

Berkeley Optometry
& Vision Science
UNIVERSITY OF CALIFORNIA, BERKELEY

STRATEGIC PLAN 2021-2022

MISSION

Advancing optometric education, clinical practice, and vision research for the benefit of a diverse and inclusive society.

VISION

Preeminence and leadership in optometric education, community service, patient care, and vision science.

VALUES and GUIDING PRINCIPLES

At Berkeley Optometry, as part of a world-renowned university that embraces excellence and access, we foster an environment of trust and mutual respect, free expression and inquiry, and personal resilience and achievement. We demonstrate sensitivity and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds present in our community. These principles serve us daily in our reasoning and actions and aid us in our decision making.

We Aspire to Excellence

- We are driven to achieve excellence and challenge convention in all we do.
- We will not rest on past accomplishments but will build on them to establish new standards for education, diversity, inclusion, patient-care, discovery, and invention.
- We demand more of ourselves than of others and consistently strive to make choices and decisions with integrity and accountability.
- We recognize that diversity and inclusion are the keys to excellence.

We Promote Diversity and Community

- We commit to providing leadership in diversity, inclusion, equity, and social justice.
- We value and treat our diverse community with dignity and respect.
- We celebrate the unique contributions of all members of our diverse community.
- We demand cultural competency, cultural humility and inclusion in our teaching, learning, and research.
- We promote diversity, access and sensitivity in patient care.
- We support continuous professional development in diversity and inclusion to strengthen our optometric community.
- We identify as an anti-racist community.
- We will not tolerate bigotry or discrimination of any kind.

We Encourage Curiosity

- We believe that curiosity enables discovery and life-long learning.
- Our curiosity helps to remove social, cultural and systemic barriers.
- We gain new perspectives, creativity, and growth through curiosity.
- Our curiosity enables us to become changemakers.

Our Community Achieves Through Collaboration

- We become changemakers through creative collaboration both within and outside of our community.
- Collaboration improves patient outcomes, enriches education, fosters socially responsible innovation, and enables efficient operations.

We Are Passionately Engaged

- Passionate engagement is caring more, risking more, and expecting more.
- We will passionately expand the boundaries of our knowledge and our profession.
- We promote a positive, inclusive, and energized environment to inspire others and ourselves.

STRATEGIC PLAN 2021-2022

DIVERSITY, EQUITY, INCLUSION, BELONGING & JUSTICE

Strategic Objective

Promote diversity, equity, inclusion, belonging, and justice in all that we do at the school of Optometry through our teaching and research, recruitment of students, hiring and retention of faculty and staff, and our clinical care. Diversity, equity, inclusion, belonging and justice drive our values and guiding principles.

1. Ensure all aspects of diversity including socioeconomic, cultural, differently-abled, gender identity, sexual orientation, and racial backgrounds are embraced in our community and are essential to our School's core values and guiding principles.
2. Recruit and retain diverse, equitable, and inclusive faculty, staff, and students.
3. Ensure diversity, equity, inclusion, belonging, and justice within our curriculum and our socially responsible research.
4. Provide safe and brave spaces for the community.
5. Ensure cultural competency and cultural humility in all clinical care.
6. Ensure diversity, equity, inclusion and social justice in all aspects of the school's teaching, communications, and community.

EDUCATION

Strategic Objective

Provide an exceptional education to: 1) prepare our optometry students and residents to deliver high quality vision care in a diverse and rapidly evolving health care system, 2) enable vision science students to excel in discovery, and 3) develop the leaders of tomorrow.

1. Further our excellence in didactic, experiential, and clinical teaching by continuously updating the curriculum to reflect the latest in research, inclusive clinical training, and the continuing integration into primary and interdisciplinary health care to serve our diverse community.
2. Provide a preeminent education that challenges convention, promotes diversity, equity, inclusion, belonging, and justice, inspires development within the profession, and produces future leaders in optometry and vision science.
3. Ensure integration and alignment of the clinical and basic sciences within the curriculum.
4. Ensure that excellence in curriculum renewal and implementation is supported by a state of the art library and other technology and electronic resources.
5. Develop online education for the core curriculum.

6. Ensure sufficient exposure and diversity of patients to develop clinical competency and cultural humility for optometry students and residents.
7. Ensure sufficient research experience to develop the capacity for performing independent socially responsible research for vision science students.

FACULTY

Strategic Objective

Ensure an excellent and diverse faculty to enable vibrant and exceptional optometry, residency, and vision science programs. Promote an inclusive and equitable environment that fosters a culture of belonging.

1. Actively recruit, hire, develop, and retain an excellent and diverse faculty.
2. Maintain an optimum student-faculty ratio.
3. Identify areas of current and future clinical and research needs that will ensure a faculty with a diverse knowledge base and future capabilities to challenge convention and further the profession's contribution to society.
4. Identify, implement, and maintain a strong and vibrant career structure for clinician-scientists.
5. Prioritize and maintain high standards of teaching and mentorship.
6. Provide opportunities for growth and development of faculty in an interactive and collegial environment.

STUDENTS

Strategic Objective

Recruit and retain highly qualified and diverse students and residents, contribute to a productive and inclusive academic environment, and foster a culture of belonging to inspire a lifelong connection to Berkeley Optometry.

1. Admit and enrol a diverse student population who embody our values of excellence, inclusion, curiosity, collaboration, and passionate engagement.
2. Establish formal relationships with HBCUs and HSI's to increase enrollment of URG.
3. Increase outreach to college and transfer students within California.
4. Help provide a clear path for academic, clinical, and professional success.
5. Enable a lifetime of involvement with Berkeley Optometry.

CLINIC

Strategic Objective

Lead the field of optometric clinical education, while providing world-class primary and specialty vision care.

1. Deliver world-class primary and specialty vision care to our diverse patient population.
2. Be a recognized leader in the advancement of clinical and specialty vision care education.
3. Ensure cultural competency and cultural humility in all clinical care.
4. Provide patients with expert, cost-effective and accessible visual solutions, and train students in the application of ophthalmic optics.
5. Continuously improve clinic processes to advance patient outcomes, student learning, and operational efficiency.
6. Recruit, retain and develop the best and most diverse faculty and staff and empower them to enhance patient satisfaction, advance clinical teaching and research, and optimize operations and outcomes.

RESEARCH

Strategic Objective

Be a world leader in socially responsible, basic, clinical, and translational eye and vision research.

1. Provide a superior research and discovery infrastructure in an inclusive and equitable academic environment.
2. Increase research efficiency by leveraging University-wide resources.
3. Increase the funding of our research and discovery efforts.
4. Focus our scientific discovery in key areas of eye and vision research.

CONTINUING EDUCATION

Strategic Objective

Increase the outreach, scope, and quality of professional accredited continuing education.

1. Provide faculty and community optometrists with practical, evidence-based optometric continuing education.
2. Establish virtual optometric continuing education.
3. As the scope of optometry practice expands, provide education towards certifications for new treatments and therapies.

4. Ensure that all continuing education promotes diversity, inclusion, equity and social justice.

ALUMNI

Strategic Objective

Enable alumni to lead their community in knowledge, advocacy, and patient care.

1. Help Berkeley Optometry and Vision Science alumni to grow professionally.
2. Enhance alumni connection, collaboration, and leadership within the school and community.
3. Support and advance diversity, equity, inclusion and social responsibility within our alumni community.
4. Promote the achievements of our alumni community.

COMMUNICATIONS

Strategic Objective

Enhance Berkeley Optometry's institutional reputation, optimize its brand value, and sustain awareness.

1. Promote Berkeley Optometry's excellence in optometric education, clinical practice, and vision research.
2. Develop public recognition and awareness of our primary and specialty clinics' eye care capabilities.
3. Enhance our communications Infrastructure and processes.
4. Provide excellent communications support to the Berkeley Optometry community.
5. Ensure all communications embrace diversity, equity, inclusion, and social justice

DEVELOPMENT

Strategic Objective

Accelerate the School's growth, leadership position, and preeminence.

1. Grow the annual fund and unrestricted fundraising efforts.
2. Develop and launch campaign themes coordinated with the UC Berkeley Campus campaigns.
3. Grow the Partners in Education initiative.
4. Secure transformational gifts and ensure their long-term benefit for the School and the profession.
5. Secure gifts and scholarships that ensure accessibility to the School and the profession.

FINANCE

Strategic Objective

Provide innovative, collaborative, client-focused financial, analytical, equitable, and strategic decision support.

1. Align financial resources to support unit strategies.
2. Simplify and standardize business processes to ensure policy compliance and audit readiness.
3. Establish key performance indicators for each unit and leverage data for strategic decision support.
4. Engage unit managers in the annual budget process and in ongoing continuous improvement.
5. Ensure that our teaching, patient care, and research infrastructure supports our mission.

ADMINISTRATION

Strategic Objective

Ensure school-wide effective business planning, implementation of best practices, strategic resource allocation, and performance management.

1. Streamline business processes, increase accountability, and implement best business practices.
2. Ensure successful implementation and execution of the strategic plan through effective communications and management.
3. Recruit and retain a high performing and diverse staff and leadership.
4. Actively engage with UC Berkeley and other UC campuses to leverage and share expertise on best practice, processes, and systems.
5. Provide quality venue and event support to our School community.