

University of Missouri-St. Louis  
College of Optometry

Strategic Plan

Enriching Lives Through Vision

Adopted  
July 20, 2001  
Revised August 3, 2001,  
August 9, 2002 and  
August 8, 2003  
B&P Review March 2005

Revised Vision, Mission and Values Statement  
Adopted by faculty February 18, 2005

## Strategic Plan

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### Benchmark Institution Definition

When used in the Strategic Plan, “Benchmark Institutions” means University-based Optometric Schools and Colleges.

Action Steps are considered to be important for *Continuous Assessment of Program Quality and Improvement* unless highlighted. **Highlighted items are Priorities for 2005-08.**

**UNIVERSITY OF MISSOURI SAINT LOUIS**  
**COLLEGE OF OPTOMETRY**  
*established 1980*

**Our Vision**

Advancing the Science and Practice of Optometry

**Our Mission**

The mission of the College of Optometry is to promote and provide improved eye and health care for people throughout the country by preparing the next generation of optometrists and vision researchers. To accomplish our mission the faculty, staff and students will pursue excellence within our professional, graduate, residency and patient care programs.

**Our Values**

Optometrists, as essential primary eye care providers within an effective health care delivery system, frequently serve as leaders within the community. It is our commitment to demonstrate and instill an appreciation for the following values as we prepare our graduates to fulfill that role with distinction.

Growth—We are committed to creating evidence-based quality educational experiences and engendering a passion for lifelong learning within our students, staff, faculty, and alumni. Individual and collective discipline and perseverance are required for growth. Growth is an essential component of our commitment to make a positive impact upon the community that we serve.

Responsibility—We are committed to the pursuit of excellence, charity and compassion toward others, and to improved quality of life for those who live and work within our community. The fulfillment of that obligation is enabled by a dedication to personal and academic integrity.

Discovery—We are committed to the development and utilization of innovative approaches to maximize learning and improve patient care through research, scholarship and teaching. The pursuit and dissemination of new knowledge fulfills our responsibility to enhance the delivery of eye care and the quality of life for our fellow citizens.

Community—We are committed to supportive and productive relationships within our college, campus, professional and surrounding communities. We have an appreciation for the dignity of others and respect for the professional and surrounding communities. We have an appreciation for the dignity of others and respect for the diversity that exists within our community. Teamwork and collaboration are essential as we strive to enrich the

**Goal 1: Attract and educate superior entering students with appropriate academic capabilities, education and motivation, who will become exemplary practitioners through a quality learning experience**

*Responsibility* **Director of Student Services and Admissions Committee**

**Objective 1:** Recruit and retain a diverse student population with the appropriate academic capabilities and education to successfully complete the program of study

Action Steps with Associated Outcome Measures:

- A. Recruit students with an overall GPA and OAT scores comparable to, or better than, benchmark institutions

**Outcome Measure:**

1. GPA in the coursework of 3.3 or higher within a range of 2.6 to 4.0
2. Average Overall OAT score of 320 or higher
3. Average Overall OAT meets or exceeds national average
4. Aggregate Science and Individual Science OAT of each admitted student at least 300.

- B. Seek to maximize effectiveness and efficiency of application and admission process

**Outcome Measure:**

1. Comprehensive review of the application and admission processes including criteria for admissions published by June 2006.

- C. Provide supplementary learning opportunities (i.e. tutorials and review courses) sufficient to retain students at the rate of 95% or higher

**Outcome Measure:**

1. 95% or higher student retention rate

- D. Offer sufficient financial aid from current operating funds to enroll six (6) highly qualified applicants (two in-state, two out-of-state, and two ethnic minorities) as rated by the applicant's Student Affairs Index

**Outcome Measure:**

1. Matriculate twelve (12) of the top 25 applicants.
2. A greater number of top applicants are recruited.

- E. Sustain student ethnic minority percentage at same or better than benchmark institutions

*Additional Responsibility* **Minority Affairs Advisor**

**Outcome Measure:**

1. Underrepresented ethnic minority enrollment meets or exceeds the 4-year rolling average of OAT takers who indicate minority status.

**Objective 2:** Maintain a program of academic excellence, which prepares students to enter the practice of optometry at a high level of competence and ensures curricular change consonant with the evolving practice of optometry

**Responsibility Curriculum, Instruction and Educational Policy Committee and Dean**

Action Steps with Associated Outcome Measures:

A. Maintain faculty sufficient to meet the objectives of the program.

**Outcome Measures:**

1. Ideal ratio of regular faculty-to-students (didactic instruction 1:44, laboratory instruction 1:22, clinical instruction 1:4)
2. Faculty from underrepresented minorities equal to the percent of enrolled students, which indicate minority status.
3. Annually, all faculty receive a summary of the student assessment of teaching (didactic, laboratory and clinic as appropriate) for the prior year
4. The faculty re-affirm the “Faculty Statement of Ideals” document

B. Students successfully pass the pre- clinical proficiency, the ocular disease proficiency, the combined proficiency in binocular vision, contact lenses and low vision and **the Center For Eye Care credentialing examination.**

**Outcome Measures:**

1. 95% or higher success rate
2. Remediation provided by faculty through guided patient encounters or other methods for students not meeting the 95% or higher criteria

C. Comprehensive Curriculum Assessment Plan maintained by the Curriculum, Instruction and Educational Policy Committee.

**Outcome Measure:**

1. “Curriculum assessment Plan” reviewed annually
2. At least one faculty meeting devoted annually to monitor curriculum
3. The evolving practice of optometry is considered in order to maintain a comprehensive and relevant curriculum

D. **Offer effective learning experiences beyond traditional lectures and memorization that improve the retention of skills, knowledge and abilities, and facilitate the development of critical thinking and application of curricular competencies.**

**Outcome Measures:**

1. **Students and faculty integrate track objectives & clinical competencies to teaching and learning experience.**

E. Offer learning opportunities for students to synthesize knowledge mastered in courses to help ensure success in NBEO exams.

**Outcome Measures:**

1. Basic Science review course offered during summer
2. Student pass rate of NBEO Part I equal to or greater than mean first time pass rate of benchmark institutions.
3. Grand rounds is integrated into the curriculum

F. Conduct analysis of extra curricular activities (compensated/non-compensated) to determine relationship between performance and time spent

**Outcome Measure**

1. End of Year/Program Assessment instrument includes items related to extra-curricular activities

**Objective 3:** Provide a broad range of clinical experiences to produce highly qualified doctors of optometry possessing skills in accord with the evolving practice of optometry and at a high standard of patient care

*Responsibility* **Clinic Committee and Curriculum, Instruction and Educational Policy Committee and Assistant Dean for Clinical Programs, Director of Student Services, Director of Externships**

Action Steps with Associated Outcome Measures:

A. Utilizing electronic patient log data and target numbers appropriate to entry level competency, ensure that each student has an appropriate mix of clinical experiences at both internal and external clinical sites, relative to primary and secondary care, practice modality, and patient variety.

**Outcome Measures:**

1. The target numbers per student for the various types of patient encounters appropriate to achieve entry level competency as determined by the faculty are used to guide student clinical assignments.
2. 100% Clinical Externship Required Sites evaluated every two years by a member of the faculty or an alumnus who lives in the area.
3. 100% of Developed or Recommended Externship Sites evaluated on-site at least every three (3) years depending if students are using the site by a member of the faculty or an alumnus who lives in the area.
4. Sustain the high level of patient satisfaction with the College Eye Centers as expressed on patient surveys.
5. Surveys of past graduates performed at least every other year to determine their opinions on practice preparedness.
6. Survey results used in the evaluation and review processes for curriculum development and enhancement.
7. Patient logs assessed regularly to determine that each student experienced the appropriate mix of patient encounters.

8. **Publish outcomes report at least annually.**
- B. Encourage professional student presentations or case studies at scientific and professional meetings  
**Outcome Measure:**
  1. At least two student presentations or case studies per year given at a scientific or professional meeting
- C. Encourage student applications for national awards competitions  
**Outcome Measure:**
  1. At least two student applications per year submitted for national awards competitions

**Goal 2: Encourage faculty and staff to achieve their highest potential, thereby fostering career satisfaction and creating outstanding role models for students and their peers.**

<i>Responsibility Faculty Affairs Committee and Dean</i>
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**Objective 1:** Establish a system in which, for each year, faculty and staff develop their own individual action plans consistent with the mission of the College of Optometry  
Action Step and Associated Outcome Measures:

- A. Based on the faculty performance review and discussion of short- and long-term career goals with the dean, each faculty member will develop an action plan with timelines for the coming year, and meet at a mutually agreed upon time with the dean to assess progress  
**Outcome Measures:**
  1. 100% of faculty meet with the dean each year for discussions of short- and long-term goals
  2. 100% of faculty have had an annual review with the dean at which constructive recommendations for continued professional growth are made
  3. 100% of faculty members developed and submitted to the dean an action plan, including a timeline for the next academic year
  4. 100% of faculty members who required such a meeting met with the dean for follow-up plan assessment
  5. 100% of faculty members compensated at a level at least the mean of similar rank at benchmark institutions

**Objective 2:** Provide the faculty with the opportunity to improve their teaching through enabling access to new technologies and innovative teaching methods, through encouraging the usage of critical thinking and scientific analysis in the classroom and clinics, through ensuring opportunities to keep abreast of new knowledge in their areas of expertise

Action Steps with Associated Outcome Measures:

- A. Offer faculty development opportunities to promote new technology, innovative teaching, critical thinking and scientific analysis in the classroom

**Outcome Measures:**

- 1. At least two (2) seminars a year for faculty offered for this purpose
- 2. Small initiative grants offered to faculty who want to redesign a course to employ innovative teaching methods.

- B. Provide in-service seminars and workshops on relevant topics, including new clinical equipment and new optometry laws

**Outcome Measure:**

- 1. At least two (2) in-service seminars or workshops a year offered on new equipment or new optometry laws

- C. Offer faculty development leaves

**Outcome Measure:**

- 1. Promote faculty development leave opportunities

- D. Develop criteria for “Excellence in Teaching” recognition which acknowledges the successful pursuit of excellence in teaching.

**Outcome Measure:**

- 1. Criteria for Excellence in Teaching developed by June 2006

**Objective 3:** Provide staff members with opportunities to enhance their performance through enabling access to new technologies, through fostering intra-College communication, through encouraging active staff engagement in College Vision, Mission, Values, Goals and Objectives, and through ensuring opportunities for staff development.

**Outcome Measure:**

- 1. To be developed by June 2006

**Goal 3: Develop and maintain an active vision research program to ensure high quality instruction in both the professional and graduate programs and to advance vision science**

<i>Responsibility Faculty and Administration</i>
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**Objective 1:** Promote and support faculty and student involvement in research programs

Action Steps with Associated Outcome Measures:

- A. Offer a summer research fellowship for optometry students

**Outcome Measure:**

- 1. At least three (3) summer research fellowships are offered

- B. Encourage faculty to publish in high-quality optometric, vision science, basic science and medical journals

**Outcome Measure:**

1. Number of faculty publications has increased at least 20% during the next three (3) years in these high-quality optometric, vision science, basic science or medical journals with at least 50% of these in refereed journals

- C. Implement pilot projects grants in order to increase the number of grant proposals and the level of externally funded research

**Outcome Measures:**

1. The number of proposals for external funding increase
2. The number of externally funded research awards increased.

- D. Recruit additional faculty members with proven records of external funding, including that from federal agencies, for their research

**Outcome Measures:**

1. New tenure track faculty members recruited .
2. Those hired have demonstrated the potential for or currently have external funding

- E. Maintain a journal club offering for academic credit

**Outcome Measures:**

1. A journal club established
2. At least three (3) students enrolled in the journal club

- F. Develop criteria for “Excellence in Research” recognition, which acknowledges the successful pursuit of excellence in research

**Outcome Measure**

1. Criteria for Excellence in Research developed by June 2006

**Objective 2:** Encourage the establishment of a research center in the College

Action Steps with Associated Outcome Measures:

- A. Develop a strategic plan for a research center

**Outcome Measure:**

1. A Strategic Plan adopted

- B. Recruit a Director with a proven record of leadership and research funding

**Outcome Measures:**

1. A director search begun after adoption of the Research Center Strategic Plan
2. Advertising for the director’s position specified a requirement of a proven record of leadership and research funding

**Goal 4: Provide effective graduate education in vision science so as to produce educators and researchers for optometry and vision science**

*Responsibility Faculty and Administration*

**Objective 1:** Continue to develop and expand the graduate program in Physiological Optics

Action Steps with Associated Outcome Measures:

- A. Increase the number of well-qualified applicants (GPA 3.2 or higher; verbal and quantitative GRE 1150 or higher) admitted to the graduate program

**Outcome Measures:**

1. The students' GRE scores increased over those of the average of the previous three (3) years by 5%
2. Maintain students' GPAs at current level
3. Degree completion timeline is 3 years for an M.S. and 5 years for a PhD. for 95% of full-time matriculating students
4. Participate in recruiting efforts both on-campus (e.g., Graduate School Day) and through professional organizations (e.g., Academy, AOA)

- B. Maintain the number of students with optometric training

**Outcome Measure:**

1. The number of applicants with optometric training maintained at current level; At least 50% of full-time matriculating graduate students have optometric training.

- C. Increase the number of doctoral faculty and faculty participating in the graduate program, with research interests in areas that would support the expansion of the graduate program

**Outcome Measures:**

1. The number of tenure track faculty increased by two (2) members
2. The number of research areas increased over the previous year by two (2)

- D. Provide Graduate Research Assistantships

**Outcome Measure:**

1. Two (2) Graduate Research Assistantships provided annually

- E. Increase the level of graduate stipends

**Outcome Measure:**

1. The graduate stipends comparable to, or exceed, those offered by benchmark institutions

- F. Define teaching and learning goals and outcomes for the graduate program

**Outcome Measure:**

1. Learning objectives and educational outcomes defined and published
2. The syllabus of each graduate course includes educational objectives and is posted on My Gateway by the end of the first week of classes

**Goal 5: Conduct high quality, accredited post-graduate residency programs that enhance and extend optometric skills beyond entry-level optometry**

*Responsibility Residency Committee and Director of Residencies*

**Objective 1:** Continue to develop and expand the residency programs through on-going successful accreditation and the expansion and modification of current programs to maintain high quality.

Action Steps with Associated Outcome Measures:

- A. All College-sponsored residency programs are accredited by the Accreditation Council on Optometric Education (ACOE)

**Outcome Measure:**

- 1. 100 % of College-sponsored residency programs are accredited

**Objective 2:** Expand the residency programs by adding additional affiliations and positions as the need arises.

Action Steps with Associated Outcome Measures:

- A. Assess need for additional sites both within and outside the College for conducting post-O.D. residency training programs

**Outcome Measure:**

- 1. A needs assessment conducted and published for post-O.D. residency training programs

**Goal 6: Provide high quality continuing education opportunities for optometrists in Missouri and surrounding states**

*Responsibility Associate Dean/Continuing Education and Outreach*

**Objective 1:** Continue to deliver high quality relevant continuing education opportunities

Action Steps with Associated Outcome Measures:

- A. Conduct an active College program that provides and promotes continuing education opportunities for optometrists

**Outcome Measures:**

- 1. At least eight (8) hours of continuing education offered annually

**Objective 2:** Engage other health care and associated professions on timely topics with the goal of collaboration to optimize education.

Action Steps with Associated Outcome Measures

- A. Evaluate existing continuing educations programs and pursue new opportunities in cooperation with alumni, other optometrists and associated professionals in order to obtain their advice and support

**Outcome Measures:**

1. An on-line suggestion board of continuing education established
2. Evaluations of all continuing education programs collected and used in improvement of programs
3. Faculty in cooperation with the Associate Dean for Continuing education seeks to meet the needs of the professional optometric community with regard to continuing education. Faculty committee for continuing education is reestablished.

**Objective 3:** Continue to optimize e-learning alternatives for practitioner education.

**Outcome Measures:**

1. One (1) new distance learning or web-based continuing education added annually
2. The number of participants using distance learning or web-based continuing education increased by 10% over the previous year

- A. Work cooperatively with regional optometric professional associations to allow future certification and programming

**Outcome Measures:**

1. At least two (2) hours of continuing education provided through the Missouri Optometric Association at the MOA Annual Meeting
2. At least eight (8) hours of transcript quality, COPE approved continuing education offered annually

**Goal 7: Plan for improvements to the physical facility and equipment and maintain sufficient resources so as to make the environment conducive to the highest level of learning, patient care, research, and service**

**Responsibility Facilities, Libraries, Information Technology Committee, Assistant Dean for Clinical Programs**

**Objective 1:** Establish a system for maintaining, adding, and replacing all equipment in the College, including office equipment, clinical, classroom and laboratory equipment

Action Steps with Associated Outcome Measures:

- A. Develop and maintain a detailed inventory of all equipment, including software, as appropriate

**Outcome Measures:**

1. An equipment inventory made and a detailed report provided to the Dean's Office for all offices, clinic facilities, classrooms, and laboratories
2. The inventory taken and the list updated annually no later than the end of the fiscal year
3. A procedure developed and published for faculty to request new equipment or software

**Additional Responsibility      Clinic Committee**

- B. Develop and maintain a schedule for maintenance as needed for all equipment, including software, as appropriate

**Outcome Measures:**

1. Capital Clinical Equipment replaced every 11-years, with other items being replaced more frequently as needed
2. Desktop computers, software, and peripherals are sufficient to meet the teaching, research, service and patient care activities in the college.
3. A routine, scheduled maintenance program for all laboratory, clinical and research equipment published and maintained

- C. Continue to pursue positive and active relationships with campus resources such as ITS and facilities management.

**Objective 2:** Establish a system for maintaining all facilities, including University maintained, off-site clinical facilities, as appropriate

Action Steps with Associated Outcome Measures:

- A. Develop and maintain a schedule for maintenance of all facilities

**Outcome Measures:**

1. A maintenance schedule published
2. Facilities repaired when the need arises outside the scheduled period
3. Facilities painted every seven (7) years or as needed

- B. Identify and allocate appropriate funding to ensure maintenance of facilities

**Outcome Measure:**

1. Appropriate funding identified for facilities maintenance

- C. Develop detailed strategic plan for short term and long term programmatic needs and improvements to the physical facilities

**Outcome measure :**

1. Continue strategic planning meetings/collaborations for improvements within the current facility, as well as for the exploration of opportunities for an alternate-site and/or facility

**Objective 3:** Considering student recruitment and indebtedness problems created by educational costs, the College will seek to control the costs of tuition, fees, and equipment

*Responsibility* **Director of Student Services and University's Director of Financial Aid**

Action Steps with Associated Outcome Measures:

- A. Assess the current level of student indebtedness and number of student working hours and compare to benchmark programs

**Outcome Measures:**

1. A student indebtedness report which provides information on UMSL student indebtedness from Financial Aid, historically compares those data, and compares these data to that of benchmark institutions provided in the ASCO Annual Student Survey
2. A report from the Optometry Student Affairs Office which makes recommendations regarding student indebtedness, total cost of education, and working hours based on the Indebtedness Report
3. A report of the financial aid need of our students published by Student Services
4. Self report of student working hours

- B. Non-tuition income to the College sufficient to maintain student costs equal to the mean of peer ASCO institutions

**Outcome Measure**

1. Seek operational efficiencies without compromise to program quality
2. Percent of instructional costs represented by student fees equal to or less than other UM-St. Louis degree programs.
3. Endowment fund balances increased
4. Clinic subsidy decreased

- C. Continue to provide seminars on debt management to our students

**Outcome Measure:**

1. At least one Debt Management Seminar annually offered to students

- D. Hire a financial aid officer within the College of Optometry

**Outcome Measure:**

1. A financial aid officer located in the College at least half-time.

- E. Maintain the percentage of budget used for financial aid set by the Board of Curators

**Outcome Measure:**

1. Percentage of education fees used for financial aid sufficient to maintain fees equal to or less than the average of all state university located Schools and Colleges of Optometry
2. Departmental awards meet or exceed target set by Board of Curators

**Objective 4:** Establish a system for reviewing operational efficiency and recommending operational improvements

- A. Annual review of fiscal, student data reporting systems, and technological utilization patterns

**Outcome Measure**

1. Task force to review 3<sup>rd</sup> party payer processes established Summer 2005

- B. Annual review of compliance with campus and system policies and procedures.

**Goal 8: Contribute to the social welfare of the community through clinical and related service programs**

*Responsibility Clinic Committee, Assistant Dean of Clinical Programs*

**Objective 1:** Provide access to quality vision care for patients in the St. Louis regions, including high-need, at-risk, under-served and indigent populations in the St. Louis region through established clinics and clinical agreements

Action Steps with Associated Outcome Measures:

- A. Define target population according to federal/state/local designations as exemplified in institutional support. These include populations in targeted geographical areas, populations with limited funding to receive comprehensive eye care (e.g., homeless, underinsured, and uninsured), populations requiring special eye care assessment techniques and treatment methodologies (e.g., pediatrics, geriatrics, and the physically or cognitively impaired), and populations with specific specialized eye care needs which are unmet

**Outcome Measure:**

1. A definition of target population published

- B. Identify and allocate sufficient support to maintain quality services and equipment in internal and outreach clinics, including
- established clinics (e.g., University Eye Center, East St. Louis, Optometric Center and Harvester Eye Care)
  - fee-for-service satellite, collaborative clinics (e.g., Family Care Health Clinic, Grace Hill, and Myrtle Hilliard Davis Comprehensive Health Center)
  - no-fee satellite, collaborative clinics (e.g., “La Clinica”)
  - service related to pediatric clinical outreach in high-need areas (e.g., St. Louis area school districts, and Saint Louis Public Schools, College of Optometry Mobil Eye Unit and Children’s Hospital Community Outreach program)
  - service related to geriatric clinical outreach in institutional settings (e.g., Jewish Center for the Aged, Alexian Brothers Adult Day Care, and Delmar Gardens Nursing Centers)

- service related to secondary and tertiary eye health management for target populations (e.g., St. Mary's Hospital, partnership with Washington University Department of Ophthalmology)

**Outcome Measures:**

1. Adequate equipment in University controlled off-site clinical settings
2. Adequate staffing for off-site clinical settings

- C. Conduct Quality Assurance review through records review and patient surveys at all clinical sites to monitor quality of care delivery

**Outcome Measures:**

1. Quality Assurance reviews conducted continuously and results published at least annually
2. Results of Quality Assurance reviews are communicated to faculty, students and staff and changes made to meet the standards of care and standards of record management

- D. Assess individuals served through outreach

**Outcome Measures:**

1. A report published annually based on a census of individuals served
2. The number of patients served increased by 5% over the preceding year

- E. Support current collaborative agreements with outside agencies serving target populations (e.g., Lions Clubs and school districts)

**Outcome Measure:**

1. Current number or types of collaborative agreements serving target populations is maintained or increased

- F. In keeping with Health Eye Healthy People campus/center, expand or make Mobile Eye Center more prominent in meeting needs.

**Outcome measure**

1. Log of MEC activities published at least annually

## **Evaluation of Strategic Plan Goals, Objectives and Outcomes**

### **Introduction**

This document outlines the steps used to evaluate and implement changes to the existing Strategic Plan. Outcomes of the plan will be shared with the appropriate constituencies at least annually and more often as appropriate. The faculty and administration are encouraged to share observations and suggest revisions at any time. The first evaluation will take place over one year after the adoption and distribution of the Plan by the Optometry Faculty, and will be evaluated annually thereafter.

### **Form Used**

There are two forms used in the evaluation process. These are divided by task relating to the outcome required for the Strategic Plan section being evaluated. That is, either an improvement is recommended, or a review was performed, and no change is needed at this time. All sections of the Strategic Plan will be reviewed with one of the recommendations made (i.e., “to improve” or “no change”).

- Review with Improvement to Existing Strategic Plan Section
- Review without Improvement to Existing Objectives’ Outcome Measures

### **Purpose of Evaluation and Review Process**

The purpose of this process is to annually review all outcome measures and the process used by the Strategic Plan to determine if the College and program met the outcomes. If each outcome was met, to determine if any changes need to be made in any part of the Plan, i.e., does the outcome or process need to be changed? If the outcome was not met, evaluate why not. Was the action step wrong? Etc. Then, for recommendations to be made by the faculty for any changes or modifications early enough in the summer, May and June, so that faculty can use the newly revised plan to formulate their professional and academic plans for the next year.

### **Procedure**

- The Dean and chair of the leadership committee will work together to instruct the respective committee about its portion of the Strategic Plan review.
- Each committee will convene to review its section of the Strategic Plan.
- The reports from these meetings will include one or more of the forms mentioned above, and will occur across the year during ongoing faculty meetings.
- The committee chair will forward recommendations on the forms to the entire faculty at the May seminar.
- Summers will include monthly day-long seminars, a portion of which will be dedicated to strategic plan reviews and changes.