

Strategic Plan 2020 – 2024



AMERICAN ACADEMY
of OPTOMETRY

5 Strategic Pillars

- Education
- Research
- Membership
- Leadership & Legacy
- Partnerships

Inspiring Excellence in Eye Care



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MESSAGE FROM THE ACADEMY PRESIDENT & EXECUTIVE DIRECTOR

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Dear Members and Colleagues,

We are delighted to present the American Academy of Optometry's new Strategic Plan, *Inspiring Excellence in Eye Care*, which will guide the Academy for the next four years. The Academy was founded in 1922 to advance optometric research and education, and to facilitate the exchange of ideas. Our new Strategic Plan uses this outstanding legacy of leadership and the promotion of the highest standards of clinical practice as the basis on which to embrace our future.

This Strategic Plan is the culmination of a highly collaborative process that included oversight from our Strategic Planning Committee, leadership from our Working Group co-chairs and invaluable input from our Working Group members and other key stakeholders. At the outset, we urged our Working Group members to be bold, to think broadly, and to consider both the opportunities and challenges in the environment as they contributed their expertise and insights to shaping the future of the Academy.

This Strategic Plan provides a four year roadmap for the Academy, with the understanding that there may be the need for adjustments along the way, in response to the ever-changing environment in which we operate. Our new vision, mission, and values will act as our compass as we implement our Strategic Plan and build a supportive culture of scholarship, collaboration, and respect.

As we work to achieve our new Strategic Plan, you will observe growth in our membership and strategic partnerships, exciting new forms of continuing education, increased support and recognition of research, more members on more committees, and the development of leaders.

The success of this ambitious future will require the recommitment and rededication of our volunteer members and our staff, as well as an influx of new volunteers.

We are confident that this Strategic Plan has positioned the Academy well for the coming years as we fulfill our role as a trusted resource and advisor to a health system in transition. The Academy's leadership will hold itself accountable to the membership and provide regular reporting on our progress. We look forward to collaborating with you to achieve our Vision. Working together, we will inspire excellence and improve the quality of eye care.

Dr. Barbara Caffery and Mr. Peter Scott

Strategic Planning Committee

Dr. Barbara Caffery, Chair
Ms. Alin Augustine
Dr. Robin Chalmers*
Dr. Susan Cotter*
Dr. Jennifer Coyle*
Dr. David Damari*
Dr. Wendy Harrison
Dr. Tim McMahon*
Dr. Andrew Mick*
Dr. Neil Pence*
Dr. Barbara Reiss*
Ms. Lois Schoenbrun
Mr. Peter Scott
Dr. Joseph Shovlin*
Dr. Lindsay Sicks*
Dr. Carl Spear*
Dr. Jeffrey Walline*

*Working Group Co-chairs

EXECUTIVE OVERVIEW



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In November 2018, the incoming President, Dr. Barbara Caffery, called upon the American Academy of Optometry Board to think strategically and creatively about the Academy's future. It became clear that the time had come to look at our past, critically assess our present, and decide on our future. This deliberation resulted in the launch of a strategic planning process in January 2019.

Over eight months, the Strategic Planning Committee met regularly to discuss issues critical to the future of the Academy and were active leaders in the development of the Strategic Plan. The process began with the formation of six Working Groups with diverse representation from members and key stakeholders. After much deliberation, the committee met in April 2019, and the Board approved the final Strategic Plan in August 2019.

The American Academy of Optometry's new Strategic Plan, ***Inspiring Excellence in Eye Care***, is ambitious but attainable. The new Vision, Mission, and Values confirm the Academy's commitment to excellence in optometric education, the support of research, and the translation of new knowledge into clinical practice for the betterment of all patients. The Strategic Plan centers on five core Strategic Pillars and related goals: Education, Research, Membership, Leadership and Legacy, and Strategic Partnerships.

Key outcomes of the Plan will include:

- Enhanced, innovative in-person and online continuing education;
- Vision scientists and clinical Fellows engaged throughout the year in exciting new opportunities like think tanks, Cochrane Reviews, and a clinical research training program;
- A larger, more active membership that reflects the optometric profession and the population it serves;
- Identifying and cultivating 100 new Leaders to celebrate the Academy's legacy of 100 years of leadership in optometry; and
- Solid strategic partnerships inside and outside of eye care organizations, including a strengthened relationship with the American Academy of Optometry Foundation to advance our shared vision.

Fulfilling our vision, mission, and the goals outlined in this Strategic Plan will require working collaboratively within and across the Academy and with key stakeholders. There are increased opportunities for volunteer engagement, for Fellows to connect, and for the Academy to step out and profile the achievements and contributions of its members. We have developed an implementation plan and accountability framework to guide this work and ensure the successful execution of the Strategic Plan.

See Appendix 2, Working Group Members

STRATEGIC PILLARS AND GOALS



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1. Education

- 1-1 Facilitate optimal learning by delivering evidence-based continuing education in new and better ways at the Annual Meeting
- 1-2 Lead in the quality and effectiveness of online continuing education
- 1-3 Extend the reach, range, and impact of the Academy's expertise

2. Research

- 2-1 Raise the visibility of research within the Academy and at its Annual Meeting, demonstrate the Academy's support for it, and highlight the importance of research to the Mission of the Academy
- 2-2 Identify talented individuals early in their clinical or research training and encourage and support them in their pursuit of a successful career in vision-related research
- 2-3 Promote bilateral exchange between vision scientists and clinicians
- 2-4 Develop research-related programs and activities that encourage the involvement of clinical Fellows in academia and in practice
- 2-5 Provide clinical research training and opportunities for clinical Fellows

3. Membership

- 3-1 Expand the membership and leadership of the Academy to better reflect the diversity of practicing optometrists and the patients the profession serves
- 3-2 Enhance the awareness of, and opportunities for active engagement of the membership with the Academy

4. Leadership and Legacy

- 4-1 Develop and nurture 100 new leaders to celebrate 100 years of the Academy
- 4-2 Increase optometry's presence on key national and international organizations
- 4-3 Demonstrate excellence in governance and operational performance
- 4-4 Celebrate 100 Years of leadership and legacy

5. Strategic Partnerships

- 5-1 Reinforce the relationship between the Academy and the American Academy of Optometry Foundation to ensure alignment on shared goals
- 5-2 Strengthen our partnerships with the American Optometric Association, and other eye care organizations
- 5-3 Cultivate industry partnerships and enhance their financial support for the Academy
- 5-4 Enhance integration of optometry into interprofessional education and practice

BACKGROUND

“The Academy distinguishes itself by the quality of its education, the science, and the caliber of the people. It brings together clinicians, scientists, educators, and now students who are all comfortable at its meeting. This is the big success of the Academy — that it is so welcoming and has created a sense of community in such a professional way.”

Dr. Howard Purcell, President, New England College of Optometry

The American Academy of Optometry's Strategic Plan, *Inspiring Excellence in Eye Care*, builds upon the Academy's legacy of optometric education and commitment to science and evidence-based care. The American Academy of Optometry (AAO) was first established in 1922 when nine optometrists and two physicians met in St. Louis to lay the foundation for an exciting new organization to advance "optometric study in higher branches and for exchange of ideas in optometric work." Key milestones over the Academy's rich 100-year history are outlined below:

1920 - 1940

- 1922:** First Annual Meeting
- 1924:** Adoption of the Constitution and Bylaws, including standards of practice for membership
- 1928:** *American Journal of Optometry* became the official news document of the Academy
- 1929:** First local chapters granted charters in Maryland and Minnesota
- 1930:** First research fellowship established at Columbia University and awarded to William Feinbloom
- 1940:** First examinations for Fellowship in the Academy

1941 - 1970

- 1941:** First publication of the *American Journal of Optometry and Archives of the American Academy of Optometry*
- 1944:** Creation of special Sections on Contact Lenses and Orthoptics
- 1947:** The Contact Lens Section began the certification of Diplomates in contact lenses
- 1955:** Postgraduate courses first presented at Academy Annual Meeting

1971 - 1995

- 1973:** The Academy purchases the *American Journal of Optometry* and changes the name to the *American Journal of Optometry and Physiological Optics*
- 1984:** Scientific exhibits, (exhibit hall) allowed at the Academy's Annual Meeting
- 1992:** The American Optometric Foundation, develops an official affiliation with the Academy
- 1994:** The first "*Fundamentals of Leadership*" courses offered at the Annual Meeting

1996 - 2020

- 1997:** Annual Meeting registration surpasses 4,000 for the first time
- 1999:** First Association for Research in Vision and Ophthalmology (ARVO) and Academy Joint Symposium
- 2000:** American Optometric Foundation endowment reaches \$1 million
- 2003:** "Today's Research, Tomorrow's Practice[®]" becomes the Academy's Vision statement
- 2009:** Maintenance of Fellowship requirements established for all Fellows joining in 2010 or thereafter. Special Interest Groups (SIGs) are established
- 2015:** First Joint American Academy of Optometry and American Academy of Ophthalmology Symposium
- 2018:** Academy holds its first ever "The Research Academy" to develop ideas that will result in extramural funding for both basic and patient-oriented research in optometry and vision science.

The Academy and its priorities are influenced by its relationships with:

- Its members
- The American Academy of Optometry Foundation (AAOF)
- Schools and colleges of optometry
- Other eye care organizations
- Health care providers with whom optometrists collaborate and interact
- Industry partners
- Government both at national and state levels and relevant advocacy organizations

A TRACK RECORD OF GROWTH AND ACHIEVEMENT

***“The Academy Annual Meeting is our clinical meeting.
It is the highest academic meeting for optometrists. It is
an honor to be selected to lecture there.”***

Dr. Blair Lonsberry, Professor of Optometry, Pacific University
— Stakeholder interview, April 2019

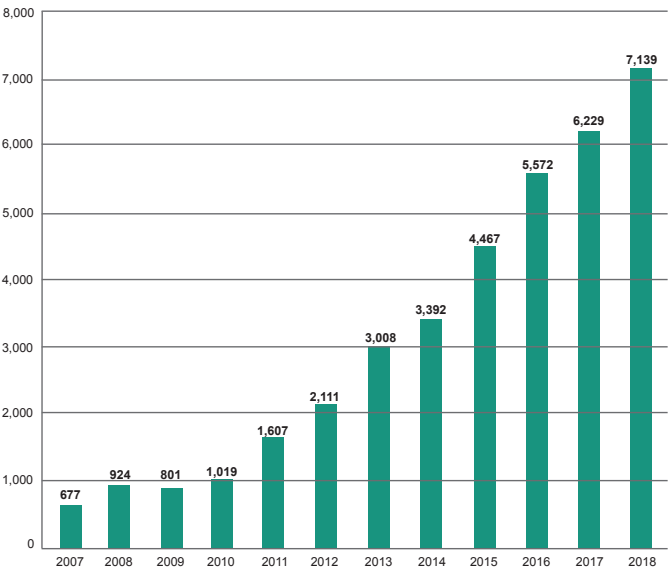
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In our stakeholder interviews, we heard repeatedly that the Academy represents “the gold standard of clinical care in optometry.” It has always adhered to quality, offering the highest level of continuing education, presented by the most esteemed researchers, educators, and clinical faculty. Below are select highlights of the many impressive achievements of the Academy over the past few years. These accomplishments lay the groundwork for realizing our ambitions in the years ahead.

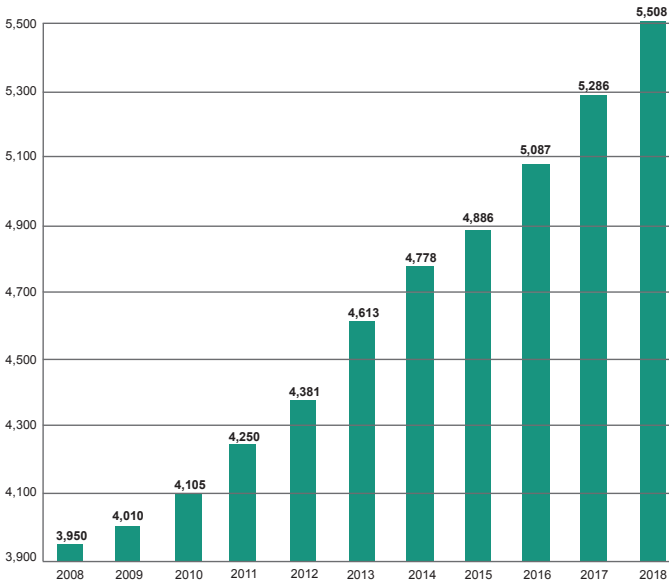
Attracting and Retaining Members

- Over 11,500 members and a 95% membership retention rate
- 11% of members are from outside of the United States
- 89% of all members, excluding students, are Fellows
- 303 Fellows inducted in 2018, including representatives from 12 countries and 44 American states
- 6% of Fellows have achieved the distinction of Diplomate
- Student membership has more than doubled since 2014
- 95% of all optometry students and residents are members; 50% of residents become Fellows

Student Membership Growth



Fellowship Growth



Excellence in Continuing Education

- Annual Meeting (AM) attendance has grown by 26% over the last 5 years to over 8,000 participants in 2018.
- 580 Scientific Program presentations at the 2018 AM.
- There are 7 active Special Interest Groups (SIGs) Academic Medical Center Optometrists (AMCO); Fellows Doing Research (FDR); Neuro-ophthalmic Disorders; Nutrition, Disease Prevention and Wellness; Retina; Vision in Aging; and Vision Science.
- There are 8 active Sections: Anterior Segment (AS); Binocular Vision, Perception & Pediatric Optometry (BVPPO); Comprehensive Eye Care (CEC); Cornea, Contact Lenses & Refractive Technologies (CCLRT); Glaucoma (GL); Low Vision (LV); Optometric Education (OE); and Public Health & Environmental Vision (PHEV).
- Within optometry, the Academy is known as the organization that facilitates the most productive interactions between clinicians and vision scientists and provides access to top clinicians, educators, and scientists.



Awards and Grants

From 2014 to 2018,

- The AAOF provided over \$2 million in fellowships, scholarships, and grants.
- The Academy distributed over \$300,000 to fund research projects for young investigators through the Career Development Award.
- The Academy established a Clinical Research Award (2015) and awarded two \$100,000 grants to teams of clinical researchers.
- Over 850 students and residents were awarded travel fellowships to help defray the cost of attending the Academy's AM to present their papers or posters.

Optometry and Vision Science

- *Optometry and Vision Science (OVS)* is the leading optometric journal in the world based on the size of circulation, the number of articles published, the quantity of scientific citations, the scope of content, and relevance to clinical practice.
- OVS is currently ranked #20 among more than 120 peer-reviewed journals in the ophthalmology and optometry category and is the only optometry journal indexed by Google Scholar.
- The journal impact factor (JIF) of OVS has continued to rise, reaching its current JIF of 1.6 in 2018.
- The international stature and reach of OVS has grown with the published number of international collaborations increasing from 8% in 2009 to 26% in 2018.
- OVS has standardized reporting guidelines for clinical trials, systematic reviews, and meta-analyses and has prioritized increasing the number of evidence-based publications.
- In 2016, became online only with seamless access to the journal using AAO membership credentials.

Collaboration and Partnerships

- A new memorandum of understanding was signed with the Association of Regulatory Boards of Optometry (ARBO) and the Association of Schools and Colleges of Optometry (ASCO) regarding the Council on Optometric Practitioner Education (COPE) accreditation process.
- AAO was awarded two-year accreditation status by COPE in 2019.
- The Academy has worked with the American Academy of Ophthalmology in developing and implementing joint symposia and patient care statements.
- Industry partnerships have been expanded to showcase leading-edge technology and breakthrough pharmaceutical products.
- In 2019, the World Council of Optometry co-hosted the Annual Meeting in Orlando, FL.

OUR CHANGING LANDSCAPE

“Being a Fellow keeps me engaged with the science that forms the foundation for what I do everyday in the examining lane. Simply stated, the Academy helps me ‘up my game.’ I benefit and my patients benefit. I wouldn’t want it any other way.”

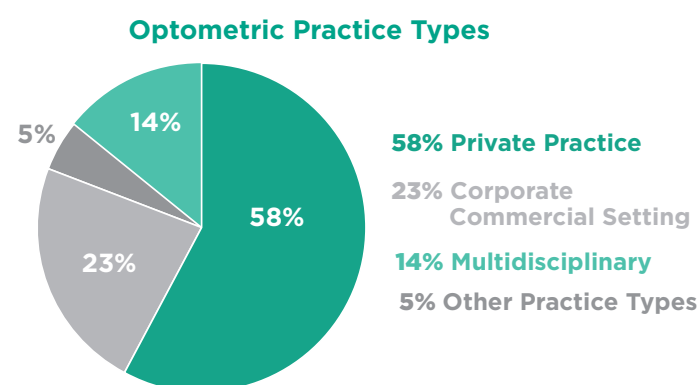
Dr. Thomas Quinn, Academy Fellow

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In developing our Strategic Plan, we looked candidly at the changing healthcare landscape and the challenges and opportunities it presents for the Academy and the optometric profession.

- ▶ **Supply vs. Demand:** With an aging population, the number of persons receiving their care through Medicare and managed vision care government programs is increasing. There is a growing need for medical vision services related to glaucoma, macular degeneration, and cataracts. Unfortunately, many patients live in areas not well-populated by eye care providers, resulting in reduced access to necessary vision care.
- ▶ **Changing Scope of Practice:** As a result of an increased need for eye care services, many American states have expanded optometric scope of practice. There is also a trend toward greater specialization within the profession.
- ▶ **Changing Number and Profile of Student Applicant Pool:** There is an increasing number of schools and colleges of optometry, but the applicant pool has not kept pace. Students are facing significant debt upon graduation and some are choosing different practice opportunities. Students are less inclined to undertake PhD programs and take on even more debt, leading to a decline in optometry educators and scientists. New optometrists entering the profession want greater work/family life balance and may be less inclined to give back to the profession in volunteer positions.
- ▶ **Changing Practice Models:** There continues to be a move from independent solo and multi-optometrist practices, to more optometrists working within corporate/commercial practices either as a franchisee, a lessee of space within an optometry chain, or as an employee within a retail optometry practice. Changes in reimbursement models may also influence optometric practice. The impact of online stores will change how optometry integrates non-medical services related to lenses, frames, and

contact lenses. Private equity is keen to replicate successful acquisitions in other professions (e.g., pharmacy, dentistry) and large companies have announced intentions to develop full-service retail healthcare centers that will likely include vision services.



- ▶ **Role in Primary Care:** The evolving healthcare landscape will include integrated healthcare models, in which optometrists will be more involved in systemic disease detection, thus becoming a part of a broader public healthcare system. Increasingly, eye care specialists are collaborating with other specialists such as rheumatologists, neurologists, internists, and pediatricians in the care of patients. Interprofessional practice, team care, and collaboration with other health professions (e.g., pharmacy, podiatry, nursing) is the future of eye care.
- ▶ **Technology:** Technology will have a significant impact on the provision of optometric services. Several changes have already started:
 - Online availability of eye examinations
 - Development of mobile apps to support health care providers and consumers
 - More than 90% of all hospitals in the United States now have or are developing Telehealth programs
 - Automation and artificial intelligence for determination of refraction and interpreting diagnostic tests
 - Online purchase of glasses and contact lenses
 - Greater acceptance of and interest in online learning for continuing education (CE) credits

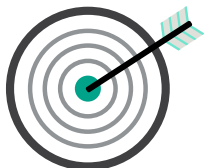
OUR VISION, MISSION, AND VALUES

An integral component of developing our 2020-2024 Strategic Plan was reviewing and renewing our Vision, Mission, and Values. These statements serve as a compass to the Academy as it embarks on fulfilling the Strategic Plan.



Vision

Inspiring Excellence in Eye Care



Mission

The American Academy of Optometry provides exceptional education, supports innovative research, and disseminates knowledge to advance optometric practice and improve patient care



Values

Lifelong Learning

Fostering intellectual curiosity, embracing innovation and pursuing knowledge

Excellence

Achieving the highest standards of clinical practice, critical thinking, scholarship and professionalism

Evidence-based care

Promoting high-quality care informed by rigorous research

Integrity

Inspiring ethical behavior in scientific research, clinical practice, and the educational environment

Collaboration and Collegiality

Encouraging a respectful and collegial environment across the Academy and in our engagement with diverse external partners

STRATEGY FRAMEWORK

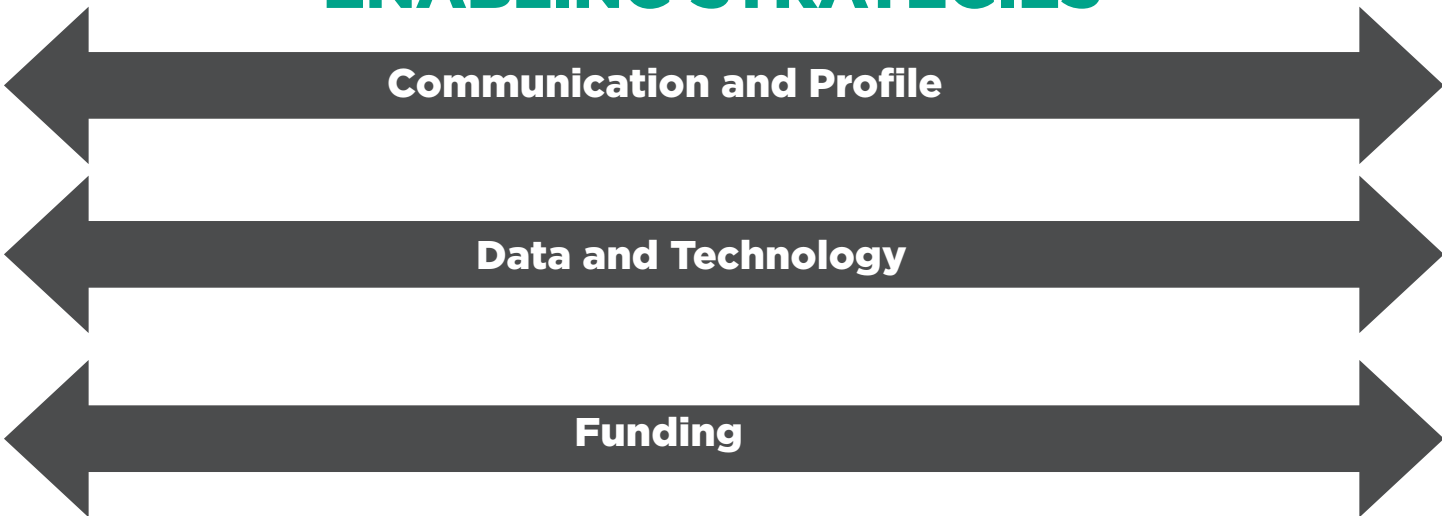
To achieve our vision and mission, we have established five Strategic Pillars and identified three key enabling strategies. All of our Pillars and enabling strategies are integrated and have clearly defined goals, actions, and expected outcomes, which will help the Academy to measure and monitor progress.



STRATEGIC PILLARS

- Education
- Research
- Membership
- Leadership and Legacy
- Partnerships

ENABLING STRATEGIES



STRATEGIC PILLAR *EDUCATION*

“The Academy draws people because of its value, its outstanding education. The majority of its education is focused on its clinical application, exploring how we apply novel techniques, intervention, and new science to patient care. Clinical educators feel at home in the Academy.”

Dr. Christina Wilmer, Associate Dean for Clinical Affairs, School of Optometry,
University of California, Berkeley — Stakeholder Interview, March 2019

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The Academy is the leading provider of optometric continuing education (CE). This reputation grew out of the provision of cutting-edge continuing education that reflects the profession's emerging trends, best practices, and industry innovations. The Annual Meeting continues to attract more participants each year. In 2018, there were more than 8,000 attendees.

The Academy will continue to innovate and adapt its CE offerings based on the changing optometric practice environment and scope of practice, advances in technology, and the changing demographics of both the profession and patients served. Increasing advances in artificial intelligence (AI), virtual reality, 3-D printing, and telehealth are expected to have a significant impact on the profession and how optometry is practiced in the next five to ten years. A higher demand for optometrists providing primary care, increased interaction with different medical specialties, and enhanced expectations for interprofessional practice will influence the diverse range and scope of CE offered by the Academy.

The Academy will continue to explore innovative teaching methodologies. It will add shorter and more interactive lectures and workshops at the Annual Meeting. Technology will provide more opportunities for hands-on learning, and the Academy will capitalize on technology to deliver highly engaging presentations and extend the CE experience beyond the Annual Meeting.

A significant priority for the Academy will be to enhance its online CE services and offerings significantly and to expand its reach to a larger and broader audience. The increasing cost of travel, higher demands on people's time, and the acceptance of online CE credits have precipitated a fresh and innovative look at the Academy's online CE offerings. We will also explore opportunities for facilitating ongoing educational discussions outside of the Annual Meeting through such forums as online journal clubs, webinars, and virtual lectures and workshops.

Expected Outcomes

- ▶ More active and hands-on learning opportunities
- ▶ Increased online presence for information exchange and CE
- ▶ High-quality Academy CE presentations and speakers
- ▶ Expanded reach of Academy CE
- ▶ Increased partnerships with other health professions and educational organizations

GOALS

ACTION STEPS

1-1 Facilitate optimal learning by delivering evidence-based continuing education in new and better ways at the Annual Meeting

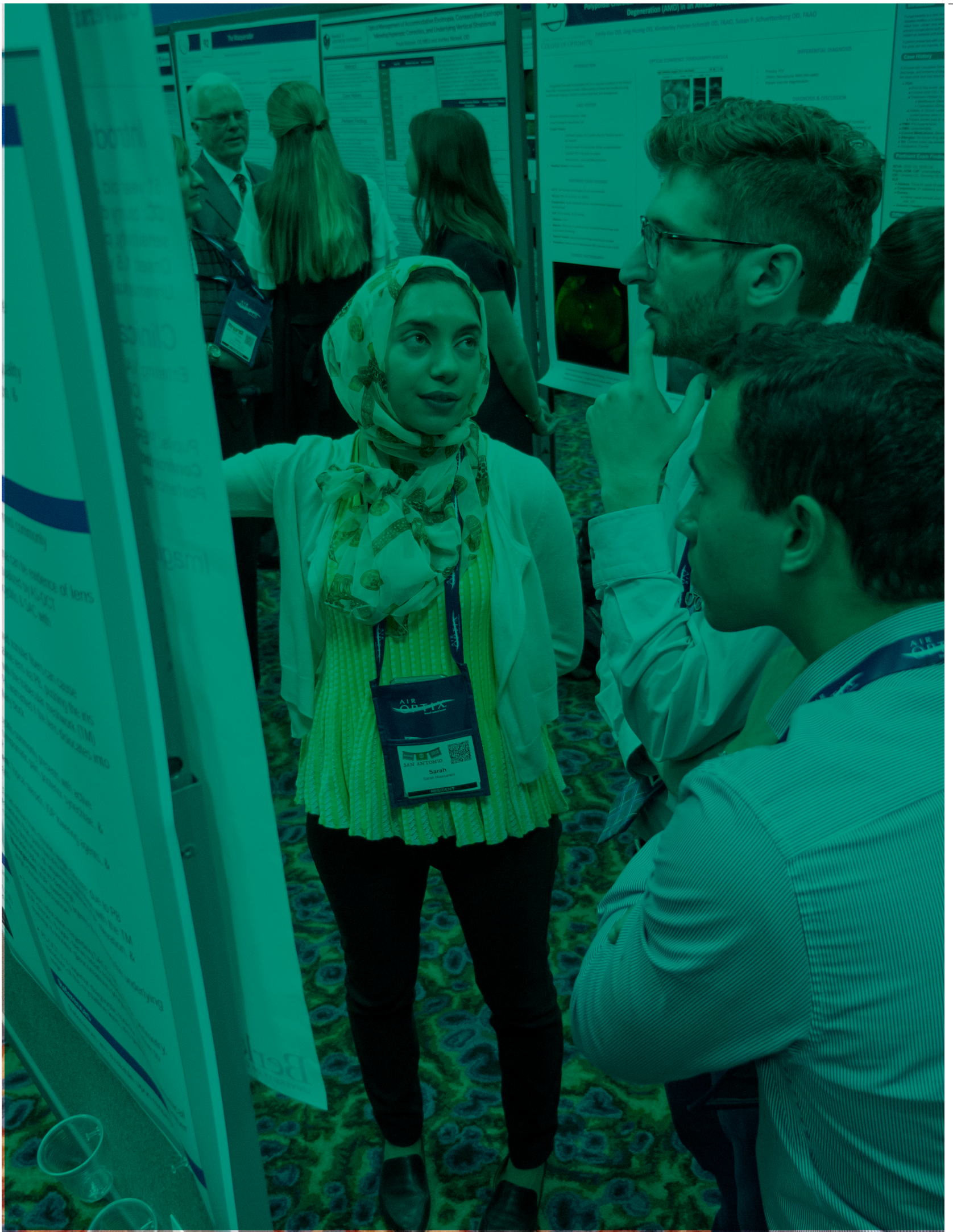
1. Develop and introduce new workshop and lecture formats (e.g., smaller class sizes with breakout tables, combined lectures, breakout sessions, and small group discussion, and “ask the expert” formats).
2. Maximize the capability and utility of the meeting mobile app and other lecture room technology to increase learner engagement (e.g., electronic submission of questions, blogs tied to lecture content, more audience participation during sessions, and post-session follow-up with attendees).
3. Increase hands-on workshops so attendees can master new skills and maintain practice at the highest levels (e.g., laser, surgical procedures).
4. Guide current and future AAO presenters in the incorporation of modern presentation tools and techniques, and the skills of teaching evidence-based practice.
5. Continue CE requirements in the Student Fellowship Program but consider occasional, special non-CE presentations.

1-2 Lead in the quality and effectiveness of online continuing education

1. Create a novel online CE service experience, positioning the Academy website as THE place to go for continuing education, clinical information, and personal enrichment.
2. Make online CE experience more interactive and engaging (e.g., shorter, more focused sessions, and additional business/practice management education).

1-3 Extend the reach, range, and impact of the Academy’s expertise

1. Offer Annual Meeting summary lectures, “Best of Academy,” and other CE at meetings of other regional, national, international organizations.
2. Partner with other health professions to create joint CE presentations (e.g., endocrinology, rheumatology, cardiology, pediatrics, etc.).
3. Explore the feasibility (interest vs. cost) of occasional specialty CE stand-alone events in conjunction with AAO Chapters, Sections, and SIGs.
4. Explore with Sections/SIGs the granting of CE credits for online journal club type activities.



STRATEGIC PILLAR *RESEARCH*

“The Academy’s young researchers and Ezell Fellows are bright spots for optometry’s future. Spending time with them at the Annual Meeting each year is a highlight.”

Dr. Wendy Harrison, President-Elect, American Academy of Optometry Foundation and Member, Strategic Planning Research Working Group

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The Academy recognizes that the road to improved patient care will come from the translation of new research into optometric practice. The Academy has a long history and deep commitment to vision and eye care research as evidenced by the significant contributions made by its Fellows over the years. The Academy continually strives to increase the quantity, quality, and diversity of vision and eye research to improve societal eye health and visual functioning throughout the lifespan. However, building capacity and supporting innovative research in a changing health care environment is challenging and requires continual re-evaluation and the use of diverse strategies.

A concerted effort will be made to raise the visibility of research within the Academy and its Annual Meeting. This effort will demonstrate the Academy's support for research, highlight the importance of research to the Mission of the Academy, and provide more opportunities to integrate research across all programs.

Building the pipeline for clinician-scientists and supporting their journey is vital. With fewer OD graduates pursuing PhDs, as a result of mounting student debt, the Academy will collaborate with the AAO's 2020 campaign to launch a new grant mechanism to help fund ODs who aspire to complete doctoral research programs. The Research Academy, previously the Summer Research Institute, will become a permanent, biennial event sponsored by the AAO. An Academy Research Mentoring Network is also planned to support early career researchers and clinical faculty to help guide and foster their research endeavors.

Creating new opportunities for dialogue and exchange between researchers and clinicians is a priority for the Academy. An innovative think tank is proposed to bring scientists and clinicians from diverse backgrounds together to identify and address important research questions from several points of view. This think tank is expected to foster ongoing collaborative projects between researchers and clinicians. Additionally, the Academy will aim to become a Cochrane Review Center of Excellence, which will provide increased opportunities to involve Fellows in research.

The Academy will build on the success of its Fellows Doing Research initiative and offer a new Clinical Research Training Certificate Program, with rigorous standards and good clinical practices training, which will prepare clinicians to contribute effectively to research.

Expected Outcomes

- ▶ Increased scientist engagement within the Academy
- ▶ Increased number and financial support for ODs pursuing a PhD
- ▶ Establishment of the Research Academy as a biennial event
- ▶ Creation of a think tank for researchers and clinicians to jointly identify and address research questions
- ▶ Establishment of the Academy as a Cochrane Center of Excellence
- ▶ Piloting of an Academy Clinical Research Training Certificate Program

GOALS	ACTION STEPS
2-1 Raise the visibility of research within the Academy and at its Annual Meeting, demonstrate the Academy’s support for it, and highlight the importance of research to the Mission of the Academy	<ol style="list-style-type: none"> 1. Provide a more efficient and cohesive Annual Meeting program through increased collaboration between the Lectures & Workshops Committee, the Scientific Program Committee, Sections/SIGs, and the Research Committee. 2. Promote Section/SIG symposia that are co-sponsored, contain cutting-edge research, include speakers from outside the Academy, and foster active exchange between clinicians and scientists. 3. Create opportunities for increased networking among researchers at the Annual Meeting and throughout the year. 4. Promote Academy and AAOF research metrics at the Annual Meeting (e.g., # of award winners, # of Ezell Fellows presenting, total award funding for the year) and throughout the year. 5. Explore the possibility of AAO participation in a Big Data project by leveraging Academy resources with other existing databases.
2-2 Identify talented individuals early in their clinical or research training, and encourage and support them in their pursuit of a successful career in vision-related research	<ol style="list-style-type: none"> 1. Collaborate with schools/colleges of optometry to identify, nurture, and excite bright and talented optometry students and faculty to pursue doctoral research degrees. Encourage optometry faculty to promote scientific careers to optometry students by promoting summer research internships and providing opportunities for mentorship. 2. Develop a new grant mechanism for ODs pursuing PhD graduate degrees with funding in the range of \$25,000-30,000. 3. Commit to The Research Academy (previous Summer Invitational Research Institute) as a permanent, biennial offering of the Academy. 4. Develop an Academy Research Mentoring Network for early-career researchers, clinical faculty, and clinical Fellows.

GOALS

2-3 Promote bilateral exchange between vision scientists and clinicians

ACTION STEPS

1. Convene a yearly or biennial think tank where scientists and clinicians with different backgrounds and expertise in a related field of study gather to identify knowledge gaps, core questions, and key issues that have impeded progress in a particular field.
2. Attract and retain vision scientist members who actively participate in the Annual Meeting, within the Sections/SIGs, and in Academy programs (e.g., Academy Research Mentoring Network, The Research Academy, and Academy Think Tank). Consider collaborating with smaller vision science organizations, and having them schedule their meeting immediately before or after the Annual Meeting with a possible day of overlap.
3. Collaborate with ASCO and the optometric institutions to encourage greater participation of their research faculty in the Academy.
4. Track Academy research award winners to identify predictors of subsequent researcher engagement and contributions to the Academy.

2-4 Develop research-related programs and activities that encourage the involvement of clinical Fellows in academia and in practice

1. Become a Cochrane Review Center of Excellence.
2. Use online platforms to encourage journal clubs and regular discussion of scientific publications.
3. Support and expand publications in Optometry & Vision Science. Explore a second journal devoted to clinical case reports.

2-5 Provide clinical research training and opportunities for clinical Fellows

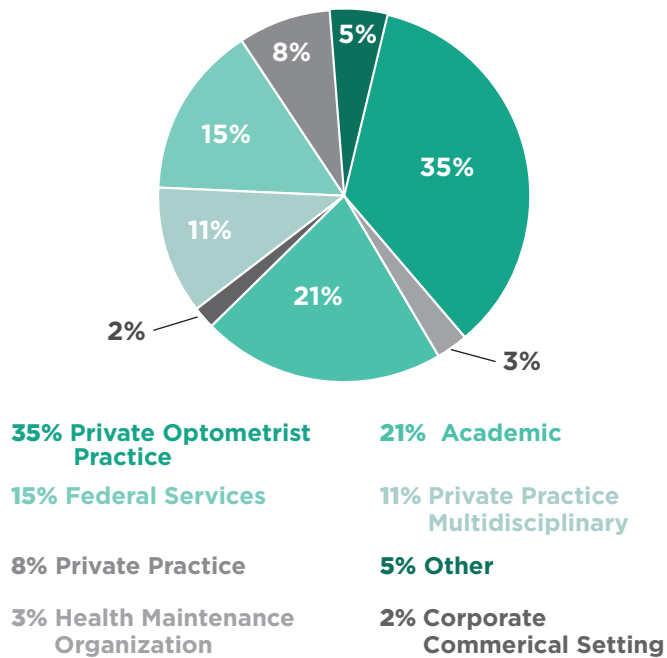
1. Develop an AAO Clinical Research Training Certificate Program for clinical Fellows who want to participate in multicenter clinical trials (courses on Good Clinical Practice (GCP), the responsible conduct of clinical trials, ethics and human subjects' protection etc.).
2. Provide more opportunities for clinical Fellows to participate in observational research through the Fellows Doing Research (FDR) SIG.
3. Develop a review process for The Research Academy groups and FDR SIG project teams to improve the quality of applications for funding.
4. Work with librarians at schools/colleges of optometry to determine how they can offer online journal access to alumni.

STRATEGIC PILLAR *MEMBERSHIP*

“The American Academy of Optometry has served as my professional compass, charting my course of lifelong learning, challenging me to stay current, and providing new knowledge to better serve my patients and educate my residents and students. Academy Fellowship facilitates access to leaders across the spectrum of optometry specialties, which has enriched both my personal and professional life.”

Dr. Bernie Dolan, San Francisco VA Medical Center,
Past President, American Academy of Optometry

AAO Fellows by Practice Location, 2018



The Academy has experienced significant growth in its membership in the past five years. A concerted effort to engage students, residents, and academic optometric institutions has resulted in this continued growth. In 2018, the Academy's membership exceeded 11,500, with 95% of all optometry students enrolled as members.

However, we believe that the Academy membership should become even bigger and better. There are several populations that we wish to encourage. Diversity is the reality of our world. The patients that optometrists serve and the students in the schools and colleges of optometry are becoming more diverse. The Academy believes its membership, volunteer structure, and leadership should better reflect this diversity. The Academy will work with ASCO, the National Optometric Association, and other organizations that promote diversity and advance improved healthcare to minority groups to encourage more students from under-represented populations to join the profession. It will create a Diversity Task Force to determine how to make the Academy more inclusive and responsive to the needs and interests of those from under-represented populations. The Academy will reach out to the executives

of corporations in which optometrists practice to promote the value of Academy membership. Increasing student debt and decreasing private practice opportunities are pushing young graduates into practice modalities such as corporate/commercial practices whose doctors traditionally have lower levels of involvement in the Academy. Achieving the rigorous standards of becoming a Fellow should be a professional accomplishment for optometrists in all practice settings. We are committed to understanding their professional interests and finding ways to engage them in Fellowship.

Optometry is flourishing around the world with increasing numbers of countries recognizing the profession as providers of exemplary eye care. In jurisdictions where optometry is established, there is a movement to expand the scope of practice, thereby allowing clinicians to practice at higher levels. Optometrists in these countries aspire to be members of the Academy, and our organization supports them in their goal of delivering the best possible patient care. To this end, a task force was assembled to address the tremendous membership interest of international optometrists and how to apply current admittance standards. The committee developed specific eligibility criteria and application processes that will be instituted immediately and provide a pathway to Academy Fellowship for this vital group of future colleagues.

A key success of the Academy is the commitment of its members to act in volunteer capacities. The Academy will use its website to publicize available volunteer opportunities and enable interested members to register. Internships will be established for newer Fellows on all existing committees, Sections, and SIGs, to allow new members to better understand the Academy volunteer structure.

The leadership of the Academy wants to bestow the special recognition of Fellowship on candidates as soon as they meet its high standards. In response to the increasing number of Fellowship candidates, the Academy will review its Admittance Committee processes, in particular, the timeliness of the interview and the support provided by mentors.



Expected Outcomes

- ▶ Increased membership of under-represented populations
- ▶ Increased membership of those practicing within corporate/commercial practice settings
- ▶ Institution of updated eligibility criteria for international Fellowship applicants
- ▶ Streamlined Admittance Committee processes for Fellowship Candidates
- ▶ Increased volunteer opportunities for members

GOALS	ACTION STEPS
3-1 Expand the membership and leadership of the Academy to better reflect the diversity of practicing optometrists and the patients the profession serves	<ol style="list-style-type: none">1. Continue to engage students and residents during their years in training.2. Increase the number and active involvement of optometrists from under-represented populations by creating a Diversity Task Force, designing collaborative diversity programming at the Annual Meeting, and promoting greater diversity in Academy leaders and mentors.3. Communicate the value of Academy membership to optometrists practicing in corporate/commercial settings and the process for becoming a Fellow.4. Institute updated eligibility criteria and application processes for international Fellow applicants.5. Evaluate the Admittance Committee processes to ensure it is valuable for modern paradigms and maintains a high standard for admission.
3-2 Enhance the awareness of and opportunities for active engagement of the membership with the Academy	<ol style="list-style-type: none">1. Create a location on the Academy website where Fellows can identify themselves as willing to volunteer and learn about options to serve.2. Create internships within existing committees, Sections, and SIGs, for Fellows in their first three to five years of membership.

STRATEGIC PILLAR

LEADERSHIP AND LEGACY

“The Academy inspires a culture of leadership and excellence. We aspire to reach all optometrists by encouraging lifelong learning, strengthening our clinical mastery, and motivating each of us to achieve our personal best.”

Dr. Barbara Reiss, Co-Chair, Strategic Planning Leadership and Legacy Working Group

The Academy's incredible success and achievements are rooted in its members and their commitment to the profession, volunteerism, and excellence. Volunteer leaders will be called upon to steer many of the Academy's new and challenging initiatives outlined in this Strategic Plan. It is essential that the Academy build an active group of well-mentored and experienced leaders who can carry on the Academy's legacy and continue to shape the future of optometry.

Currently, committees, Sections, and SIGs are entry points for new volunteers. A newly created Governance Committee will review the Academy's current committee structure to ensure alignment with its core programs and new Strategic Pillars. The Governance Committee will examine committee members' term lengths, including the pathway to the Academy Board of Directors. Key objectives will be to facilitate effective succession planning and to create more opportunities for volunteers to participate and progress through the Academy's volunteer structure.

There will be a renewed focus on leadership development. In addition to supporting current leaders, the Academy will create a channel for Fellows who are ready to take on leadership roles both within the Academy and as representatives of the Academy in key organizations throughout the world. Mechanisms will be developed to promote clarity around mandates, appointments, and the relationships between committees, Sections, and SIGs.

The change in Academy executive staff leadership, as well as the new staff required to support the Strategic Plan, will benefit from education in personal and leadership development. In particular, the emphasis on digital transformation, a key enabler of many of our strategic initiatives, will require staff who are comfortable in a data-driven organization and have the skills required to add greater value and responsiveness to the changing needs of the membership.

The Centennial Committee has begun planning for the Academy's 100th anniversary in 2022. The yearlong celebrations will highlight the Academy's successes, members' contributions to the profession, education, research, and clinical practice. A pivotal goal to mark the Academy's 100 years will be to identify and foster 100 new leaders by 2024.

Expected Outcomes

- ▶ Governance Committee established
- ▶ 100 new leaders by 2024
- ▶ Greater optometry participation on national and international organizations
- ▶ Greater internal collaboration and communication
- ▶ Academy's 100-year legacy is celebrated



GOALS

ACTION STEPS

4-1 Develop and nurture 100 new leaders to celebrate 100 years of the Academy

1. Establish a Governance Committee to ensure that the organization continues to perform optimally. The role of this new committee will include: engaging and supporting volunteers and staff, planning for leadership succession, and enabling the Board to continue to achieve the Mission of the Academy.
2. Engage students and inspire and nurture them as future leaders.
3. Recognize and create opportunities for micro-volunteers.

4-2 Increase optometry's presence in national and international organizations

1. Identify the organizations in which the Academy leadership and participation will help to advance optometry and determine the Academy's current participation in these organizations.
2. Proactively provide informed nominations to external organizations.
3. Work with partner organizations to determine if best to each nominate similar slates or engage as a single entity representing optometry.

4-3 Demonstrate excellence in governance and operational performance

1. Develop enhanced communication mechanisms, dashboards, and data-driven decision-making tools.
2. Facilitate clear communication and collaboration among Academy committees.

4-4 Celebrate 100 years of leadership and legacy

1. Announce centennial year celebrations at 2021 Gala.
2. Celebrate leadership/achievements monthly.
3. Gather the list of 100 leaders from the past 100 years.
4. Develop awards that would apply to clinicians, (e.g., best case report, honor workshop faculty for improving hands-on clinical skills).

STRATEGIC PILLAR

PARTNERSHIPS

“Going forward, the Academy will strengthen its partnerships with eye care organizations to promote the importance of eye care across the vertically integrated continuum of care, for the betterment of our profession and our patients.”

Dr. Carl Spear, Co-Chair, Strategic Planning, Strategic Partnerships Working Group

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The Academy has a strong history of partnership and collaboration. With the need to stay abreast of advances in technology, changes in the professional and political and economic environments, it is imperative that we work collaboratively to advance the profession and eye care services.

Key strategic partnerships have been identified with eye care and related professional organizations, industry, health professions outside of eye care, and the American Academy of Optometry Foundation.

The Academy has a unique and vital relationship with the AAOF. The AAOF has provided an essential vehicle for fundraising, which has translated into significant research awards, scholarships and travel grants. Implementing the Academy's new Strategic Plan will require close alignment with the AAOF, enhanced board-to-board dialogue, and agreement on shared goals.

Efforts to collaborate with other eye care organizations will be intensified. The Academy will increase efforts to collaborate with other optometric organizations such as the AOA and ASCO to address the critical issues facing optometry.

The Academy will also continue partnerships with other eye care organizations such as the American Academy of Ophthalmology to improve the welfare of our patients.

Increasingly, optometry is recognized for the role it plays in chronic disease management. The Academy will look to expand its relationships with medical specialties such as neurology, rheumatology, and cardiology. With the increase in interprofessional and team practice, the Academy will implement targeted actions to enhance its relationships with other health professions.

The Academy's industry partners have been integral to the Academy's continuing education and research efforts and have been active supporters of the Annual Meeting. In the future, the Academy looks to engage industry in meaningful dialogue surrounding emerging trends, opportunities, and challenges that will impact the Academy, the optometric profession, and eye care.

We will establish an Innovation Council that will serve to shepherd all optometrists through the upcoming changes in health care, including telemedicine and artificial intelligence.

Expected Outcomes

- ▶ Strengthened relationship between AAO and AAOF
- ▶ Enhanced collaboration and partnership with AOA
- ▶ Enhanced collaboration with other health care providers
- ▶ Partnership with ASCO and other eye care organizations
- ▶ Creation of an innovation council

GOALS	ACTION STEPS
5-1 Reinforce the relationship between the Academy and the American Academy of Optometry Foundation to ensure alignment on shared goals	<ol style="list-style-type: none"> 1. Convene board-to-board discussions to align work and roles and facilitate ongoing discussions and communication. 2. Engage the AAOF in embracing the vision, mission, and goals of the Academy's strategic plan. 3. Identify and agree on key areas where the Academy and AAOF can work together to achieve the Strategic Plan (e.g., researcher grants and awards support). 4. Collaborate with and support the AAOF in its campaigns, including the 2020 campaign, and any potential grants related to the Centennial celebrations with Academy members and key stakeholders. 5. Help to raise the profile of the AAOF as the fundraising arm of the Academy.
5-2 Strengthen partnerships with the American Optometric Association and other eye care organizations	<ol style="list-style-type: none"> 1. Partner with the AOA to work collaboratively on areas of identified mutual importance. 2. Partner with ASCO in order to facilitate and support the education continuum from optometry school through continuing professional development during the optometrist's career. Specifically, focus on: <ol style="list-style-type: none"> a) Opportunities for specialization, expansion, and support of residencies and graduate education. b) Attracting a robust, high quality and diverse pool of applicants. 3. Evaluate the continuum of optometric education. Working with ASCO, AOA, ARBO, National Board of Examiners in Optometry, and American Board of Optometry, will allow us to continually upgrade and measure post-graduate optometric education delivery aligned with optometry scope of practice. 4. Continue working with the American Academy of Ophthalmology in such areas as education, research, and best practices, and to develop collaborative preferred practice patterns. 5. Partner with international eye care organizations to increase the Academy's involvement with international optometry education and research. 6. Create a joint commission on eye care, modeled on the parallel joint commission in pharmacy.

GOALS	ACTION STEPS
5-3 Cultivate industry partnerships and enhance their financial support for the Academy	<ol style="list-style-type: none"> 1. Support policies and programs that promote industry reinvestment and innovation. Increase partnership/awareness of AAO and AAOF opportunities with other non-profits, organizations and key industry institutions (e.g., Eyes of the World project). 2. Create opportunities for ongoing exchange of best practices, research and trends between the Academy, industry leaders, and business partners, keeping in mind the “one size does not fit all” strategy. 3. Make the Academy an organization that is valued by industry researchers. 4. Create an innovation council. Collaboratively engage with industry, scientists and academics in environmental scanning, and the discussion and education of emerging trends, challenges, and opportunities.
5-4 Enhance integration of optometry into interprofessional education and practice	<ol style="list-style-type: none"> 1. Increase participation by optometry in the National Center for Interprofessional Health Practice. 2. Collaborate with and support ASCO to integrate optometry learners into Interprofessional Education (IPE) and Interprofessional Practice, (IPP). Work to foster IPP and IPE in communities where there are no schools or colleges of optometry. 3. Explore the Center for Disease Control’s National Diabetes program, which provides a relevant tool for implementing collaborative models of care within interprofessional teams, including optometrists. 4. Pursue education opportunities with other medical specialties, including endocrinology, rheumatology, cardiology, and pediatrics. Over the next five years, engage with at least three professions and disciplines outside of optometry. Hold an annual symposium with a different professional group.

ENABLING STRATEGIES

Many enabling strategies are essential to successfully support our five Strategic Pillars and achieve our vision and mission. These enabling strategies cut across all of our themes and will be accomplished through the efforts of Academy staff, members, and external experts.

There will be a focused public relations effort to raise the awareness of the Academy and the impact it has on the profession through the provision of high quality, evidence-based patient care. A digital transformation process will be vital in supporting priority initiatives in education and membership, as well as facilitating the Academy's role as a resource to members, related eye care organizations, and other national and international partners.

These ambitious plans will require significant resources, and the Academy will explore diverse and creative strategies to grow its funding base.

ENABLING STRATEGIES

ACTIONS

1. Communications and Profile

- 1-1 Complete a marketing/branding audit to inform a new effort to increase the Academy's profile and visibility externally.
- 1-2 Develop a suite of multimedia marketing materials targeted to a variety of audiences that align with the Strategic Plan and the new mission, vision, and values.
- 1-3 Launch an innovative multimedia information platform to engage current and prospective members at the Annual Meeting and throughout the year.
- 1-4 Launch a public relations initiative to enhance the awareness of the Academy/AAOF with a focus on the impact that the organization and its members have on delivering the highest level of evidence-based research and clinical care.
- 1-5 Actively engage as an ambassador of the profession to increase awareness and understanding of optometry.

2. Data and Technology

- 2-1 Create an interactive platform to develop and deliver online education and information services that support a variety of learning formats.
- 2-2 Maximize the use of technology to achieve a sustainable, competitive differentiation for the organization and member value and satisfaction.
- 2-3 Establish a robust monitoring and reporting framework for the implementation of the Strategic Plan.

3. Funding

- 3-1 Identify and designate an annual funding amount to support Strategic Plan initiatives.
- 3-2 Explore diverse revenue-generating strategies that expand on traditional funding sources.
- 3-3 Identify diverse revenue streams for all online services, including CE, videos, webinars, training certificates, etc.
- 3-4 Collaborate with AAOF to increase fundraising, including greater engagement and support from Academy members.

IMPLEMENTATION & MEASUREMENT

We hold ourselves accountable and are committed to monitor, report, and disseminate our success metrics and progress to our members, donors, and the public.

To ensure that we achieve our goals promptly, a Strategic Planning Committee will assume responsibility for the oversight, implementation, and monitoring of the performance metrics of the Strategic Plan. The President and Immediate Past President will co-chair this Implementation Committee.

The Strategic Planning Committee will:

- Appoint an individual to lead each strategic pillar;
- Identify implementation risks and developing mitigation strategies;
- Develop a monitoring and reporting process; and
- Establish an accountability framework with timelines, responsibilities, and performance measures as a complement to this Strategic Plan.

FIRST 12-24 MONTHS

Strategic Pillars	Implementation Priorities
Education	<p>1-1 Elevate the Academy's continuing education at the Annual Meeting, including more interactive sessions, hands-on workshops, smaller sessions, and increased use of technology.</p> <p>1-2 Develop and launch a new online education and information platform that provides added member value while serving as a gateway for non-members to become engaged with the Academy.</p>
Research	<p>2-1 Develop a new grant mechanism for ODs pursuing PhDs.</p> <p>2-2 Commit to The Research Academy as a permanent biennial offering of the Academy.</p> <p>2-3 Convene a think tank at the Annual Meeting that brings together clinicians, industry, and basic researchers to identify and address fundamental research questions.</p> <p>2-4 Become a Cochrane Center of Excellence.</p> <p>2-5 Pilot a Clinical Research Training Certificate Program.</p>
Membership	<p>3-1 Expand membership and promote diversity through the creation of a diversity task force, diversity programming at the Annual Meeting, targeted information campaigns, and institution of an updated process for international applicants.</p> <p>3-2 Enhance awareness of opportunities for active member engagement through the creation of a volunteer interface on the Academy website, and internships on existing committees, Sections, and SIGs for new Fellows.</p>
Leadership and Legacy	<p>4-1 Establish a governance committee to assess leadership succession planning and committee structures to support the Strategic Plan implementation and ongoing operations.</p> <p>4-2 Develop a strategy to develop and nurture 100 new leaders, including students.</p> <p>4-3 Plan for the 2022 centennial celebrations.</p>
Strategic Partnerships	<p>5-1 Reinforce the relationship and alignment of strategies with the AAOF.</p> <p>5-2 Improve the relationship with the AOA by working collaboratively on areas of mutual importance.</p> <p>5-3 Together with ASCO, lead a coalition of eye care organizations.</p> <p>5-4 Create an innovation council and educate the members/profession regarding emerging issues and opportunities that will have a substantive impact on the profession.</p>
Enabling Strategies	<p>6-1 Launch a public relations initiative to enhance awareness of the Academy and the AAOF.</p> <p>6-2 Employ digital technologies to transform the delivery of AAO/AAOF information to members.</p>

CLOSING REMARKS

“The extraordinary process of creating this Strategic Plan was a thrilling, all-consuming marathon that provided insights and bold ideas. In the end, it demonstrated the will and the might of this fine optometric profession.

I am forever indebted to the many members of our working groups, for others who gave insight and advice, and to this extraordinary Board of Directors. You put your hearts and thoughts into this process. Because of you, this Academy has a bright future indeed.

However, now we face the real test of leadership. Can we institute these plans? Can we stick with it? Can we take the time from our classrooms, our practices, our families to do the heavy lifting for such an ambitious transformation? Of course, we can. We are, after all, the American Academy of Optometry.”

Dr. Barbara Caffery, President, American Academy of Optometry

APPENDICES

APPENDIX 1: Strategic Planning Committee

Dr. Barbara Caffery, Chair	President, American Academy of Optometry
Ms. Alin Ann Augustine	Optometry Student Member, Internal Leadership Working Group
Dr. Robin Chalmers	Co-Chair, Research Working Group
Dr. Susan Cotter	Board Member, American Academy of Optometry Co-Chair, Research Working Group
Dr. Jennifer Coyle	Board Member, American Academy of Optometry Co-Chair, Internal Leadership Working Group
Dr. David Damari	Co-Chair, Strategic Partnerships and Collaboration Working Group
Dr. Wendy Harrison	President-Elect, American Academy of Optometry Foundation Member, Research Working Group
Dr. Timothy McMahon	Board Member, American Academy of Optometry, Co-Chair, External Leadership Working Group
Dr. Andrew Mick	Board Member, American Academy of Optometry Co-Chair, Membership Working Group
Dr. Neil Pence	Co-Chair, Education Working Group
Dr. Barbara Reiss	Co-Chair, Internal Leadership Working Group
Ms. Lois Schoenbrun	Former Executive Director, AAO
Mr. Peter Scott	Executive Director, AAO
Dr. Joseph Shovlin	Past President, American Academy of Optometry, Co-Chair, Education Working Group
Dr. Lindsay Sicks	Co-Chair, Membership Working Group
Dr. Carl H. Spear	Board Member, American Academy of Optometry Co-Chair, Strategic Partnerships Working Group
Dr. Jeffrey Walline	Board Member, American Academy of Optometry Co-Chair, External Leadership Working Group
AAO Staff	
Ms. Jenny Brown	Former Director, Membership & Communications
Mr. Richard Jones	Deputy Executive Director, Finance and Administration
Ms. Betty Taylor	Director, Meetings & Exhibits
Ms. Helen Viksnins	Senior Director, Programs

APPENDIX 2: Working Group Members

Education Working Group	
Neil Pence, OD, FAAO	Co-chair
Joseph Shovlin, OD, FAAO	Co-chair
Kriti Bhagat, OD, FAAO	
Kerry Giedd, OD, FAAO	
Greg Nixon, OD, FAAO	
Michael Sullivan-Mee, OD, FAAO	
Julie Tyler, OD, FAAO	
Lectures and Workshops Committee	
Betty Taylor, CEM	Staff Liaison
Helen Viksnins, MEd, FAAO, CAE	Staff Liaison

Research Working Group	
Susan Cotter, OD, MS, FAAO	Co-chair
Robin Chalmers, OD, FAAO	Co-chair
Wendy Harrison, OD, PhD, FAAO	
Pete Kollbaum, OD, PhD, FAAO	
Loretta Szczotka-Flynn, OD, PhD, FAAO	
Donald Mutti, OD, PhD, FAAO	
Tom Quinn, OD, MS, FAAO	
Tawna Roberts, OD, PhD, FAAO	
Michael Twa, OD, PhD, FAAO	
Suresh Viswanathan, MS, PhD, FAAO	
Helen Viksnins, MEd, FAAO, CAE	Staff Liaison

Membership Working Group	
Andrew Mick, OD, FAAO	Co-chair
Lindsay Sicks, OD, FAAO	Co-chair
Katherine Dronka, OD, FAAO	
Marta Fabrykowski, OD, FAAO	
Sherrol Reynolds, OD, FAAO	
Dean VanNasdale, OD, PhD, FAAO	
Jenny Brown, MBA	Staff Liaison

Internal Leadership Working Group	
Jennifer Coyle, OD, MS, FAAO	Co-chair
Barbara Reiss, OD, FAAO	Co-chair
Alin Augustine	
Stacey Coulter, OD, MS, FAAO	
Brian Kawasaki, OD, FAAO	
Elizabeth Muckley, OD, FAAO	
Muriel Schornack, OD, FAAO	
Lois Schoenbrun, CAE, FAAO	Staff Liaison

External Leadership Working Group	
Timothy McMahon, OD, FAAO	Co-chair
Jeffrey Walline, OD, PhD, FAAO	Co-chair
Dawn Mancuso	
Clarke Newman, OD, FAAO	
Lewis Reich, OD, PhD, FAAO	
Angel Scanzera, OD, FAAO	
Jenny Brown, MBA	Staff Liaison

Strategic Partnerships and Collaborations Working Group	
Carl Spear, OD, MBA, FAAO	Co-chair
David Damari, OD, FCOVD, FAAO	Co-chair
Brett Bence, OD, FAAO	
April Jasper, OD, FAAO	
Lucinda Maine, PhD, RPh	
Judy Ortiz, PhD, PA-C	
Chris Quinn, OD, FAAO	
Betty Taylor, CEM	Staff Liaison
Lois Schoenbrun, CAE, FAAO	Staff Liaison

APPENDIX 3: Potential AAO Partnerships Preliminary List

1. Internal Strategic Partner
 - a. AAOF
2. Pivotal Partnerships
 - a. AOA
 - b. ASCO
 - c. Student Organizations
 - d. American Academy of Ophthalmology
3. Educational Partners
 - a. ASCO
 - b. ABO
 - c. ARBO
 - d. NBEO
 - e. State Associations/Boards
4. Research Partners
 - a. ARVO
 - b. Select Industry Partners
5. Cross Meeting Partners
 - a. WCO
 - b. Heart of America
 - c. ARVO
 - d. Other Regional Meetings (GWCO, SECO, etc.)
 - e. State Association Meetings
6. Industry Partners
7. International Partnerships
 - a. WCO
8. Medical Professional Organizations (internal medicine, rheumatology, neurology, etc.)
9. Ancillary Medical Professionals (Pharmacy, NP, PA, etc.)
10. Optician or Paraprofessional Organizations
11. Diversity Organizations
 - a. NOA
 - b. OWA
12. Special Interest Organizations
 - a. Telemedicine, Artificial Intelligence, Leadership

SUPPLEMENTARY APPENDIX

STRATEGIC PLANNING COMMITTEE TERMS OF REFERENCE

The AAO Strategic Planning Committee will:

1. Guide the strategic planning process for the American Academy of Optometry.
2. Confirm the vision, mission, and values of the academy.
3. Identify specific goals and actions to achieve this vision.
4. Identify key enablers required to facilitate implementation.
5. Lead or participate in working groups to engage members and key stakeholders in developing goals, actions, and outcomes for key themes (strategic pillars) of the plan.
6. Participate in the Board strategic planning retreat to be held in April 2019.
7. Review and refine the draft Strategic Plan including short; mid-and-long-term implementation priorities and outcome measures.
8. Recommend an accountability framework for monitoring ongoing progress towards goals.
9. Recommend the final Strategic Plan for approval to the Board.





AMERICAN ACADEMY
of **OPTOMETRY**