



## MEMORANDUM

### Institutional Goals -2017/2018-

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 2017 – 2018 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. With the activity underway to develop our 2018 – 2023 Strategic Plan over the coming year, this year's institutional goals are target to support that process.

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.

#### Key Reference Documents:

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

<https://www.sunyopt.edu/about/strategic-plan>

*SUNY College of Optometry – Institutional Assessment Plan:*

<https://www.sunyopt.edu/offices/institutional-research/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:** Complete the development of the next 5-Year Strategic Plan 2018 – 2023 prior to June 30, 2018.
- **Diversity and Inclusion:** Continue the implementation of the College's Diversity and Inclusion Plan.
- **Institutional Research and Planning:** Work with the IRPC and VPs to begin development of the Institutional Self-Study for the ACOE Accreditation Review in the spring of 2019.
- **Academic Affairs:** Complete Phase 1 of the library upgrade/renovation plan and initiate implementation strategy for last two phases.
- **Academic Affairs:** Develop strategies for enhancing the teaching and learning of clinical reasoning skills throughout the curriculum, particularly the Clinical Optometry track, Integrative Seminar and the 3<sup>rd</sup> year optometric clinic.
- **Academic Affairs & Student Affairs:** Collaborate to provide enhanced support services, particularly for those experiencing clinical or academic difficulty, (implementation of new Academic Advising Program and Clinical Enhancement Program).

- **Academic Affairs (Research)** – Complete search for molecular biology researcher using grant award from the Empire Innovation Fund.
- **University Eye Center:** Complete the implementation and expanded use of the NextGen patient portal and Health Information Exchange.
- **University Eye Center:** Re-double efforts to recruit and onboard a new Chief of Primary Care.
- **University Eye Center:** Continue to enhance workforce engagement and faculty/staff development.
- **Health Care Development:** Continue to expand relationships with key health care organizations in the New York metropolitan and through which we provide increased inter-professional clinical care opportunities for our students in our externship program.
- **Student Affairs:** Recruit a well-qualified, entering class of 100 for the fall 2018 entering class, expanding applications by 5% and maintaining a yield of >60%.
- **International Programs:** Provide leadership and coordination of multi-institutional initiative (COORD 2.) to further develop optometry in China’s medical schools.
- **Communications:** Develop and initiate a comprehensive 3-year communications strategy to meet the ongoing needs of the College and its programs.
- **Communications:** Working with IT and Media Services oversee the conceptualization and development of a new, ADA-compliant College website.
- **Institutional Advancement (President’s Office):** Successfully complete the search for new V.P. for Institutional Advancement by June 2018.
- **Institutional Advancement:** Successfully complete the \$1.0M “Our Vision for Children” campaign by June 30, 2018.
- **Institutional Advancement:** Complete the merger of the OCNY foundation with the Alumni Association.
- **Alumni Affairs & Student Affairs:** Collaborate on the implementation of the Graduway platform to increase alumni & student engagement.
- **Information Technology & Media Services:** Continue to insure compliance of mandated federal/state/SUNY requirements related to information security needs, including completion of a 3<sup>rd</sup> party Enterprise/HIPAA risk assessment.
- **Information Technology & Media Services:** Continue to manage the Clinical IT resources to meet the ongoing and expanding needs of the UEC, including HIE implementation, Patient Portal functionality, 5.9/KBM Upgrade, compliance requirements, and integration of the Referral System with Next Gen (among others).
- **Facilities Improvements:** Continue to move forward restoring areas of the college campus:
  - Completion of Phase 1 of the library renovation project.
  - Complete the design and bid documents for the lower lobby level Teaching Laboratory Center (with SUCF funding secured, construction anticipated in mid-2018).
  - Complete the design and bid documents for 7<sup>th</sup> floor area.
  - Complete the design and bid documents for the 10<sup>th</sup> floor for Pediatric Care Unit with a targeted start date in AY 2018-19
  - Implementation of Phase 2 of the mechanical systems upgrade project.

Note: College-wide goals may be duplicated in the individual section below, these are presented in dark blue it indicate the dual status and college-wide implications..

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

### Education

- Develop strategies for enhancing the teaching and learning of clinical reasoning skills throughout the curriculum, particularly the Clinical Optometry track, Integrative Seminar and the 3<sup>rd</sup> year optometric clinic.
- Implement the new Academic Advising program.
- Monitor and assess new clinical remediation/enhancement program.
- Development of summer sessions as options for first and second year students.
- Implementation of the new ExamSoft application.
- Conduct curriculum review beginning with selected tracks using, chairs, curriculum committee, and external reviewers
- Assess recent changes in the Clinical Optometry Track as related to Advanced Procedures workshops
- Complete the transition of Externship Directors with an emphasis on:
  - Review of affiliation agreements
  - Meeting ACOE standards for externships in terms of site selection monitoring, and assessment
  - Implementing learning objectives that enhance externship student experience
  - Increasing IPE and CP opportunities
- Residencies:
  - Complete the accreditation process for the new Residency-Graduate program
  - Develop policies and expectations for selection and review of external residencies
  - Examine and improve self-study preparation process
  - Improve communication and process with UEC regarding resident assignments
- Implement a new Continuing Professional Education business plan to reflect the changing CPE environment and to ensure financial sustainability.
- Update the College's website regarding the Advanced Standing International program.
- Complete the library upgrade/renovation plan and initiate implementation strategy for last two phases
- Collaborate with the VPFA and SUCF to complete the lower lobby design and bid documents in preparation for construction (projected start FY 2019).

#### Faculty

- Conduct and complete faculty searches for:
  - Molecular Biology Researcher
  - Clinician Scientist(s)
  - Clinical Faculty in PC, Pediatrics and Vision Rehabilitation
- Reexamine the procedures for assigning faculty primary and secondary appointments to the academic departments and clinical services in order to enhance opportunities for faculty guidance and development.
- Work with faculty (through CPQ and FEC) to improve faculty review process (explore digital systems for faculty assessment and record keeping).
- Review results of COACHE survey and develop action plans with faculty input (initially through local COACHE team, FEC and Faculty Development)
- Continue to expand the College's faculty development efforts with workshops and team building
- Perform faculty salary analysis (in collaboration with the President).

#### Scholarship and Research/Sponsored Activity

- The Associate Dean for Graduate Studies will continue to work with the Research Council and faculty:
  - Continued development of the College's clinical research capacity.

- Explore the seeking accreditation for the College's Institutional Animal Care and Use Committee, (IACUC).
- Complete the ACOE accreditation process for the new Residency-Graduate program.
- Continue growth of extramural funding in an effort to achieve PIP goal of \$4.25M by 2020.

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

##### General:

- Expand the use of the UEC Patient Portal
- Implement UEC participation with the Health Information Exchange (HIE).
- Collaborate with the Director of Communications to complete the redesign of the UEC website to focus on the patient inter-face and patient experience.
- Continue to invest in capital facility improvements and equipment
  - Complete design and bid documents for 10<sup>th</sup> Floor Center for Pediatric Eye Care.
  - Complete design and bid documents for 7<sup>th</sup> Floor.
- 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).
- Continue to enhance workforce engagement and faculty/staff development
- Implement dashboards of key performance indicators (KPIs) and promote strategic management at all levels of the organization.
- Re-double efforts to complete the search process and appoint a new Chief of Primary Care
- Initiate the development of concept papers to pursue grant opportunities in collaboration with Institutional Advancement.

##### Advanced Care:

- Improve access to services for AC patients particularly in the areas of dry eye, retina and glaucoma.
- Implement Telehealth initiative to remotely evaluate the retinal health of diabetic patients.
- Review the billing and coding for contact lens patients to enhance the educational experience of students and increase clinical revenues.
- Create a centralized imaging center on the 6<sup>th</sup> floor to optimize the use of clinical technologies/staff and expand services.

##### Vision Rehabilitation:

- Continue the active recruitment of faculty in the areas of low vision and head trauma.
- Improve the physical infrastructure of the Vision Rehabilitation Service.
- Examine the feasibility of expanding services to include care for patients with vestibular dysfunction.
- Expand research activities within the service and in collaboration with other disciplines.

##### Primary Care:

- Enhance the patient experience.
- Continue efforts to improve the operational efficiency of the service and enhance faculty/staff communication.
- Assess and improve the optometric examination process using new technologies, ancillary staff and evidence-based practice.
- Work with the Certified Professional Coder to identify and correct issues regarding medical coding.

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

- 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.
- Further develop our role within the Medicaid Redesign (DRSIP) landscape to strengthen our exiting 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.
- Continue to assist and support UEC participation in the emerging value-based payment systems within Medicaid, Medicare and the commercial carriers.

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

### Student Life

- Continue to develop the Academic, Clinical and Professional Excellence Initiative and the five pillars of wellbeing (purpose, social, community, financial physical) through program content that encourages student growth in these areas.
- Continue to assess and enhance the quality of community life for all college constituents and establishing a more vibrant community.
- Foster collaborations that promote student learning and development such as with Academic Affairs and the new Academic Advising Program.

### Career Development:

- Collaborate with Alumni Affairs to build, brand and launch the new Graduway platform.
- Reassess and rebrand the Family of Mentors program.
- Explore and develop for consideration the concept of individualized portfolio development as it supports career development and planning.
- 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. Explore the establishment of a “State Society Day”.

### Admissions

- Recruit a well-qualified, entering class of 100 Doctor of Optometry program students for the fall, 2018: Expand the number applications by 5% and maintain a yield above 60%.
- Improve on the use of the interview as a meaningful element in the admissions process while emphasizing the attributes of leadership, communication and reflection.
- Enhance recruitment efforts by:
  - Expanding recently launched digital marketing strategies
  - Assessing and improving the new Opt-In initiative for accepted students.
  - Increase ease of matriculation through expanding online access to services (e.g. electronic deposits, form automation, etc.)
  - Beta test the virtual concept live streaming “Tour SUNY Tuesdays” and assess its effective for broader adoption.

Diversity

- Continue implementation of the College's Diversity, Equity and Inclusion Master Plan.
- Reinvigorate the IDEA and Explore campaigns by targeting URM serving institutions.
- Continue to build on successful CSTEP efforts and promote the program to other colleges.
- Further engage NOSA in CSTEP functions.

Financial Aid

- Improve programming in an effort to keep the debt of graduates from SUNY Optometry below the national average for the profession.
- To successfully implement and manage a web-based system for awarding, processing and disbursing Financial Aid that best serves students and complies with federal regulations.

Housing

- Continue efforts to improve student satisfaction with the housing search process.

Registrar

- Develop a FERPA training program for faculty.
- Increase the automation of forms and expand the use of Jenzabar's document management system.

International Programs:

- Provide leadership and coordination for the COORD 2.0 initiative to further develop optometry programs in China.
- Continue to support and further develop ongoing programs in China, South Africa, France & Nigeria.
- Follow-up as appropriate on the advisement of Arab American University and define future steps to support the development of their doctor of optometry degree program.

**6.0 Administration and Finance (Mr. Bowers)**Business Affairs

- Continue the use 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.
- Continue efforts to increase utilization of MWBE and Service Disabled Veterans Operating Businesses through staff education and assistance with finding vendors who are certified.
- Increase procurements from preferred sources and vendors on State contracts through utilization of existing electronic ordering capabilities.
- Continue to expand the use of the University's electronic financial management system by students.
- Increase employee compliance with procurement and travel guidelines through education & training.
- Enhance monthly reporting and reconciliation for OCNY Foundation accounts and fundraising programs (to include income and expense for "Our Vision for Children" Campaign).

Human Resources

- Complete the construction and training for the implementation of our on-line job application program with anticipated go-live date of September 2017.
- Work with the IT, Director of Communications and SUNY legal counsel to remediate any issues and insure the College's website is in full compliance with ADA requirements and meets the expectations of the US Office of Civil Rights.

- Insure the College's employment application process is in compliance with Executive Order (EO) 161 regarding which questions may not be asked.
- At such time as CSEA and UUP ratify new agreements, oversee the implementation of any new pay increases or new provisions.
- 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

- Continue to insure compliance of mandated federal/state/SUNY requirements related to information security needs, including completion of a 3<sup>rd</sup> party Enterprise/HIPAA risk assessment.
- Upgrade/replacement of the Alcatel-Lucent data network infrastructure.
- Commence discussion with Alcatel-Lucent regarding upgrades to phone system/call center.
- Continue to assess, research and implement new technologies to enhance teaching and learning.
- 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 manage the Clinical IT resources to meet the ongoing and expanding needs of the UEC, including HEI implementation, Patient Portal functionality, 5.9/KBM Upgrade, compliance requirements, and integration of the Referral System with Next Gen (among others).
- Continue to expand university capabilities using technology, including multi-media, desktop technologies and audiovisual tools.
- Upgrade AV technologies in the Haffner Board Room, Folsom Conf. Room, Room 222 and 3<sup>rd</sup> floor Student Lounge.
- Work with Office of Communication to implement digital signage in the lobby.
- Upgrade computers in IT Training Center/Library Computer Labs
- Upgrade Jenzabar EX Student Information System
- 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* – Reduce the use of disposable water bottles building wide by installing bottle fillers on all water fountains.
- *Environmental Health & Safety* – Update emergency response booklet for the College community.
- *Environmental Health & Safety* – Complete the 2017 Annual Compliance Training using Moodle's learning management system.
- *University Police* – Training Programs; focus on professional development training for the members of staff and work with IT Department to develop a customized online training on Sexual Violence Prevention for SUNY Optometry Students
- *University Police* - Continue with updating UPD Standard Operating Procedures to bring them up to NYS Accreditation Standard and creating policies based on best practice.
- *Housekeeping* – Re-double efforts to enhance the overall cleanliness of the facility.
- *General* – Enhance Customer Service to SUNY's internal and customers.
- *General* – Track hours of overtime incurred for special events to recover costs.
- *General* – Ensure complete coverage for mail and duplicating services at all times.

***Additional Capital Construction:*** (Supplemental to those listed in Section 1.0)

- Expansion of Contact Lens Room on 8<sup>th</sup> floor to 3 station office
- Renovation of the 7<sup>th</sup> Floor Women's Room
- Minor Renovation of 6<sup>th</sup> Floor Imaging Center
- Renovation of Vision Therapy Room on 5<sup>th</sup> Floor.

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

- Support the President as needed as he oversees the search for the new V.P. for Institutional Advancement.
- Successfully complete the \$1M "Our Vision for Children" Campaign by June 30, 2018.
- Expand annual giving and ultimately prepare the foundation for the College's 50<sup>th</sup> Anniversary Campaign in 2021.
- Enhance the stewardship program as it relates to pre- and post-Gala activities.
- Complete the merger and integration of the OCNY and the Alumni Association.
- Implement the Graduway platform for alumni and students (in cooperation with the Career Development Center).
- Expand OCNY board membership and diversity.

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

- Strategic Planning: Work with the College community to provide oversight for the development of the next 5-Year Strategic Plan 2018 – 2023 prior to June 30, 2018.
- Work with the IRPC and VPs to begin development of the Institutional Self-Study for the ACOE Accreditation Review in the spring of 2019.
- Work with the IRPC and VPs to review and assess the progress of the 2013 – 2018 Strategic Plan.
- Continue to advance transparency through the publication of Key Performance Indicators on the College Website's IRP page.
- Conduct a faculty salary analysis comparing the college's salary profile with other optometry programs, SUNY institutions, and other optometrists (nationally and in the NY area).

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

- Develop and initiate a comprehensive three-year communications strategy to meet the needs of the College and its programs.
- Develop and execute an ongoing targeted marketing strategy for University Eye Center and its specialty clinics that may be tracked, monitored, and adjusted, as necessary.
- Develop and execute an ongoing public relations and content strategy to highlight the College's research.
- Develop collateral and messaging to support Institutional Advancement's efforts to actively engage College alumni and secure major gifts, including Our Vision for Children campaign.
- Oversee the conceptualization and development of a new, ADA-compliant College website ([www.sunyopt.edu](http://www.sunyopt.edu))

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