

## MEMORANDUM

### Institutional Goals -2016/2017-

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 for the 2016 – 2017 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: *A Legacy of Leadership*. The goals shared here are supplemental to that plan and represent specific tactical priorities that are established for the year.

It is also important to note, that these goals have also been designed to support the College Performance Improvement Plan (PIP) which aligns our strategic plan's priorities with the system-wide goals of SUNY Excels. The College Performance Plan is on our website and was approved by SUNY System Administration last December.

#### Key Reference Documents:

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

*SUNY College of Optometry – Institutional Assessment Plan*

*SUNY Excels 2015 Performance Improvement Program:*

[http://sunyopt.edu/pdfs/about/SUNY\\_Excels\\_Performance\\_Improvement\\_Plan.pdf](http://sunyopt.edu/pdfs/about/SUNY_Excels_Performance_Improvement_Plan.pdf)

*Key Metrics - [http://www.sunyopt.edu/offices/institutional\\_research/factbook](http://www.sunyopt.edu/offices/institutional_research/factbook)*

### 1.0 Goals with College-wide Impact:

- **Strategic Planning:** Continue to implementation of the 5-Year Strategic Plan 2013 – 2018, using the College's Assessment Plan to monitor progress.
- **Strategic Planning:** To further integrate the College's Excels 2015 Performance Improvement Plan (PIP) into the College's strategic planning and assessment processes.
- **Diversity and Inclusion:** Complete the development of its Diversity and Inclusion Plan in concert with the SUNY-wide initiative.
- **Enrollment Management:** Continue making educational and clinical program adjustments as the Enrollment Management plan is fully implemented with the class enrolling in the Fall of 2017.
- **Academic Affairs:** Complete the library upgrade/renovation plan and initiate implementation strategy.
- **Academic Affairs:** Continue to develop the curriculum to accommodate the expansion of IPE and IPP within the doctor of optometry's didactic and clinical programs.
- **Academic Affairs & Student Affairs:** Collaborate to provide enhanced support services, particularly for those experiencing clinical or academic difficulty.
- **Academic Affairs (Research)** – Bring to a successful conclusion the AAHRPP Accreditation process for our human subject research policies and procedures (IRB).
- **University Eye Center:** Complete the implementation of the NextGen patient portal and Health Information Exchange.

- **University Eye Center:** Work with the director of communications to redesign the UEC website to focus on the patient interface and accommodate the NextGen patient portal.
- **University Eye Center:** Improve work force engagement and faculty/staff development.
- **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.
- **Student Affairs & International Programs:** Recruit a well-qualified, entering class of 100 for the fall 2017 entering class, expanding applications by 5% and maintaining a yield of >60%.
- **Student Affairs & International Programs:** Increase student satisfaction with pre- and post-admissions processes related to financial aid and the search for housing.
- **Student Affairs & International Programs:** Collaborate with Academic Affairs to provide enhanced support services, particularly for those experiencing clinical and academic difficulty.
- **Communications:** Develop and initiate a comprehensive 3-year communications strategy to meet the needs of the College and its programs.
- **Resource Development:** Expand annual giving and prepare the foundation for the College's 50<sup>th</sup> Anniversary Campaign.
- **Information Technology:** Research, evaluate and implement new campus-wide electronic email, calendaring and scheduling system by June 1, 2017. (Replace FirstClass)
- **Information Technology & Media Services:** Upgrade A/V technologies in the Schwarz Theater and update existing technology in Room 222 and the 3<sup>rd</sup> floor Center for Student Life.
- **Facilities Improvements:** Continue to move forward restoring areas of the college campus:
  - Complete the design for the lower lobby level Teaching Laboratory Center with construction anticipated in early 2017.
  - Complete the design (consultant selected) for 7<sup>th</sup> floor area.
  - Complete the construction of two "prototype" examination rooms as concept for later renovations of UEC.
  - Initiate the design of the 10<sup>th</sup> floor project (records room) for Pediatric Care Unit funded by SUNY Excels Expanded Investment and Improvement Fund.
  - Continue Phase 1 of the mechanical systems upgrade project (SUCF 41060).

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

### Education

- Continue the expansion of the Graduate Certificate in Optometric Management Program/MBA offered in collaboration with SUNY Empire State College to meet the enrollment goals established in the College Performance Improvement Plan (PIP).
- Continue to develop the curriculum to accommodate an expansion of Inter-Professional Education (IPE) and Collaborative Practice (CP) with the optometry didactic and clinical education programs.
- Assess and develop curriculum model to insure graduates fully meet licensure requirements for expanded scope of practice laws (KY, LA, OK).
- Work towards the expansion of residency slots as called for in the College Strategic Plan and PIP.
- Develop and implement a new Continuing Professional Education business plan to reflect the changing CPE environment and to ensure financial sustainability.
- Implement the new student advising program designed in 2015-16 (including clinical remediation).
- Continue to implement a formal system for the periodic site visits and reviews of externship sites that meets the requirements of recently approved ACOE standards.

- Formalize the goals and objectives for the Advanced-Standing Program and develop standard operating procedures for the program (once approved – update the College’s website regarding this program).
- Collaborate with the VPFA and SUCF to complete the lower lobby design and bid documents in preparation for construction.
- Complete the library upgrade/renovation plan and initiate implementation strategy.

#### Faculty

- Work with Clinical Administration, faculty supervisors and the Faculty Development Committee to continue development of the “New Faculty” orientation and mentorship programs.
- Work to expand and enhance the impact of faculty development programs to the broader faculty community through workshops, retreats and mentorship.
- Work with faculty to improve the clinical faculty student evaluation process.
- Complete the search for a tenure-track faculty position in cell and molecular ocular physiology.
- Work collaboratively with the VPCA to recruit faculty for anticipated upcoming full-time clinical faculty vacancies.

#### Scholarship and Research/Sponsored Activity

- The Associate Dean for Graduate Studies will continue to work with the Research Council and faculty to implement the research elements of the strategic plan, including:
  - Continued development of the College’s clinical research capacity.
  - Completion of the AAHRPP Accreditation process – (certification of our human subject policies and procedures (IRB)).
  - Initiate a faculty search for clinician scientist(s) with demonstrated research experience.
  - Implementation of residency/graduate degree program and preparation for accreditation site visit from ACOE.
  - Continue growth of extramural funding in an effort to achieve PIP goal of \$4.25M by 2020.

### **3.0 Health Care Development (Dr. Soden) - reviewed**

- Further develop relationships within health care on the State and local levels to position the College for anticipated changes associated with the affordable care act.
- Continue to solidify and expand relationships with key health care organizations in the New York metropolitan area and in anticipation of providing increased inter-professional team-based clinical care opportunities for our students.
- Explore the engagement of the UEC within developing ACOs in the New York metro area.
- To further develop our role within the Medicaid Redesign (DRSIP) landscape to strengthen our existing positions within Performing Provider System (PPS).
- Provide support to the UEC by working with providers and insurance plans to maximize access to the UEC for patient populations throughout the NY metropolitan area.
- Assist and support UEC participation in the emerging value-based payment systems within Medicaid, Medicare and the commercial carriers.

### **4.0 University Eye Center (Ms. Martinez-Gonzalez)**

#### General:

- Implement Patient Portal and Health Information Exchange.

- Collaborate with the Director of Communications, redesign the UEC website to focus on the patient inter-face and accommodate the NextGen patient portal.
- Continue to invest in capital facility improvements and equipment
- Enhance the effective use of quality assurance programs to improve the quality of care delivered and ensure compliance with the Quality Reporting Programs (PQRS, Meaningful Use & MIPS).
- Improve workforce engagement and faculty/staff development
- Create dashboards of key performance indicators and promote strategic management at all levels of the organization.
- Complete the search process and appoint a new Chief of Primary Care
- Working with Stony Brook University MSW program, transition into a collaborative practice model of social work within the UEC.
- Continue to work toward the advancement of clinical vision research engagement within the UEC.

Advanced Care:

- Re-examine and develop business strategy to improve and expand patient care and increase referrals.
- Review and develop of clinical guidelines for the treatment of dry eye and ocular surface disease.
- Develop and implement pilot program for providing telehealth services linked to the care of the diabetic patient.

Vision Rehabilitation:

- Expand head trauma services to serve the pediatric population.
- Initiate and complete a faculty search in the areas of low vision and head trauma.

Primary Care:

- Assess and improve care delivery process.
- Expand and integrate the use of ancillary personnel into the patient care process.
- Complete design study for the renovation of the south side of the 7<sup>th</sup> floor. (patient waiting, intake, administration and optical).
- Complete program and design study for the build out of a new pediatric unit to be located on the 10<sup>th</sup> floor (current record room).

## **5.0 Student Affairs & International Programs (Dr. Albieri)**

Student Life

- Continue to assess and enhance the quality of community life for all college constituents and establishing a more vibrant community.
- Further develop the goal of an ongoing orientation program.
- Work with the Student Council to create and publish a Student Club Handbook.
- Conduct an orientation program for club leadership and faculty advisors.
- Improve communications with students through the development of a Student Council Communications Coordinator (student).

Career Development:

- Create a CDC Facebook Group to market events, publish trends and discussion critical issues relevant to health care and optometry.
- Create and publish a comprehensive guide for cover letter and resume writing, and winning the interview; and make it available through podcasts/webinars.

- Build on efforts which created the umbrella group (BASS - Boards of AOSA and State Societies) to produce unified and meaningful programming around student engagement with profession-based organizations.

#### Admissions

- Recruit a well-qualified, entering class of 100 Doctor of Optometry program students for the fall, 2017; Continue to expand applications and maintain a yield above 60%.
- Enhance recruitment efforts by:
  - Expanding recently launched digital marketing campaign (in collaboration with the Director of Communications) targeting prospective students from upstate, NY and CT.
  - Expanding efforts with high yield campuses with an emphasis on Upstate New York.

#### Education:

- Collaborate with Academic Affairs on the implementation of a concerted effort to support students throughout the 4-years of the professional program, particularly those having academic and clinical difficulties.

#### International Programs:

- Work with the Office of Continuing Professional Education to facilitate the successful implementation of the South Africa clinical rotation program.
- Follow-up as appropriate on the advisement of Arab American University and define future steps taking into consideration geopolitical complexities.

#### Financial Aid

- Study the feasibility of implementing a system that allows students to sign their award letter electronically.
- Improve incoming student satisfaction with the financial aid information session during interview day.

#### Housing

- Improve student satisfaction with the housing search process.

#### Registrar

- Implement e-transcripts: Identify potential vendors and solutions in the market place, review options and provide recommendation for action

#### Diversity

- Develop a Diversity, Equity and Inclusion master plan, in coordination with Human Resources and with input from the College community, in alignment with the SUNY Board of Trustee' Diversity, Equity and Inclusion Policy and the SUNY Excels Program.

### **6.0 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.
- Complete the integration and use of the Business Intelligence system and phase out of the Smart System by System Admin.

- Expand the use of the P-Card System with appropriate monitoring systems.
- Expand web-based services for automating routine procedures and policies.

#### Human Resources

- Work the College's Chief Diversity Officer to complete and implement the College's Diversity & Inclusion Plan. And in parallel complete a new Affirmative Action/Diversity Plan with advisement from the consulting firm Outsolve.
- Examine and consider the feasibility of using an online application system.
- Continue to assure that the College is in compliance with appropriate federal and state policies and procedures and all College employees complete required training programs.

#### Information Technology & Media Services

- Replace the campus-wide electronic mail, calendaring and scheduling system by June 1, 2016 (carried from last year)
- Continue to address information security needs, including conducting a 3<sup>rd</sup> party Enterprise/HIPAA risk assessment and obtaining cybersecurity breach insurance.
- Commence the upgrade/replacement of the Alcatel-Lucent data network infrastructure.
- Assist the Director of Communications with updating/refreshing the UEC and College websites as well as increase overall online communications and marketing of the college and UEC
- Continue to assist UEC in various clinical technology initiatives, including the continued implementation of the NextGen electronic health record, patient management and optical system
- Assist in the participation of the Healthix Health Information Exchange (HIE)
- Assist in the assessment and improvement of the clinical finance operation, including revenue cycle process
- Upgrade AV technologies in the Schwarz Theater and update existing AV technologies in Room 222 and 3<sup>rd</sup> floor Student Lounge.
- Upgrade existing Mediasite ML portable recorder for live events, conferences, commencements and on-the-go webcasting.
- Commence utilization of TurningPoint Cloud audience response system, upgrading from TurningPoint 5
- Work with the Office of Continuing Professional Education to establish a dedicated learning management system to assist expansion of continuing education offerings.

#### Management Services:

- *Engineering* – Continue the implementation of action steps in response to Executive Order 88 to reduce the average EUI across SUNY System.
- *Engineering* – Improve the operation of the building with an expansion of hours of coverage by plant engineers.
- *Environmental Health & Safety* – Ensure the College remains in compliance with all state and federal regulations.
- *University Police* – Develop systems that promote flexibility while maintaining an appropriate level of security following the completion of the lobby renovation project and the inclusion of the Neuberger Art Museum's Space 42.
- *Housekeeping* – Develop and implement a plan to maintain a high level of cleanliness for new lobby level with completion of construction and integrate into building-wide systems.
- *General* – Community satisfaction with services and reduce turnaround time on work orders.
- *General* – Seek cost savings in purchasing and mail services.

### **7.0 Institutional Development** *(Ms. Warwick)*

- Integrate the newly filled position of Associate VP for Alumni Affairs and Governmental Relations into the Office of Institutional Advancement.
- Expand annual giving and ultimately prepare the foundation for the College's 50<sup>th</sup> Anniversary Campaign in 2021.
- Continue efforts to develop and implement a plan which integrates the alumni activities and services within the OCNY Foundation.
- Achieve an annual fundraising total of \$1.5M and increase percentage of participation by alumni to 9%.
- Develop and improve controls on event costs and the coordination of corporate supported activities.
- Expand OCNY board membership and diversity by adding four new trustees.

### **8.0 Institutional Research and Planning** *(Dr. Schwartz)*

- Work with the IRPC and VPs to continue oversight of the implementation of the 2013 – 2018 Strategic Plan and the College's Institutional Assessment Plan.
- Work with the IRPC and VPs to begin planning for the review and formulation of a new Strategic Plan during the 2017-18 Academic Year.
- Begin the planning process for the formulation of the ACOE 2019 Accreditation Self-Study plan.
- Support the President in the preparation of the College's review of the SUNY Excels Performance Improvement Plan (PIP) and further development of its Access and Completion efforts.
- Continue to advance transparency through the publication of Key Performance Indicators on the College Website's IRP page.

### **9.0 Communications** *(Ms. Hopkins-Jenkins)*

- Develop and initiate a comprehensive 3-year communications strategy to meet the needs of the College and its programs.
- Develop and execute an ongoing, public relations and marketing strategy for the UEC that can be tracked, monitored and adjusted as necessary.
- Oversee the conceptualization and development of a new UEC website (<http://www.sunyopt.edu/uec>) that serves the needs of patients and incorporates the NextGen Patient Portal.
- Work in collaboration with Admissions to develop updated web-based strategies to support the recruitment and enrollment of highly qualified students.

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