



## EBAA Strategic Plan Framework 2025

*Mission: EBAA champions the restoration of sight through core services to its members which advance donation, transplantation and research in their communities and throughout the world.*

<b>Priority 1: Ensure Clarity of EBAA’s Strategic Plan and Communications</b>				
Goal:	The Board will create a strategic plan, revisit the plan at least four times per year, and communicate the plan to the membership through multiple communications channels.			
Taskforce Members:	Shannon Schweitzer, Jen Li MD, Michelle Rhee MD, Herocia Hawkins			
Responsible Staff:	Colleen Bayus, Kevin Corcoran			
Check-in frequency:	Board level: Quarterly Members: Every six months			
Success by next year:	<ul style="list-style-type: none"> <li>Every Board member is aware of the plan and our accomplishments.</li> <li>Direct Board outreach to at least 75% of member CEOs to share the plan and updates; communicate short term and long term “wins” and course corrections or realignments</li> </ul>			
Objectives:	<ul style="list-style-type: none"> <li>Ensure that members understand what EBAA is doing on their behalf</li> <li>Make strategic plan updates fun and engaging for members</li> <li>Communicate to the membership through multiple channels; Insight, blasts, Town Halls, Calls, Videos, In-person at meetings</li> </ul>			
Action items with timeline and responsible individual(s) identified:	<b>Action Item:</b>	<b>Individual(s) Responsible:</b>	<b>Timeline:</b>	<b>Actions Taken / Notes</b>
	<b>STRATEGIC PLAN DEVELOPMENT AND INTEGRATION</b>			
	Finalize the strategic plan	Board and staff	August	Done
	Add strategic goals and mission statement to Board agenda.	Kevin	Ongoing	Done
	Schedule time for Board to revisit strategic plan quarterly	Kevin	Quarterly	<ul style="list-style-type: none"> <li>Discussed during October Board meeting</li> <li>Included on February Board agenda</li> <li>Progress on initiatives included in staff’s monthly activity report to the Board</li> </ul>

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Integrate strategic goals into staff meetings	Kevin	Ongoing	Done
Revise monthly staff report format to highlight activities that support goals and initiatives	Kevin	August	Done
<b>COMMUNICATE PLAN TO MEMBERS</b>			
Add strategic plan to website. Update frequently.	Colleen	September	Posted on website in February
Include updates in Town Halls	Shannon	3 x per year	Discussed during October Town Hall; on agenda for February Town Hall
Updates in Insight	Colleen	Quarterly	Included in February <i>Insight</i> newsletter
Board updates in Year in Review	Jim, Shannon	January	Done
Present overview of the strategic plan to members at the Fall Meeting	Staff	October	Done
<b>BOARD OUTREACH TO EYE BANK CEOs</b>			
Match Board members to CEOs for Board outreach	Kevin	February	Done
Announce outreach calls to CEOs to generate enthusiasm and shape discussions	Shannon, Kevin	February	Announce in February 11 Town Hall
Coordinate call scheduling	Herocia	March	
Board speak with at least 75% of CEOs	Board members	March-April	
Board members submit notes from calls, to be compiled and reviewed	Board, Genevieve	March-April	
Analyze notes from calls, Board to discuss	Genevieve	April-May	

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Priority 2: Communicate Accreditation Program's Importance to Stakeholders				
Goals:	<ul style="list-style-type: none"> <li>Develop a campaign to raise awareness of the centrality of EBAA's Accreditation program; distribute materials nationally through at least three associations / groups.</li> <li>Produce materials that individual eye banks can share with the surgeons and surgical facilities with which they work.</li> </ul>			
Taskforce Members:	Chris Hanna, Win Chamberlain MD PhD, Sam Ramos, Jennifer DeMatteo, Colleen Bayus			
Responsible Staff:	Jennifer DeMatteo, Colleen Bayus			
Check-in frequency:	Monthly			
Success by next year:	<ul style="list-style-type: none"> <li>Will have created a campaign to educate end users (physicians, ASCs, hospitals, risk managers, etc.) about EBAA accreditation and risks of using unaccredited tissue.</li> <li>Identify pathways for partner organizations</li> </ul>			
Objectives:	<ul style="list-style-type: none"> <li>Branding that is visible to end users               <ul style="list-style-type: none"> <li>Sticker on tissue report form?</li> </ul> </li> <li>Ongoing physician education, particularly early-stage docs</li> <li>Consider accreditation options for non-member recovery-only organizations</li> </ul>			
Action items with timeline and responsible individual(s) identified:	<b>Action Item:</b>	<b>Individual(s) Responsible:</b>	<b>Timeline:</b>	<b>Actions Taken / Notes</b>
	<b>COMMUNICATE VALUE OF ACCREDITATION TO EXTERNAL STAKEHOLDERS</b>			
	Clearly define the value of accreditation and the risk of using unaccredited tissue	Taskforce	August-September	Done
	Hire PR firm to direct campaign	Colleen	September-October	Done

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	Identify methods to reach end users (associations, publications, social)	Genevieve and Kevin	August-November	Done
	Develop campaign materials and distribution plan	Taskforce and PR Firm	October	<ul style="list-style-type: none"> <li>• Four-part email campaign to 2,000+ hospital and ASC administrators and 800+ corneal surgeons conducted December through February <ul style="list-style-type: none"> <li>○ Will execute other multi-stage email campaigns throughout 2026</li> </ul> </li> <li>• Developed short video featuring prominent surgeons discussing value of EBAA accreditation <ul style="list-style-type: none"> <li>○ Played during 2025 Forum</li> <li>○ Included in email campaign to hospital and ASC administrators and surgeons</li> <li>○ Posted on EBAA homepage</li> </ul> </li> <li>• Exploring exhibiting at conferences targeting surgery center risk managers / administrators</li> <li>• Exploring collaborative podcasts to reach similar audiences</li> </ul>
	Other communications outlets	Staff, Board	Ongoing	<ul style="list-style-type: none"> <li>• Kevin and Jennifer Li MD presented to 50+ Cornea Fellows at Cornea Society's Cornea Fellows Summit</li> <li>• Planning presentation to American Academy of Ophthalmic Professionals during their Annual Meeting</li> </ul>
<b>COMMUNICATE VALUE OF ACCREDITATION TO MEMBERS</b>				
	Describe PR campaign to members; secure their support and participation	Taskforce, Board (through outreach calls), Colleen	Ongoing	Town Hall sessions in October, February and beyond
	Consider how to describe tissue that is handled by both accredited and unaccredited entities	Jennifer, Taskforce, PR Firm	July-August	<ul style="list-style-type: none"> <li>• Hosted community chat to highlight eye banks' obligations under Medical Standards and FDA regulations</li> </ul> <p><b>NOTE:</b> Initial communications were poorly drafted, causing concern and confusion</p>
	Develop materials for eye banks' distribution to surgeons, surgery centers	Colleen and PR Firm	Ongoing	<ul style="list-style-type: none"> <li>• Developed new Accreditation seal</li> <li>• Will provide email and social media resources for eye banks' use</li> </ul>

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<b>Priority 3: Evaluate and Enhance EBAA’s Financial Health</b>				
Goal:	Sustained Long-Term Profitability			
Taskforce Members:	Adam Kaufman MD, Kristen McCoy, Shahzad Mian MD, Genevieve Magnuson, Kevin Corcoran			
Responsible Staff:	Genevieve Magnuson			
Check-in frequency:	Quarterly			
Success by next year:	<ul style="list-style-type: none"> <li>Recruit at least 10 Affiliate Members</li> <li>Increase exhibitor / sponsor revenue by 20% over FY 2025</li> </ul>			
Objectives:	<ul style="list-style-type: none"> <li>Explore fundraising alternatives</li> <li>Develop marketable products</li> <li>Explore external investments with short-term payoffs</li> <li>Evaluate the value/effectiveness of High Impact and Pilot Grant programs</li> <li>Manage meeting expenses to ensure breakeven</li> </ul>			
Action items with timeline and responsible individual(s) identified:	<b>Action Item:</b>	<b>Individual(s) Responsible:</b>	<b>Timeline:</b>	<b>Actions Taken / Notes</b>
	Identify new Affiliate member prospects	YGS, Staff	September-November	Recruited seven Affiliate Members through January 31; other prospects identified
	Identify new exhibiting / sponsorship prospects	Genevieve	November-December	<ul style="list-style-type: none"> <li>Secured \$136,625 in 2026 Annual Meeting sponsors through January 31, exceeding 2025 total - new record for EBAA</li> <li>Offered first-ever exhibit hall during Forum with 11 exhibitors; will be a permanent Forum event</li> <li>Will repeat Annual Meeting, “Innovation Showcase” session, for which companies pay to participate</li> </ul>

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	Prepare proposal to conduct a major gifts fundraising campaign	Genevieve and Kevin	March	Revising proposal first presented in September
	Identify strategies to reduce expenses or increase revenue for all EBAA meetings	Laura and staff	Ongoing	<ul style="list-style-type: none"> <li>Working with Laura Arth (contract meeting planner) to reduce A/V, F&amp;B, and other expenses without impacting attendees' experience</li> <li>See above re. exhibitor/sponsor revenue</li> </ul>
	Develop new revenue generating programs or services.	Taskforce, staff	Ongoing	<ul style="list-style-type: none"> <li>Preferred Partner Program will return revenue to EBAA</li> <li>Renegotiating contracts with existing vendor partners to maintain/enhance revenue</li> <li>Developing new QA Seminar</li> </ul>
	Identify and develop products that can be marketed to eye banks or physicians at a profit	Taskforce, membership	Second Half of 2026	
	Seek new investment opportunities	Kevin, Taskforce, Board	Ongoing	No prospects at this time
	Other initiatives	Board, Staff	Ongoing	<ul style="list-style-type: none"> <li>Established Dues Sustainability Taskforce to consider how to balance EBAA's need for consistent funding of its operations with the equity of dues charged to members. Taskforce will deliver its findings to the House of Delegates in June</li> <li>Created a new revenue pathway through revenue returns from the Preferred Partner Program</li> </ul>

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Priority 4: Enhance Member Value				
Goal:	Understand members' perceived value of EBAA membership value; reinforce message frequently.			
Taskforce Members:	Jameson Clover, Esther Baker, Jim Quirk, Genevieve Magnuson; Lindsey Sullivan			
Responsible Staff:	Genevieve Magnuson			
Check-in frequency:	Quarterly			
Success by next year:	Establish measure of members' satisfaction; re-evaluate after one year and obtain XX% increase in satisfaction.			
Objectives:	<ul style="list-style-type: none"> <li>Understand key drivers of perceived value of membership</li> <li>Shape communication with members to emphasize progress in currently recognized value activities and to highlight other successes that can increase satisfaction</li> <li>Develop or enhance products and services to increase members' operational and financial performance</li> </ul>			
Action items with timeline and responsible individual(s) identified:	<b>Action Item:</b>	<b>Individual(s) Responsible:</b>	<b>Timeline:</b>	<b>Actions Taken / Notes</b>
	<b>CONDUCT MEMBER SURVEY</b>			
	Survey members for their perception of EBAA membership and their needs and expectations	Genevieve	September	Done
	Analyze survey results	Genevieve, survey company	November	<ul style="list-style-type: none"> <li>Survey report delivered in January</li> <li>Analysis discussed in January Board meeting</li> <li>Summary of findings shared with members in January <i>Insight</i> newsletter</li> <li>Findings will inform Board and staff planning throughout 2026</li> </ul>

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EXPLORE USES OF ARTIFICIAL INTELLIGENCE			
Explore the best uses for AI – donor eligibility, operations, etc.	Jameson, Kevin, Taskforce	Second Half of 2026	Concerns about validation of AI results for DE and other decisions.
Explore AI options to search and organize EBAA's educational and operational content.	Genevieve	January	Contract signed for EBAA-hosted AI platform; product expected to launch in June
PROVIDE OTHER TOOLS AND RESOURCES TO MEMBERS			
Develop educational resources to provide additional value.	Lindsey	Ongoing	Lindsey Sullivan was hired as Director of Education in January; she is reviewing and evaluating all EBAA resources.
Explore products and services to enhance banks' operational and financial performance	Taskforce, staff	Ongoing	<ul style="list-style-type: none"> <li>• Promoted Genevieve Magnuson to Director of Member Services to concentrate on these issues</li> <li>• Preferred Partner Program offers members-only discounts on products and services used by members; launching on February 9 with 19 vendors confirmed and others in negotiation</li> <li>• Created new Member Value Committee to advise Director of Member Services</li> </ul>
Update ONE to facilitate tissue posting, permit tissue requests, and expand internationally.	Vendor, Kevin Eye bankers as needed	September-December	On hold pending other initiatives
Draft white paper on insurance reimbursement; EBAA's capacity and strategies for addressing end users' concerns	Kevin	September	<ul style="list-style-type: none"> <li>• Met with AAO reimbursement staff in October and January regarding EBAA's capacity and strategies to influence carriers' policies.</li> <li>• Developing partnerships for eye banks to support surgery centers' work to secure appropriate reimbursement for procedures and services</li> <li>• Exploring other opportunities to advocate on members' behalf</li> </ul>
Help eye banks address staffing shortages			<ul style="list-style-type: none"> <li>• Planning webinar to American Academy of Ophthalmic Professionals' to describe eye banking employment opportunities for ophthalmic clinic employees</li> </ul>

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