



Association of University
Professors of Ophthalmology

2023 STRATEGIC PLAN PRESENTATION

OCTOBER 2023

Developed in partnership with

MYB 
Helping Associations Thrive

Three Phases of Strategic Planning



WHERE WE ARE
TODAY



WHERE WE NEED TO BE
TOMORROW



HOW WE WILL
GET THERE

2022 Organizational Assessment Findings

1. AUPO is in a ***position of strength*** though experiencing growing pains and ***without a clear vision for the future***.
2. The ***value proposition of AUPO membership varies*** by constituent group and some programs are universally valued while others are being questioned.
3. AUPO's ***Leadership structure and Governance are not clear*** which leads to confusion about who is responsible for what – and results in inefficiencies and gaps in communication.
4. There is a ***need to put a sustainable management structure in place*** including a planful succession for the EVP position.
5. Other medical societies have implemented structures to ensure that constituent voices – including from within their councils and outside of their organizations – are being heard at the board level.

2023 Strategic Planning Research Results

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CONSIDERATIONS



The importance of ophthalmology in academic medicine is under-valued.

Research and advocacy from AUPO – and in collaboration with other organizations – is essential.



AUPO members are training the next generation of ophthalmologists.

Each member constituent group has unique needs for programming & professional development.



A unified vision for the future will help AUPO prioritize its strategies.

Additional staff resources and expertise are needed to support programming.



Inclusion, diversity & equity need to be integrated across all aspects of AUPO.

Members also view attaining equitable eye health as important for AUPO.



Overall member satisfaction is high, especially with the Annual Meeting.

Some segments are getting less value, particularly small programs and PD's.



AUPO has the potential to expand membership to various constituent groups.

More analysis is needed to understand how AUPO's value proposition will be valued by each group.



Vision:

Describes how our world
will be better because we are in it.

**Optimal
Eye Health for All**

Mission:

Answers 3 questions:

--What do we do?

--For whom?

--How (at a high level)?

*We champion an inclusive academic
ophthalmology community to promote
and advocate for excellence and equity in
ophthalmic education, professional development,
research, and clinical care.*

Strategic Goals:

The things we want
to accomplish over
the next five years to
advance our mission
and move closer to
achieving our vision.

- 1. Advocate for academic ophthalmology, communicate its essential value, and shape the future of the profession.*
- 2. Support the professional and career development of all AUPO members with relevant, impactful programming and resources, while cultivating a sense of belonging for all.*
- 3. Cultivate pathways to recruit, educate, and develop the next generation of diverse leaders, educators, clinicians, and researchers in ophthalmology.*
- 4. Build a nimble organizational structure that fosters a culture of continuous improvement, representative decision making, and financial sustainability that aligns resources with our strategic priorities.*

2027 STRATEGIC GOALS

A photograph of a vast field of red poppies in the foreground, with a bright sunset or sunrise in the background. The sky is filled with orange and yellow clouds, and the sun is a bright, glowing orb on the horizon. The overall mood is hopeful and aspirational.

WHERE WE NEED TO BE
TOMORROW

1. **Advocate for academic ophthalmology, communicate its essential value, and shape the future of the profession.**
2. **Support the professional and career development of all AUPO members with relevant, impactful programming and resources, while cultivating a sense of belonging for all.**
3. **Cultivate pathways to recruit, educate, and develop the next generation of diverse leaders, educators, clinicians and researchers in ophthalmology.**
4. **Build a nimble organizational structure that fosters an inclusive culture of continuous improvement, representative decision making, and financial sustainability that aligns our resources with our strategic priorities.**

Goal 1:

Advocate for academic ophthalmology, communicate its essential value, and shape the future of the profession.

- A. Promote leadership and collaboration at the highest levels of academic medicine.
- B. Establish AUPO as the authoritative and inclusive voice for academic ophthalmology using personal stories and evidence-based approaches to communicate the value and impact of academic ophthalmology.
- C. Demonstrate ophthalmology's value as a gateway into healthcare systems and through public and global health initiatives.
- D. Advance and advocate for impactful vision research in basic and clinical eye science.

Strategic Objectives

Limited number of things we will do to dramatically move forward in achieving each strategic goal.

Goal 2:

Support the professional and career development of all AUPO members with relevant, impactful programming and resources, while cultivating a sense of belonging for all.

- A. Align the value proposition of AUPO offerings with constituent-specific priorities, as identified by ongoing data collection and member feedback.
- B. Build faculty development programs in education, research, patient care, and leadership.
- C. Create career building professional development opportunities through networking, mentorship, and sponsorship.
- D. Strengthen member-targeted communications that increase awareness as well as improve development, dissemination, and usage of resources.

Strategic Objectives

Limited number of things we will do to dramatically move forward in achieving each strategic goal.

Goal 3:

Cultivate pathways to recruit, educate, and develop the next generation of diverse leaders, educators, clinicians, and researchers in ophthalmology.

- A. Identify and advocate for the use of innovative educational methods to enhance current programs, including the use of artificial intelligence.
- B. Develop and implement mentorship opportunities to help members identify future educators, clinician scientists, research directors, and leaders early in their education by creating content that supports their learning and training, and ensures their successful transition into practice.
- C. Empower constituents to create inclusive environments and identify, support, and develop pathways to optimize career development for trainees, faculty, and researchers from underrepresented populations.
- D. Seek partnerships with other professional organizations to establish national training standards and potential alternate pathways to specific careers within ophthalmology.

Strategic Objectives

Limited number of things we will do to dramatically move forward in achieving each strategic goal.

Goal 4:

Build a nimble organizational structure that fosters an inclusive culture of continuous improvement, representative decision making, and financial sustainability that aligns our resources with our strategic priorities.

- A. Develop and implement inclusive and objective processes for identifying, assessing, and selecting future leaders of AUPO.
- B. Create a dashboard of key metrics that will allow the board to gauge progress on each of the strategic goals and other areas of strategic importance.
- C. Implement governance and structure recommendations from the 2022 organizational assessment.
- D. Develop five-year financial plans to fund all strategic priorities.

Strategic Objectives

Limited number of things we will do to dramatically move forward in achieving each strategic goal.

OUR VISION

Optimal Eye
Health for All

OUR MISSION

We champion an inclusive academic ophthalmology community to promote and advocate for excellence and equity in ophthalmic education, professional development, research, and clinical care.

STRATEGIC GOALS

Areas of focus over the three years to advance our mission and move closer to achieving our vision.

ADVOCACY



Advocate for academic ophthalmology, communicate its essential value, and shape the future of the profession.

MEMBER VALUE



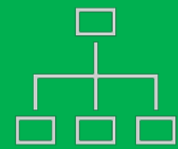
Support the professional and career development of all AUPO members and cultivate a sense of belonging.

PATHWAYS



Recruit, educate, and develop the next generation of diverse leaders, educators, clinicians, and researchers in ophthalmology.

SUSTAINABILITY



Build a nimble org structure that fosters an inclusive culture of continuous improvement and financial sustainability.

THANK YOU

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