

**MEMORANDUM**  
**Institutional Goals**  
**-2013/2014-**

As a part of our annual planning process, I have once again asked each member of the President's Council to develop a set of goals and objectives for the 2013 – 2014 Academic Year. I would like to share with the community key goals that have been developed, so there may be a broader awareness of the issues being addressed by the senior administration. Those goals listed under Section 1.0 represent the broader institutional priorities for the year.

The driving force for institutional planning is the 2013 – 2018 Strategic Plan. The goals shared here are supplemental to that plan and represent specific tactical priorities that are established for the year.

In the past, I have included a fairly lengthy delineation of the goals by department and subunit, but many have been of interest only at the local level. Because of the length and detail of the goals and objectives, I am making an effort to include only those that impact across departmental lines and which may be of the greatest interest to the broader community. You will note the strong relationship with of each the new 2013 – 2018 Strategic Plan are prominent.

I will be holding a community-wide meeting in November to report on the state of the College and the University and to discuss implementation of our 2013 – 2018 Strategic Plan, "*Creating a Legacy of Leadership*".

Key Reference Documents:

*SUNY College of Optometry –5-Year Strategic Plan 2013 – 2018*

*SUNY College of Optometry – Institutional Assessment Plan (Pending College Council Approval)*

*Key Metrics* - <http://www.sunyopt.edu/about/factbook.shtml>

**1.0 Goals with College-wide Impact:**

- **Strategic Planning:** The SUNY College of Optometry will begin implementation of the 5-Year Strategic Plan 2013 – 2018, using the College's Assessment Plan to monitor progress.
- **SUNY Shared Services:** Continue to work collaboratively with System Administration and campuses system-wide to look for administrative efficiencies and improve program performance through inter-campus collaborations.
- **Enrollment Management:** The College will continue implementation of its enrollment management plan with a target enrollment of 100 in the fall of 2014.
- **Resource Development:** "*The Vision & The Promise: Campaign for the SUNY College of Optometry.*" The College, through its Foundation will successfully complete the campaign in 2014. Campaign Goal = \$10M. Amount raised to date = \$8,194,210.
- **Institutional Research:** The College will implement the new institutional assessment program developed in coordination with the Strategic Plan.
- **Academic Affairs:** The VPAA will continue the ongoing review and development

Professional degree's program and work closely with Clinical Affairs in the development of the clinical education curriculum.

- **Academic Affairs:** The VPAA and Associate Dean for Graduate Studies and Research will conduct a periodic review of the of the graduate degree programs and develop plans for improvements as appropriate.
- **Academic Affairs:** Complete the development and implementation of enhancements to our Human Subjects policies and procedures resulting in the attainment of formal accreditation.
- **Student Affairs & International Programs:** Successfully recruit and accommodate an entering class of 100 for the fall, 2014 entering class.
- **Student Affairs & International Programs:** Develop an international program-specific strategic-positioning paper that is broadly endorsed by the College Community.
- **University Eye Center:** Continue to review and optimize operational changes consequent to the 2012-13 Zero-based Resource Assessment Project. This includes an external review process which engages the UEC community in the development of best practices.
- **University Eye Center:** Implement a new EHR and practice management program.
- **University Eye Center:** Investigate and establish expanded relationships with key health care organizations in the New York metropolitan area in anticipation of providing increased inter-professional clinical care opportunities for our students.
- **Facilities Improvements:** The College will continue to move forward restoring areas of the college campus:
  - Complete construction and occupy the new lecture halls on the ground floor by August 1, 2014 (SUCF 41065).
  - Continue electrical and mechanical systems upgrade project (SUCF 41060).

## 2.0 Academic Affairs (*Dr. Troilo*)

### Education

- The VPAA , working with the Chair of Clinical Education, the faculty and the appropriate administrative units, will:
  - Complete the development of a statement of Core Clinical Experiences (CCE) for the Doctor of Optometry Program.
  - Based upon defined CCEs, review and redesign the 3<sup>rd</sup> & 4<sup>th</sup> year clinical education program and develop implementation strategies for AY 2014 -15 and beyond.
  - Complete implementation plans for the expansion of OD program enrollment: 100 students in the entering class of fall of 2014.
- The Chair of Biological and Vision Sciences will lead a review of the Systemic and Ocular Health, and Visual Perception/Sensorimotor Control Tracks.
- The Chair of Clinical Education will lead a review of the Clinical Examination and Integrative Seminar tracks.
- Initiate planning for the development of alternative learning tracks using exemptions and independent study.
- Continue the implementation of the Graduate Certificate in Optometric Management Program MBA offered in collaboration with SUNY Empire State College.
- The Associate Dean for Graduate Studies and Research will complete a review of the MS/OD and PhD/OD program and begin implementation of new program structure.

- Working with the Director of Residency Programs, the Associate Dean for Graduate Studies & Research, and the VP for Clinical Affairs explore and develop as appropriate MS/Residency and PhD/Residency options.

#### Faculty

- The VPAA will continue to work with the Department Chairs and Service Chiefs to enhance the review and development of faculty.
- The VPAA will work collaboratively with the VPCA to recruit faculty for known upcoming full-time clinical faculty vacancies.
- Conduct a faculty search to meeting the growing epidemiological/statistical needs of the educational program, GCVR and CVRC.

#### Scholarship and Research/Sponsored Activity

- The Associate Dean for Graduate Studies in work with the Research Council and faculty to develop action strategies and begin implementing the research elements of the strategic plan, including:
  - The continued development of the College's clinical research capacity
  - The development and implementation of enhancements to our human subject policies and procedures, resulting in the attainment of formal certification.
  - Developing grants management policies and procedures to improve pre- and post-award grants administration process.
- Work collaboratively with the VP for Administration and Finance on Research Foundation Operations Management.

### **3.0 The University Eye Center (UEC) (Dr. Soden)**

- Investigate and establish expanded relationships with key health care organizations in the New York metropolitan area in anticipation of providing increased inter-professional clinical care opportunities for our students.
- Continue to review and optimize operational changes resulting from the 2012-13 Zero-based Resource Assessment Project:
  - Monitor and modify as needed the clinical care schedules to assure proper Doctor-to-Patients-seen ratios.
  - Use external consultants, (as appropriate), to engage the community in examining and modifying those clinical operations and processes which support patient care to improve the patient care experience, both in terms of quality and efficiency.
  - Examine the feasibility, and if appropriate, develop plans to consolidate patient care operations onto 3 floors.
- With impending changes in the leadership in the Primary Care Pediatrics unit, conduct a comprehensive review (with input from external reviewers) of all pediatric related services to ensure UEC Pediatric services are appropriately organized and operate in manner consistent with the demands of health care reform and with consideration of recent trends in the profession of optometry and optometric education.
- Continue to operationalize policies and procedures to enhance the development of clinical research.

- Finalize and implement plans for the operation of the Laser Center.
- Implement a new EHR and practice management system.
- Working closely with the Director of Communications, develop and implement strategies to increase the UEC's patient census, the patient retention rate (new Key Metric) and patient satisfaction.
- Conduct faculty searches in anticipation of know full-time faculty vacancies, working in cooperation with the VPAA. Searches will be national in scope.
- Work closely with the VPAA and the Clinical Education Council to be prepared for changes in the clinical education program that emerge from the current review of Core Clinical Competencies and approved changes in enrollment.
- Work with Academic Affairs and the CVRC to improve patient recruitment for clinical trials.
- Continue to update compliance programs as required by the NY Dept. of Health and Federal Agencies.

#### **4.0 Student Affairs & International Programs** *(Dr. Philpott)*

##### Student Life

- To assess and enhance the quality of community life for all college constituents and establishing a more vibrant community.
- Strengthen academic support programs in tutoring, personal counseling, financial aid counseling, orientation and mentoring.
- Increase student engagement in professional organizations.
- Continue to enhance Career Development Center programming, including:
  - Working with faculty to further refine learning outcomes/competency measurements for optometric career preparedness.
  - Implementation of the CDC's Family of Mentor's Program
  - Completing the implementation of the "Simplicity" Career Services Management Software to chronicle career counseling sessions, manage employer data and job opportunities, calendar events and perform data analysis.
- Support and facilitate student involvement in service learning projects and international mission trips.

##### Admissions

- Successfully recruit and accommodate an entering class of 100 Doctor of Optometry program students in the fall, 2014 entering class.
- Enhance recruitment efforts by:
  - Hosting the annual meeting of regional pre-health advisors (February 23, 2014)
  - Expanding efforts with high yield campuses with an emphasis on up-state New York as highlighted in the College's Enrollment Management Plan.
  - Emphasizing the importance of "leadership" qualities in the interview process.
- Increase the yield in the professional degree program (accepted to matriculate) from 55% to 58%.
- Continue to improve the quality of the student experience with the admissions process.

##### International Programs:

- Develop an international program-specific strategic-positioning paper that it broadly endorsed by the College Community.
- Augment the College’s admissions objectives to increase a more diverse and international student body.
- Work with Academic Affairs to explore the development of international dual-degree programs and/or an advanced standing program for doctors who have attained excellent foreign credentials.
- Work with the Department of Clinical Education to explore the demand for and potential of additional international clinical rotations.
- Re-evaluate and refine the Mission, Goals and Objectives of the Confucius Institute.

#### Financial Aid

- Implementation of the SUNY-wide Financial Aid Shopping Sheet program.
- Develop and implement expanded financial aid counseling programs to help student limit their indebtedness levels at the time of graduation.

#### Diversity

- Continue the development and execution of the CSTEP program.
- Enhance the IDEA Project’s ability to attract and retain minority students.

### **5.0 Administration and Finance** (*Mr. Bowers*)

#### Business Affairs

- Continue the development of strategic finance data and projection models to improve management’s ability to make data-driven decisions to prudently develop, allocate and manage the college resources in support of our strategic priorities.
- Work to achieve SUNY goals for MWBE utilization.
- Work with System to complete the implementation the SIRIS system on our campus.
- Following the realignment of Grants Management with the Associate Dean for Graduate Studies and Research, work collaboratively with the ADGSR to provide the requisite support for research-related activities.
- Transition the role of RF Operations Manager (OM) to the Associate Dean of Graduate Studies and Research and define shared responsibilities.

#### Human Resources

- Implement the provisions of the new UUP agreement upon final approval.
- Examine, recommend and develop policies regarding the use of background checks for the purpose of initial employment.
- Continue to assure that the College is in compliance with appropriate federal and state policies and procedures.

#### Information Technology

- Develop and publish new five-year Information Technology Strategic Plan.
- Assist the UEC with the implementation of new EHR and practice management systems, with special attention to meeting the government’s “meaningful use” objectives.

- Continue to help the community assess, research and implement new technologies to enhance teaching and learning.
- Provide input and collaborate with SUNY System Administration and its information technology strategic initiatives.
- Plan for the upgrade to Moodle 2.x to expand its capabilities.
- Implement mobile version of Jenzabar Internet Campus Solution – student portal.
- Work with the Director of Communications to continually upgrade the UEC and College websites.
- Design and implement media infrastructure for new ground floor lecture hall project.

Management Services:

- *Engineering* – Prepare for Executive Order 88 to reduce the average EUI across SUNY System by 20% by 2020.
- *Environment Health & Safety* – Ensure the College remains in compliance with all state and federal regulations.
- *University Police* – Become more efficient with a slightly reduced UPD Staff keeping O/T in check.
- *University Police* – Manage the installation, programming and transition to the new security management system.
- *Housekeeping* – Continue to utilize new software for computerized work-order system to improve communication and responsiveness.

**6.0 Institutional Development** (*Ms. Warwick*)

- Successfully complete “*The Vision and The Promise – A Campaign for the SUNY College of Optometry*” – in 2014.
- Successfully meet FY 2013-14 fundraising objectives as set forth in the OCN budget.
- Develop the architecture for a strong program of annual giving as a successor strategy to *The Vision and The Promise*.
- Restructure the Alumni Association Board creating active committees and a strategic plan to increase fundraising totals and percentage of participation by 20 %

**7.0 Institutional Research and Planning** (*Dr. Schwartz*)

- Working with the IRPC and VPs, oversee the implementation of the 2013 – 2018 Strategic Plan and the College’s Institutional Assessment Plan.
- The Institutional Research and Planning Committee will meet on a regular basis to review institutional outcomes data, and to provide advisement on the institutional research plan, topics of strategic importance, and the strategic allocation of resources.
- Continue to advance transparency through the publication of Key Performance Indicators on the College Website’s IRP page.

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