

JUNE 15, 2018

# HELPING PEOPLE SEE

SCHOOL OF OPTOMETRY & VISION SCIENCE

STRATEGIC PLAN | 2018-2023



UNIVERSITY OF  
WATERLOO

## Message from the Director

We are on the cusp of an exciting new era at the University of Waterloo School of Optometry & Vision Science (WOVS). With the aim of generating an inspirational and dynamic vision to guide development of the School to 2023, and with support from the Faculty of Science, the WOVS strategic planning exercise has brought together exciting ideas and a bold vision.

Beginning in February 2017, Dr. Debbie Jones, Interim Director of WOVS, launched a strategic planning exercise to coincide with the School's 50th Anniversary.



A Strategic Planning Steering Committee (SPSC) provided leadership to the identification of strategic priorities and directions, guided the development of goals and objectives, and helped identify strengths that the School can build upon over the next five years.

A Strategic Planning Executive Committee (SPEC) facilitated the work of the SPSC between meetings, and provided feedback and guidance to the consultant supporting the planning process.

Extensive opportunities for engagement were provided, the first of which was a web-based survey of undergraduate students, graduate students, WOVS alumni, WOVS staff, faculty including cross-appointed faculty and emeritus faculty, and senior administrators within the Faculty of Science and the University of Waterloo. A strategic planning workshop was held, telephone interviews were conducted with external stakeholders, and four internal focus groups were conducted covering 10 strategic priority areas during fall/winter 2017-18. In all, 22 meetings were held, 25 reports were prepared, carefully reviewed and considered, and over 325 individuals participated in the development of this plan over the past 17 months.

When I joined the School as Director in July, 2017, I was fortunate to find the strategic planning process underway. The deliberative, evidence-informed and consultative approach to planning taken by the SPSC enabled me to rapidly grasp the challenges facing the School, pin-point areas where stakeholders felt improvement was warranted, assess strengths that could be built upon and create an inventory of the range of exciting opportunities available to WOVS moving forward.

What resulted from this planning exercise is a vision that reflects our collective passion – *helping people see*; and a mission that positions the School of Optometry & Vision Science as *a global innovator in optometry, vision research, education and patient-centred collaborative care*. To achieve this, our plan identifies a series of strategic goals, objectives and actions to be pursued in 11 priority areas over the next 5 years.

I would like to thank the many individuals within the School, the University of Waterloo, and the national and international optometry and vision science community who provided their thoughtful input into the planning process, which culminated in the development of this ambitious five-year agenda for action.

An enormous debt of gratitude is owed to the WOVS Strategic Planning Steering Committee members – Inta Bregzis, Lisa Christian, Ian Erkelens, Jenniffer Fleet, Debbie Jones (Chair), Patricia Hrynychak, Chris Hudson, Natalie Hutchings, Andre Stanberry, Peter Stirling, Ben Thompson, and David Timms for their leadership, insight, and guidance at every stage of this plan's development.

Thank you also to our external consultant, Diana Royce from The Deerfield Group, whose expertise and support guided us efficiently and effectively through the planning process.

I look forward to working collaboratively with each of you over the next 5 years as we bring this plan to life and together achieve success by, each in our own way, helping people see.

A handwritten signature in black ink, reading "Stanley Woo, OD". The signature is written in a cursive, flowing style.

Stanley Woo, OD, MSc, MBA  
Director  
School of Optometry & Vision Science

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## Acronyms Used in this Document

- Accreditation Council on Optometric Education (**ACOE**)
- Canadian Association of Optometrists (**CAO**)
- Canadian Association of Optometry Students (**CAOS**)
- Centre for Contact Lens Research (**CCLR**)
- Doctor of Optometry (**OD**)
- Intellectual Property (**IP**)
- International Optometric Bridging Program (**IOBP**)
- Local Health Integration Network (**LHIN**)
- Objective Structured Clinical Exam (**OSCE**)
- Ontario Association of Optometrists (**OAO**)
- Optometry Examining Board of Canada (**OEBC**)
- University of Waterloo Student Success Office (**SSO**)
- University of Waterloo Optometry & Vision Science (**WOVS**)

## Executive Summary

The University of Waterloo School of Optometry & Vision Science (WOVS) *Strategic Plan 2018-2023* was developed through extensive consultation with the School's faculty, staff, students, university administrators, nationally and internationally recognized optometry professionals and vision science research leaders, employers and alumni.

An inspirational and dynamic vision for the development of the School to 2023 has been set out in this strategic plan. Working together, and with support from the Faculty of Science, the School is poised to implement of this plan, which is set out below.





# WOVS Vision, Mission, and Values

WOVS' **vision** is: **Helping people see**

WOVS' **mission** is:

**To be a global innovator in optometry, vision research, education, and patient-centred collaborative care through:**

- i. state-of-the art, contemporary optometric education and training for practice anywhere
- ii. high impact, world class eye, health, and vision science research
- iii. exceptional patient care and experiences across the full range of patient-centred eye, vision and healthcare services
- iv. preparation of the next generation of leaders in the optometric profession
- v. training the next generation of research leaders and innovators
- vi. residency training across the full range of optometric care
- vii. specialized training opportunities for practitioners
- viii. life-long learning and continuing professional development opportunities
- ix. eye health initiatives with global impact

The **values** that guide WOVS' decisions, strategies and actions are:

- Excellence
- Integrity
- Compassion
- Collaboration
- Innovation



## WOVS Strategic Priorities and Goals 2018-2023

### **PRIORITY AREA: STUDENT EXPERIENCE, ENGAGEMENT & SUPPORT**

**STRATEGIC GOAL:** Promote a positive, student-centred and academically challenging environment, where students are supported and engaged inside and outside the program

### **PRIORITY AREA: CURRICULUM / PEDAGOGY / TEACHING**

**STRATEGIC GOAL:** Deliver an evidence-informed curriculum, mapped to educational outcomes that facilitates use of pedagogical best practices and learning technologies

### **PRIORITY AREA: RESEARCH – CLINICAL, TRANSLATIONAL, BASIC & PEDAGOGICAL**

**STRATEGIC GOAL:** Enable high impact, state-of-the-art research

### **PRIORITY AREA: CLINICAL TRAINING & CONTINUING PROFESSIONAL DEVELOPMENT**

**STRATEGIC GOAL:** Be a national resource for clinical education and training, and continuing professional development

### **PRIORITY AREA: PATIENT CARE**

**STRATEGIC GOAL:** Position patients at the centre of health care with better access to local and integrated health care systems that deliver coordinated support

### **PRIORITY AREA: INTERPROFESSIONAL EDUCATION & COLLABORATIVE PRACTICE**

**STRATEGIC GOAL:** Expand opportunities for interprofessional education and collaborative practice

### **PRIORITY AREA: INNOVATION, ENTREPRENEURSHIP & THE WOVS “MOONSHOT”**

**STRATEGIC GOAL:** Establish an Eye Institute to:

- a. Provide the continuum of eye and vision care from wellness through surgery
- b. Establish a cross-disciplinary translational research program using the eye as a window to brain function



**PRIORITY AREA: RESOURCES & INFRASTRUCTURE**

*STRATEGIC GOAL:* **Ensure optimal resources and infrastructure are available to realize the long-term vision for success at WOVS**

**PRIORITY AREA: INTERNAL & EXTERNAL COMMUNICATIONS**

*STRATEGIC GOAL:* **Communicate WOVS' key messages strategically and in a coordinated and consistent fashion**

**PRIORITY AREA: PARTNERSHIPS & STAKEHOLDER ENGAGEMENT**

*STRATEGIC GOAL:* **Develop new, and strengthen existing relationships with stakeholders/partners and increase opportunities for collaboration and engagement**

**PRIORITY AREA: CULTURE / MANAGEMENT / LEADERSHIP**

*STRATEGIC GOAL:* **Foster a respectful community with shared purpose, where teamwork and collaboration are celebrated**

# **University of Waterloo School of Optometry & Vision Science Strategic Plan, 2018-2023**

## **1. The School of Optometry & Vision Science at the University of Waterloo**

In 1967, during the 10<sup>th</sup> anniversary of the founding of the University of Waterloo and in Canada's centennial year, the School of Optometry was established. Known now as the University of Waterloo School of Optometry & Vision Science (WOVS), the School delivers an accredited, four year degree program leading to a professional Doctor of Optometry (OD). Its extensive clinic-based programming and optometric services provide practical experience for students, and eye health services for the public.

The professional OD program currently graduates 90 students per year and has over 2,250 alumni. Optometrists practice on the front line of eye and vision care in almost every community across the country. As an integral member of the health care team, optometrists diagnose, manage, and treat eye diseases and disorders and partner with other providers in the management of chronic diseases such as diabetes. Given the depth and breadth of optometry, some graduates pursue residency training. WOVS has offered clinical residency programs for over 40 years.

Award-winning faculty, recognized both nationally and internationally for their research and teaching excellence, lead world-renowned eye research initiatives. Our diverse group of researchers study areas that range across basic, translational, educational, and clinical research.

WOVS also offers world-recognized Masters, Doctoral and/or OD/MSc research programs in Vision Science and Optometry.

Graduates of both the Optometry and Vision Science programs at the University of Waterloo make positive contributions in their communities and apply their knowledge, skills, and leadership to help people see.

## 2. The Planning Context

The School of Optometry & Vision Science's strategic plan was informed by the University of Waterloo's priorities as set out in its strategic plan, 2013-2018<sup>1</sup>.

As the University as a whole aims to secure its place as one of the most recognized and respected universities in the world, the School of Optometry & Vision Science aims to focus its contributions to that end upon 11 specific goals of strategic importance to its future success.

Extensive consultation revealed a wide array of internal and external forces at play in WOVS' current environment. Stakeholders identified priority contextual issues, which included:

*WOVS' Greatest Strengths OD program:*

- Excellent faculty, supervisors, lecturers
- Clinics/preparing interns for primary optometry care
- Academic program quality, emphasis

*Greatest Strengths – Graduate Program:*

- High quality multidisciplinary research and research translation
- Students, student community
- Quality of faculty
- Variety of research foci

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<sup>1</sup> See Appendix B for a summary of the University of Waterloo's priority themes and goals for planning, 2013 - 2018 as set out in *The University of Waterloo Strategic Plan (2013-2018), A Distinguished Past—A Distinctive Future*.

*WOVS' Greatest Weaknesses OD program:*

- Clinical training residencies, externships
- Curriculum, lecturers, teaching
- Toxic culture, low morale
- Leadership, management

*Greatest weaknesses – graduate program:*

- Graduate courses, teaching, TA preparation, marking scheme, lack of graduate training standards
- Lack of funding

*Most significant opportunities:*

- Expand clinics/residencies/scope of practice
- Increased collaborations, networking, partnerships
- Be the best optometry school
- Update, modernize curriculum/improve teaching
- Establish additional clinics
- Establish a vision institute and/or centralized eye health clinical innovation centres and centralized eye health services
- Embrace multidisciplinary, innovation and entrepreneurship
- Expand continuing medical education programming (CME)

*Most significant challenges:*

- Obsolescence/relevance - curriculum, technology, clinical training and residencies
- Funding, finances
- Increase OD program enrolment
- Leadership, management

*One thing that makes WOVS unique is the:*

- Collegiality, community, diversity
- Faculty, staff, student excellence
- Excellent clinics, clinical programs, clinical research
- Research excellence, Centre for Ocular Research and Education (CORE) (formerly known as the Centre for Contact Lens Research (CCLR))
- Academic program

*If I could change just one thing, it would be to:*

- Update, modernize academic program
- Improve clinical program
- Improve culture, communications
- Improve leadership, management, partnership engagement
- Update food services, physical plant, technologies



*If I could preserve just one thing, it would be the:*

- Excellence in clinical training/care
- Academic excellence
- Sense of community
- Research excellence and innovation
- Excellent faculty, students, graduates (people)

This feedback was carefully considered in developing the strategic plan for WOVS 2018-2023, as set out below.



### 3. Mission, Vision and Values

## WOVS Strategic Plan 2018-2023

### VISION

***Our vision is:***

**Helping people see**

### MISSION

***Our mission is:***

**To be a global innovator in optometry, vision research, education, and patient-centred collaborative care through:**

- i. state-of-the art, contemporary optometric education and training for practice anywhere
- ii. high impact, world class eye, health, and vision science research
- iii. exceptional patient care and experiences across the full range of patient-centred eye, vision and healthcare services
- iv. preparation of the next generation of leaders in the optometric profession
- v. training the next generation of research leaders and innovators
- vi. residency training across the full range of optometric care
- vii. specialized training opportunities for practitioners
- viii. life-long learning and continuing professional development opportunities
- ix. eye health initiatives with global impact

## VALUES

### *At WOVS, we value:*

- Excellence
- Integrity
- Collaboration
- Innovation
- Compassion

#### 4. Strategic Priorities, Goals, Objectives and Actions to 2023

The School of Optometry & Vision Science identified 11 strategic priority areas and associated goals, objectives and actions to pursue to 2023. These priorities, goals and objectives were developed through broad consultation and are aligned with and complement the University of Waterloo's *Strategic Plan (2013-2018), A Distinguished Past—A Distinctive Future*.

The successful pursuit of these goals are highly dependent on the School's collective efforts across priority areas. Efforts towards the achievement of goals and objectives in one area will simultaneously contribute to and accelerate the realization of goals in other areas.

A highly consultative process generated the following goals, objectives and actions:

### ***Helping People See***

**University of Waterloo School of Optometry & Vision Science**

**Strategic Plan 2018-2023**

<b>PRIORITY AREA: STUDENT EXPERIENCE, ENGAGEMENT &amp; SUPPORT</b>
<i>STRATEGIC GOAL:</i> Promote a positive, student-centred and academically challenging environment, where students are supported and engaged inside and outside the program

**Objectives:**

*Student Experience*

1. Design and deliver educational opportunities that focus on what students need to learn to be prepared for the contemporary practice of optometry
2. Share a “roadmap for learning” with students in all educational programs, supported by an integrated evaluation process and commitment to continuous improvement aligned with accreditation standards
3. Integrate simulation technology into the curriculum to enhance student learning outcomes and skills development
4. Provide well qualified, well trained faculty, staff, and teaching assistants to support student learning
5. Increase the quantity, quality, and breadth of experience in domestic clerkship sites, with a special emphasis on providing robust ocular disease and therapeutics training in Canada as an alternative to US training sites
6. Develop and implement Objective Structured Clinical Exam (OSCE) assessments to provide feedback on student learning and readiness for the Optometry Examining Board of Canada (OEBC) examination and practice
7. Promote co-curricular activities in collaboration with the Canadian Association of Optometry Students (CAOS) and the profession that lead to earlier patient care experiences in the 1st and 2nd years of the optometry program

### *Student Engagement*

8. Create a WOVS Office of Student Affairs to support student co-curricular activities, associations and clubs, and provide coordination within the School
9. Increase mentorship of students
10. Enhance communication and engagement with our students

### *Student Support*

11. Embed a student wellness and mental health focus in WOVS culture, policies, and academic programming
12. Model effective practices in optometric practice management
13. Ensure students are aware of the supports and services available to them within WOVS and University-wide

### ***Enabling Priority Actions:***

1. Utilize exit surveys and student feedback to inform program evaluation
2. Solicit alumni feedback to inform program evaluation
3. Members of the WOVS Office of Student Affairs will support student co-curricular activities, associations, and clubs, and provide coordination with the School. This will include class presidents, society and association presidents, club presidents, a faculty undergraduate officer, faculty graduate officer, and Admissions with additional support from the Associate Director, Advancement
4. Work with the University of Waterloo Student Success Office (SSO), whose mandate is to provide and facilitate strategic student support for academic and personal success with a view to providing a vibrant student experience
5. Provide robust and expert training of faculty and staff so they are able to recognize a student who is in distress, whatever the reason



<b>PRIORITY AREA: CURRICULUM / PEDAGOGY / TEACHING</b>
<i>STRATEGIC GOAL: Deliver an evidence-informed curriculum, mapped to educational outcomes that facilitates use of pedagogical best practices and learning technologies</i>

***Objectives:***

1. Share a “roadmap for learning” with students in all clinical and classroom educational programs, supported by an integrated evaluation process and a commitment to continuous improvement aligned with accreditation standards
2. Adopt a student-centred approach in lectures, labs, and clinics that applies best practices and leverages the latest technologies
3. Promote and reward teaching excellence
4. Expand accredited residency training opportunities that build on our core curriculum to develop advanced-level competencies

***Enabling Priority Actions:***

1. Develop and implement a formative OSCE in the 4th year before graduation to provide feedback on the cumulative experience of the program and preparation for the OEBC examination
2. Actively explore opportunities to offer patient care experiences and contact time earlier in the optometry curriculum - in 1st and 2nd year
3. Design, evaluate and, if feasible implement by 2021, an integration plan for the International Optometric Bridging Program (IOBP) program participants to join the 3<sup>rd</sup> year optometry curriculum and graduate with a Doctor of Optometry (OD) degree
4. Integrate simulation technology into the curriculum to enhance student learning outcomes and skills development
5. Develop a human resources strategy for faculty and staff recruitment, retention and succession that is annually reviewed and updated

6. Remove curriculum content redundancies and overlap with pre-optometry requirements where appropriate
7. Add content to the optometry curriculum that maps to entry level competencies as part of a consistent, continuous assessment and planning process.
8. Add pedagogically sound small group case-based learning opportunities earlier in the program
9. Establish a formal institutional assessment plan to ensure a continuous evaluation process and curriculum review in accordance with accreditation standards.
10. Provide a mechanism for graduate students to provide feedback on graduate courses
11. Support excellence in graduate teaching assistants

<b>PRIORITY AREA: RESEARCH – CLINICAL, TRANSLATIONAL, BASIC &amp; PEDAGOGICAL</b>
<i>STRATEGIC GOAL: Enable high impact, state-of-the-art research</i>

**Objectives:**

1. Support basic research and the translation of knowledge from research to clinical application
2. Establish an Imaging Centre as part of the Eye Institute
3. Implement mechanisms to capture our research output
4. Recruit new faculty members who will generate high impact, world class eye, health, and vision science research
5. Develop resources to expand research programs including university funding, tri-agency funding, industry grants, foundations, and philanthropy
6. Promote the next generation of leaders and innovators in vision science by increasing graduate student training capacity to advance opportunities as resources grow
7. Fully realize the outstanding research potential of the Center for Sight Enhancement in support of its mission to promote excellence in all facets of low vision rehabilitation
8. Support continued growth and development of the Center for Ocular Research & Education (CORE) in its mission to improve global eye health and vision through advanced bioscience, clinical research and education

### ***Enabling Priority Actions:***

1. Establish an Imaging Centre as part of the Eye Institute
2. Explore, implement, and review activities that promote collaborative basic and translational research
3. Identify and share new research funding opportunities and increase collaborative applications and activity
  4. Promote and support grant and contract writing, manuscript writing, awards, and patent applications
  5. Support research productivity of graduate students
  6. Advocate for an increased role for vision science research in Canada
  7. Promote communication and knowledge exchange between basic science researchers and clinicians
  8. Implement a systematic process to track WOVS research projects proposed, underway and completed and to track the impact of WOVS research outcomes (presentations, citations, uptake/application, awards)

<b>PRIORITY AREA: CLINICAL TRAINING &amp; CONTINUING PROFESSIONAL DEVELOPMENT</b>
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<i>STRATEGIC GOAL:</i> Be a national resource for clinical education and training, and continuing professional development
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**Objectives:**

1. Develop and support a network of domestic clerkship sites that encompass the full scope of contemporary practice of optometry in alignment with the values and ethics of the profession
  2. Establish Centres of Excellence in Patient Care in Western and Eastern Canada in support of regional clerkship programs, which will evolve to include-specialty care in optometry and residency training
  3. Enhance and accelerate opportunities for clinical skill development
4. Explore opportunities and, where feasible, establish satellite campuses for optometric education, patient care, and research with support from the profession, regulatory agencies, and the government
  5. Create and support an Office for Continuing Professional Development to increase opportunities for continuing education, distance learning, residency training, specialty certification, and interprofessional education and collaborative practice
  6. Promote excellence in clinical teaching and patient care
  7. Develop an imaging reading and interpretation centre as part of the Eye Institute
  8. Identify and develop affiliations with practitioners in specialty optometric areas in order to increase Accreditation Council on Optometric Education (ACOE)-accredited residency training opportunities in Canada
  9. Develop and promote joint OD/research programs
  10. Increase outreach to underserved populations



***Enabling Priority Actions:***

1. Expand residency training opportunities in Canada
2. Identify growth opportunities in continuing education, distance learning, specialty certification and micro-competencies, and inter-professional education and collaborative practice promotion
3. Develop a partnership with the Ontario Telehealth Network and the Waterloo Wellington LHIN to establish a fundus image reading centre for diabetes
4. Explore OD/PhD as a program/process recognized by the School and Faculty and explore the related financial implications and activity accounting

<b>PRIORITY AREA: PATIENT CARE</b>
<i>STRATEGIC GOAL: Position patients at the centre of health care with better access to local and integrated health care systems that deliver coordinated support</i>

***Objectives:***

1. In conjunction with the Waterloo Wellington LHIN, develop partnerships between the School and newly created ophthalmological services to provide full scope, integrated eye and vision care from wellness through surgery as part of the Eye Institute
2. Support and enhance patient access to rehabilitative care
3. Align our policies and practices to support exceptional patient care and experience
4. Ensure we have a modern, state-of-the-art facility and instrumentation to provide contemporary patient care

***Enabling Priority Actions:***

1. Review and align current policies, hours of operation and scheduling processes and technologies to enable exceptional patient care and experience
2. Advocate for patients and their families in navigating the health care system and connect them with needed health and support services

<b>PRIORITY AREA: INTERPROFESSIONAL EDUCATION &amp; COLLABORATIVE PRACTICE</b>
<i>STRATEGIC GOAL: Expand opportunities for interprofessional education and collaborative practice</i>

**Objectives:**

1. Advocate for a state-of-the-art academic health centre for contemporary primary care practice with patient-centred, interprofessional and collaborative practice and care
2. Implement inter- and intra-professional collaboration models within our facilities
3. Enhance WOVs' reputation and communication with family health teams, community based clinics, and other health care practices, hospitals, and systems
  - a. collaborate with Waterloo Wellington LHIN
  - b. increase our commitment as a community partner in collaborative health care
  - c. increase educational opportunities for health care professional students

**Enabling Priority Actions:**

1. Discuss priorities with the Canadian Association of Optometrists (CAO), Ontario Association of Optometrists (OAO), Colleges, and other professional organizations to identify alignment of common interests
2. Develop interprofessional collaborative opportunities between optometry and other health professions

**PRIORITY AREA: INNOVATION, ENTREPRENEURSHIP & THE WOVS  
“MOONSHOT”**

*STRATEGIC GOALS:* Establish an Eye Institute to

- a. Provide the continuum of eye and vision care from wellness through surgery
- b. Establish a cross-disciplinary translational research program using the eye as a window to brain function

***Objectives:***

1. Position the School as a centre of excellence in patient care, training, and research
2. Encourage and foster knowledge translation and transfer, and expand revenue generation through commercialization activities
3. Exploit emerging technologies to achieve WOVS’ mission

***Enabling Priority Actions:***

1. Lead efforts to fundraise amongst various stakeholders as part of a coordinated advancement strategy, including:
  - a. Government and Waterloo Wellington LHIN
  - b. Alumni
  - c. Professional associations and colleges
  - d. Industry
2. Promote grant and contract writing, manuscript writing, awards, and patent applications
3. Establish close working contacts with Intellectual Property (IP) and technology experts across the University to facilitate an understanding of IP and technology transfer (e.g., course/lecture or tutorial series for faculty, staff and graduate students)
4. Network more effectively with funding agencies to deepen and broaden relationships

<b>PRIORITY AREA: RESOURCES &amp; INFRASTRUCTURE</b>
<i>STRATEGIC GOAL: Ensure optimal resources and infrastructure are available to realize the long-term vision for success at WOVS</i>

***Objectives:***

1. Develop and implement a human resources strategy for faculty and staff recruitment and retention to complement teaching, research, patient care, and training goals
2. Be recognized as an employer with a welcoming and supportive culture of life-long learning, development, and exciting career pathways
3. Develop and implement a budgetary plan to support strategic priorities and plans with defined outcomes
4. Develop and implement a comprehensive advancement plan to support implementation of strategic priorities and plans
5. Develop and implement a plan to renew aging and out-dated clinical and research infrastructure
6. Engage in regular communications and increase collaborations with the Faculty of Science and University of Waterloo advancement and communication teams

***Enabling Priority Actions:***

1. Advocate for the requisite faculty complement and resources to sustain an accredited optometry school based on benchmarked ratios and performance measures for similarly-sized, research intensive publically-funded university-based schools and colleges
2. Clearly identify all sources and formulas for revenue (e.g., tuition, non-tuition, grants, and advancement) and expenses (e.g., teaching, research, administration, and patient care)



3. Initiate a collaborative budget process with the Administrative Council to support the School strategic plan, and assure adequacy of financial resources to accomplish our mission
4. Develop and implement a comprehensive plan to increase non-tuition revenue streams in support of the School's multi-faceted mission – emphasize developing the full potential of clinics and specialty services without compromising the teaching and research missions
5. Develop and implement a comprehensive advancement plan for WOVS consistent with the Faculty of Science and University of Waterloo strategic objectives

<b>PRIORITY AREA: INTERNAL &amp; EXTERNAL COMMUNICATIONS</b>
<i>STRATEGIC GOAL: Communicate WOVS' key messages strategically and in a coordinated and consistent fashion</i>

***Objectives:***

1. Develop and implement a comprehensive, marketing, social media, and communication strategy to support the mission of the School including the areas of education, research, patient care, admissions, advancement, and alumni relations
2. Hire a communications officer to develop and implement a marketing, communications, and public relations plan for the School
3. Update, communicate, implement and assess a new governance structure for the School that emphasizes clear communication, accountability, and effective collaborative decision-making
4. Increase decision-making transparency and generate trust internally and externally through effective communications
5. Explore and identify opportunities to be a trusted source of information for public education, awareness, and health literacy in support of patients, regulatory agencies, the profession, and government

***Enabling Priority Actions:***

1. Recruit a communications expert to the School
2. Develop a marketing, social media, and communication plan
3. Implement an updated governance structure for the School following broad consultation with faculty, staff and students
4. Assess all communications processes and practices and modify as necessary to increase transparency and effectiveness
5. Develop a knowledge management and outreach strategy that positions the School as a trusted source of information

<b>PRIORITY AREA: PARTNERSHIPS &amp; STAKEHOLDER ENGAGEMENT</b>
<i>STRATEGIC GOAL: Develop new, and strengthen existing relationships with stakeholders/partners and increase opportunities for collaboration and engagement</i>

***Objectives:***

1. Be a national resource in education, research, and public awareness for the optometric professional associations and regulatory colleges across Canada
2. Foster strong industry collaborations to promote mutually beneficial goals, objectives, and ideas that promote excellence in education, patient care, and research
3. Promote improved access to local and integrated health care systems to deliver better coordinated and integrated care
4. Develop and implement a sustained alumni engagement strategy, which recognize alumni as both stakeholders and “connectors” to new partners

***Enabling Priority Actions:***

1. Develop a tailored partnership and stakeholder engagement strategy to guide building new relationships
2. Be proactive, creative and professional in our engagement with current partners
3. Organize events to engage with stakeholders nationally and internationally
4. Establish a prestigious annual speaker series
5. Collaborate with local health integration networks, health care providers, practices, associations, hospitals, and government to promote better access to a more local and integrated health care system and deliver improved coordinated and integrated care
6. Recognize, communicate and support our alumni with shared stories about the School, the profession, and our collective family

<b>PRIORITY AREA: CULTURE / MANAGEMENT / LEADERSHIP</b>
<i>STRATEGIC GOAL: Foster a respectful community with shared purpose, where teamwork and collaboration are celebrated</i>

***Objectives:***

1. Live our vision, mission, and values by applying a common framework to guide working relationships and activities, towards accomplishing collective goals and successes
2. Align performance feedback and recognition programs with core values in support of our desired state
3. Develop, adopt, and apply a governance structure that is clear, effective, and collaborative so that ideas, decisions, and priorities are deliberative, fair and representative of our diverse group of School stakeholders and responsive to our shared mission
4. Support social engagement and activities across the School that bring together students, staff, and faculty to celebrate our community

***Enabling Priority Actions:***

1. Create a welcoming environment by design, including: consistent and comprehensive on-boarding; developing resources to facilitate navigation of the School, the University and its processes; clearly articulating roles and responsibilities; recognizing contributions to our community—large and small; creating opportunities for all members of our community to gather
2. WOVS decision-making processes are objective, transparent, and aligned with strategic priorities and the best interests of the School
3. Ensure that the School's leadership is: effective in sourcing relevant information for decisions; attentive to all perspectives; and able to respectfully rationalise decisions, including directions not taken, in the context of the strategic plan

## **APPENDIX A: Strategic Planning Steering Committee (SPSC) Membership**

- **Inta Bregzis**, Clinic Manager
- **Lisa Christian**, Associate Director, Clinics
- **Ian Erkelens**, Graduate Student
- **Jennifer Fleet**, Administrative Officer \*
- **Debbie Jones**, Clinical Professor, Chair SPSC and SPEC \*
- **Patricia Hrynychak**, Undergraduate Officer
- **Chris Hudson**, Associate Director, Research
- **Natalie Hutchings**, Associate Professor; (Acting) Associate Director, Academics \*
- **Andre Stanberry**, Clinic Director
- **Peter Stirling**, Digital Initiatives Officer
- **Ben Thompson**, Graduate Officer
- **David Timms**, Director of Advancement, Faculty of Science \*
- **Stanley Woo**, Director \*

Consultant:

- **Diana Royce**, President, The Deerfield Group Inc. \*

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## **APPENDIX B: University of Waterloo Strategic Priority Themes and Goals**

The School of Optometry & Vision Science' plan was informed by the University of Waterloo's eight priority themes and related goals:

### **1. Experiential education**

- Be the world-leading university in co-op education and other forms of experiential and work-integrated learning

### **2. Entrepreneurship education and practice**

- Solidify Waterloo's global leadership in all forms of entrepreneurship education, practice and research

### **3. Transformational research**

- Increase the worldwide impact and recognition of University of Waterloo research

### **4. Outstanding academic programming**

- Offer leading-edge, dynamic academic programs;
- Be a leading provider of technology-enabled learning opportunities

### **5. Global prominence and internationalization**

- Become one of the most internationalized universities in Canada

### **6. Vibrant student experience**

- Ensure that students have an engaging, purposeful and relevant experience

### **7. Robust employer-employee relationship**

- Be an exemplary employer

### **8. Promoting a sound value system**

- Enhance the well-being of students, faculty and staff
- Promote integrity as a core value of the campus community
- Provide an equitable and inclusive environment for students, faculty and staff