

MEMORANDUM
Institutional Goals
-2014/2015-

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 2014 – 2015 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, (some of these may appear in the individual management sections as well).

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.

I will be holding a community-wide meeting in October at which time I will discuss key items in more detail.

Key Reference Documents:

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

SUNY College of Optometry – Institutional Assessment Plan

Key Metrics - http://www.sunyopt.edu/offices/institutional_research/factbook

1.0 Goals with College-wide Impact:

- **Strategic Planning:** The SUNY College of Optometry will continue 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 successfully enrolled 98 students in the Fall of 2014. The academic and clinical programs will continue to make programmatic adjustments as the new class size is phased in.
- **Resource Development:** *"The Vision & the Promise: Campaign for the SUNY College of Optometry"* will be completed and a five-year, post-campaign, strategic plan for Institutional Advancement will be developed.
- **Institutional Research:** The College will initiate plans for the development of its Middle States Commission on Higher Education (MSCHE) Periodic Review Report (PRR) which is due on June 1, 2016.

- **Academic Affairs:** The VPAA and Associate Dean for Graduate Studies and Research will continue to review the graduate degree programs and implement restructuring plans. Emphasis will be on the PhD and PhD/OD programs.
- **Academic Affairs:** Begin implementation of the new Residency/Graduate Program with the first enrollee in the program scheduled to begin by Fall of 2015.
- **Academic Affairs:** Work with Clinical Affairs, faculty supervisors and the Faculty Development Committee, to develop an extensive and effective “New Faculty” orientation and mentorship program.
- **Academic Affairs & Clinical Affairs:** Work collaboratively to develop and begin implementation of expanded inter-professional education and patient care strategies for the benefit of our students and our patients.
- **University Eye Center:** The President will work with the UEC and College Community to successfully complete a search for the position of Executive Director.
- **University Eye Center:** Continue to review and optimize operational changes (consequent to the 2012-13 Zero-based review to improve operations) patient satisfaction and the quality of care.
- **University Eye Center:** Successfully implement the new NextGen EHR contract and practice management program by April 1, 2015.
- **Health Care Development:** Continue to expand relationships with key health care organizations in the New York metropolitan area in anticipation of health care reform and provide increased inter-professional clinical care opportunities for our students.
- **Health Care Development:** Work with System Administration and DOH to develop strategies that ensure the insurance inclusion protections embedded in the College’s 2010 carve-out bill transfer into the contemporary insurance programs associated with health care exchanges.
- **Student Affairs & International Programs:** Recruit a well-qualified, entering class of 100 for the fall, 2015 entering class.
- **Student Affairs & International Programs:** Develop an international program-specific strategic-positioning paper that is broadly endorsed by the College Community.
- **Student Affairs & International Programs:** Continue to develop CDC programming, with an emphasis on effectiveness and improved monitoring of outcomes.
- **Administration and Finance:** Continue efforts to meet system goals for MWBE utilization and Energy Conservation.
- **Information Technology:** IT will select, purchase and implement new communications software to replace First-Class.
- **Facilities Improvements:** The College will continue to move forward restoring areas of the college campus:
 - Plan, renegotiate and implement a new space use arrangement with System Administration, including the exchange of spaces on the 12th and 18th floors.
 - Begin construction on the ground floor project by January 2015.
 - Develop plan for re-use and occupancy of Basement Mezzanine –level.
 - Prepare for the reconstruction of Folsom Hall (206) with a currently projected start date of July 2015.
 - 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 Competencies for the Doctor of Optometry Program based upon previously developed “Core Clinical Experiences” (CCEs).
 - Based upon defined CCEs, review and redesign the 3rd & 4th year clinical education program and develop implementation strategies for AY 2014 -15 and beyond.
- Continue the implementation of the Graduate Certificate in Optometric Management Program MBA offered in collaboration with SUNY Empire State College with a goal of raising enrollment to 10 new matriculants per year.
- 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 prepare for the implementation of a combined MS/Residency and/or PhD/Residency with implementation scheduled for Fall 2015.

Faculty

- The VPAA working with Clinical Affairs, faculty supervisors and the Faculty Development Committee, develop and extensive and effective “New Faculty” orientation and mentorship program.
- The VPAA will work collaboratively with the VPCA to recruit faculty for anticipated upcoming full-time clinical faculty vacancies.
- Increase opportunities for research in the area of ocular physiology – basic, clinical and translational.

Scholarship and Research/Sponsored Activity

- The Associate Dean for Graduate Studies will work with the Research Council and faculty to develop action strategies and begin implementing the research elements of the strategic plan, including:
 - Continued development of the College’s clinical research capacity
 - Development and implementation of enhancements to our human subject policies and procedures, resulting in the attainment of formal certification.
 - Completing the recruitment and hiring of a new Grants Manager.
- Work collaboratively with the VP for Administration and Finance on Research Foundation Operations Management.

3.0 The University Eye Center (UEC) & Health Care Development *(Dr. Soden)*

Health Care Development:

- Working with System Administration and DOH, develop strategies to ensure the insurance inclusion protections embedded in the College’s 2010 carve-out bill transfer into the contemporary insurance programs associated with health care exchanges.

- Investigate and establish expanded relationships with key health care organizations in the New York metropolitan area in anticipation of providing increased inter-professional team-based clinical care opportunities for our students.
- Work with providers and insurance plans to position the UEC so as to maximize access to patient populations throughout the NY metropolitan area.

University Eye Center:

- The President will work with the UEC and College Community to successfully complete a search for the position of Executive Director.
- Successfully implement the new NextGen EHR contract and practice management program by April 1, 2015.
- Continue to review and optimize operational changes consequent to the 2012-13 review to improve operations, patient satisfaction and the quality of care.
 - Continue to pursue the increased use of ‘assistants’ and support staff to improve the quality and efficiency of patient care.
 - Conduct a comprehensive review of Social Work and Nursing functions and implement changes as needed to improve patient care and educational programming (in consultation with the CEC).
- Operationalize the “Marco Practice of the Future” module within primary care and establish initial parameters for testing new technology, staffing and educational alternatives.
- Successfully complete the search for Chief of Primary Care, coordinating if possible with the concurrent search for an Executive Director.
- Continue to operationalize policies and procedures to enhance the development of clinical research.
- Work with the Associate Dean for Research and the Director of the CVRC to improve patient recruitment for clinical trials.
- Working with Legal Counsel complete planning for the ongoing operation of the Laser Center.
- 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 anticipated full-time faculty vacancies, working in cooperation with the VPAA. Searches will be national in scope.
- Continue to 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.
- 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

- Continue 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.

- Continue efforts to facilitate student engagement in professional organizations while protecting the importance of the academic and clinical responsibilities.
- Continue to enhance Career Development Center programming, including with an emphasis on assessing and increasing the effectiveness of established programs.
- Provide additional learning opportunities (including electives) for students to develop personal and professional competencies important to their long term success.

Admissions

- Recruit a well-qualified, entering class of 100 Doctor of Optometry program students in the fall, 2015.
- Fully implement the WebAdmit – a new web-based electronic application processing and management system.
- Enhance recruitment efforts by:
 - Hosting a second 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 53% to 58%.

International Programs:

- Develop an international program-specific strategic-positioning paper that is broadly endorsed by the College Community.
- Work with Academic Affairs to pilot advanced standing program with the Wenzhou Medical College for two students enrolled in the WMU MD program starting in the fall of 2015.
- Explore and implement if appropriate short-term training program for WMU students in the summer of 2015.
- Working with the University of KwaZulu-Natal (UKZN) teach Therapeutics Education course to South African Optometrists.
- Working with the Director of Externships, explore clinical rotation potential in South Africa in collaboration with the UKZN.
- Continue to refine the Mission, Goals and Objectives of the Confucius Institute.

Financial Aid

- Continue efforts to maintain tuition and fees that are competitive with other schools and colleges of optometry.
- Develop and implement expanded financial aid counseling programs to help students limit their indebtedness levels at the time of graduation.

Diversity

- Complete and submit a new 5-year grant proposal for the continuation of the College's C-Step Program.
- The Office of Minority Enrichment will articulate a mission, vision, advisory group, specialized programming and services geared toward assuring the success of students with diverse

backgrounds.

5.0 Administration and Finance (*Mr. Bowers*)

- Continue to work collaboratively with System Administration and campuses system-wide to look for administrative efficiencies and improve program performance through inter-campus collaborations.

Business Affairs

- Continue to work to achieve or exceed SUNY goals for MWBE utilization.
- 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.
- With the Associate Dean for Graduate Studies and Research, work collaboratively with the ADGSR to provide the requisite support for research-related activities.

Human Resources

- Assure the effective implementation of and compliance with recent changes in federal, state & system policy, including: 1) Employment of Veterans and Disabled Veterans, 2) the Violence Against Woman Act, 3) Cleary Act, 4) Title IX and 5)
- Continue to assure that the College is in compliance with appropriate federal and state policies and procedures.
- Continue to work on a review of class descriptions for optometric technician and optician.
- Review and reconsider the adoption of the SUNY on-line time sheet system.

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.
- Upgrade to Moodle 2.x to expand its capabilities.
- Upgrade Jenzabar EX to version 5.x, including updated JICS Portal.
- Develop strategy to enhance in-building wireless network to improve cellular reception throughout the building.
- Work with the Director of Communications to continually upgrade the UEC and College websites.

Management Services:

- *Engineering* – Continuing the implementation of action step in response to Executive Order 88 to reduce the average EUI across SUNY System by 20% by 2020.
- *Environmental Health & Safety* – Ensure the College remains in compliance with all state and federal regulations.

- *Environmental Health & Safety* – Update website to include all current policies and develop a new Sustainability and Energy Conservation page in support of EO88.
- *University Police* – Focus on enhancing professionalism and the development of a service-oriented philosophy at security checkpoints.
- *University Police* – Maintain security standards throughout the renovation of the lobby renovation project.
- *Housekeeping* – Continue to utilize new software for computerized work-order system to improve communication and responsiveness and implement floor inspection checklist system.

6.0 Institutional Development (*Ms. Warwick*)

- *“The Vision & The Promise: Campaign for the SUNY College of Optometry”* will be completed and a five-year, post-campaign, strategic plan for Institutional Advancement will be developed.
- Increase fundraising totals and percentage of participation by alumni to 20%.
- Operationalize the California Chapter of the Alumni Association.

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

- The College will initiate plans for the development of its Middle States Commission on Higher Education (MSCHE) Periodic Review Report (PRR) which is due on June 1, 2016.
- Working with the IRPC and VPs, continue to 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.

8.0 Communications (*Mr. Houle*)

- Develop and execute a comprehensive, ongoing, digital media advertising strategy for the UEC that can be carefully tracked, monitored and adjusted as necessary.
- Continue to expand the social media profile of the UEC increasing visibility to all constituents, but in particular prospective patient populations.
- Increase the number of unique visitors to the website by at least 20% and increase the number of unique news section page views by 60%.
- Expand the number of “earned” communications by engaging in a minimum of monthly direct outreach to non-optometric, science and health journalists at a variety of media outlets.

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