SPSC) in February 2017 to support the development and delivery of a comprehensive WOV\S strategic planning process.

PURPOSE

The SPSC is established to assist the WOV\S in fulfilling its responsibility to the Faculty of Science and the University of Waterloo to set strategic directions, identify goals and define objectives aligned with University priorities that the School will pursue over the next five years.

OBJECTIVES

The principal objective of the SPSC is to develop a strategic plan to guide the WOV\S’s academic/teaching, clinical service, professional education, research and community service-related development and associated fund development and resource allocation decisions over the next five years.

In pursuit of this objective, the SPSC will:

1. Engage the WOV\S and relevant stakeholders to ensure that the strategic planning process is as participatory as possible
2. Identify the internal strengths and weaknesses of the School, and the external national and international challenges and opportunities relevant to the achievement of goals
3. Assess the School’s comparative advantages and disadvantages relative to competitor organizations so as to define its unique and strategic operational niches
4. Formulate a vision, mission and values statement for the School that provide a framework for the development of strategic goals and objectives to be pursued over the next five years
5. Formulate implementation strategies for achieving these goals and objectives, including identifying target audiences and identifying partnerships and collaborations that facilitate goal achievement
6. Inform the development of business plans and performance indicators that support and track implementation processes aligned with strategic priorities, goals and objectives.
7. Inform the development and implementation of strategic communication plans.
OUTCOMES
The strategic planning process will:

1. Engage and involve the School at all stages
2. Enhance awareness of the challenges and opportunities confronting the School, and its inherent strengths and weaknesses
3. Provide guidance to the development of a strategic plan that enables the School to effectively and efficiently pursue its mission, respond to emerging challenges pertaining to the achievement of its overall goals, locally, regionally and globally over the next five years, and realize its vision of success
4. Identify potential partners and funding sources
5. Inform the development of performance indicators to track progress towards full implementation of the strategic plan
6. Inform resource allocation priorities and options

RESPONSIBILITIES OF SPSC MEMBERS
- Attend all Committee meetings
- Serve impartially (not as a representative of an area of expertise or unit) and act in the best interest of the WOV S
- Review Committee meeting materials and come prepared to provide feedback and input to facilitate development of the plan
- Facilitate information gathering to support planning
- Disseminate opportunities to engage in the planning process.

MEMBERSHIP
Committee membership shall be drawn from across the WOV S, so as to include individuals holding a variety of responsibilities within the School and increase the multiplicity of perspectives brought to bear on the planning process, and will include at least one member from outside the School but within the Faculty of Science.

The target size of the SPSC is 12 to 15 individuals.

CHAIR
The Interim Director, School of Optometry and Vision Science, will serve as Chair of the SPSC.

MEETINGS
Meetings will be held once or twice per month. Meeting dates will be coordinated from the office of the WOV S Interim Chair.

TIMEFRAME
The SPSC is expected to have a lifespan of 11 months to complete its development of a strategic plan.