



Institutional Goals -2008/09-

I have once again asked each member of the President's Council to develop a set of goals and objectives for the 2008 – 2009 academic year. And as I did last 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. Because of the length and detail of the goals and objectives, I have not listed them all, but have included those that may be of the greatest interest to the community. You will note that the link to the strategic planning effort is prominent and indeed all members of the community will be involved in the success of our strategic goals.

Reference Documents:

*State University of New York – Mission II Review: Memorandum of Understanding
SUNY State College of Optometry –5-Year Strategic Plan 2008 - 2013*

1.0 College-Wide Goals:

- **Strategic Planning:** The SUNY State College of Optometry will begin implementation of the recently completed 5-Year Strategic Plan 2008 - 2013. Implementation will include the development of business plans for several new initiatives including:
 - Center for Career Development
 - Center for Clinical Research
 - Center for International Studies
 - Feasibility Study exploring options for an MBA in Eye and Health Care Business
- **Resource Development:** The College, through its Foundation will initiate a major gifts campaign.
- **Institutional Research:** The College will develop and implement a comprehensive institutional research effort which reflects the objectives of the strategic plan.
- **Student Affairs:** The succession plan for the position of Vice-President for Student Affairs will be completed and a new VPSA will be in place by July 1, 2009.
- **University Optometric Center:** As a part of the strategic plan, the transition to a new name for the UOC will be fully in place by July 1, 2009.
- **Facilities:** The College will continue to move forward restoring areas of the college campus as previously communicated by Mr. Bowers.
 - The campus elevator project will be completed.
 - Completion of design and bid plans for 2nd and 3rd floors, schedule for construction. Initiate 1st floor construction.
 - Plans for Clinic improvements will be developed.

2.0 Academic Affairs

(Dr. Troilo)

- The VPAA will work with the Dean's Council (and others) to develop implementation strategies for those aspects of the College's Strategic Plan that pertain to the College's educational and research programs.
- The VPAA will initiate a review of the overall administrative structure of Academic Affairs and will make recommendations to the President regarding changes needed to support our strategic priorities.

Education

- The VPAA will continue the development and implementation of the new Professional degree curriculum, coordinating closely with Clinical Affairs.
- The Associate Dean for Graduate Studies and Research will continue the ongoing review and implementation of changes relative to graduate research education programs.
- The Director of Residency Programs, working with the VPAA and the VPCA will assess our current residency programs and will develop strategies to meet the expansion goals of the Strategic Plan.

Faculty

- The VPAA will work with the Committee on Professional Qualifications (CPQ), among others, to initiate a comprehensive review of the College's appointment, promotion and tenure policies with the expressed aim of increasing clarity and understanding among faculty of the criteria and types of evidence required for appointment and promotion.
- The VPAA will work with the VPCA to continue the development & implementation of the "Primary Supervisor" model.
- The VPAA will work with the Faculty Development Committee to develop programs and strategies which support individual faculty in their career path and which increase the retention of full-time faculty.
- The VPAA will work with the President, (and others as appropriate), to review and develop a multi-year strategy to address compensation concerns of faculty.
- Review and define the methods by which faculty work assignments are determined. This will be done with appropriate consultation and include issues such as preparation time, faculty development time, staffing of teaching laboratories, and administrative allocations.

Scholarship and Research/Sponsored Activity

- The administration in collaboration with the Research Council and the faculty will develop action strategies and begin implanting the research elements of the strategic plan.
 - During the 2008/09 AY, two faculty (research) positions will be defined and searches will be conducted in support of the strategic plan.
- The administration in collaboration with the Research Council will revise or develop new policies which serve to integrate clinical research into the overall management structure of the College's research efforts and assure policies are supportive of our strategic goals and objectives.

Information and Educational Resources:

- Continue to increase the effective use of library and educational technologies by all programs.

3.0 The University Optometric Center (UOC)

(Dr. Soden)

- Develop a UOC specific plan designed to achieve the goals of the Strategic Plan.
- Complete the change in name of the UOC in a manner that minimizes disruption to operations and patient care.
- In support of the strategic planning process implement changes within the UOC's organization, operations and needs including:
 - The functional structure of the UOC
 - Business operations with an emphasis on patient service
 - Delivery of care in support of the strategic growth goals
 - Coordinate hiring processes for clinical faculty with the V.P. for Academic Affairs to increase lead time and ensure searches are national in scope.
 - Establish procedures regarding budget development and allocation.
- Conclude the review of our EMR capabilities and initiate changes appropriate for the next five-years.

- Establish a replacement renewal process for clinical equipment which is responsive to new technologies, the future of the profession and the needs of the teaching program.
- Work in collaboration with Academic Affairs and the Department of Research to increase research efforts within and to enhance the scholarly impact of the UOC.
- Work in collaboration with the Director of Residency Programs (and others) to review each UOC-based residency (and the CL Fellowship) in regard to 1) patient census data; 2) supervisor ratios; and 3) the residency business model with an emphasis on financial support from external venues.
- Work in collaboration with Academic Affairs to review/develop guidelines for determining faculty assignments and faculty development opportunities.
- Coordinate with the VPAA/Dean to insure a smooth assimilation of the revised professional curriculum within the UOC.
- Participate in facilities planning process to ensure the UOC is prepared to meet emerging patient care demands and the expectations of a changing health care environment.

4.0 Student Affairs

(Dr. Johnston)

General

- Assist as needed in the search process for the position of Vice President of Student Affairs.
- Work with the Office of Institutional Research and Planning on the development of key metrics which reflect the objectives of the Strategic Plan.

Admissions

- Develop procedures with the Admissions Committee in preparation for the proposed implementation of the Centralized Application Process on July 15, 2009.
- Work with the Admissions Committee to adjust admissions criteria and process to reflect the goals and objectives of the Strategic Plan.
- Work with the Associate Dean of Graduate Studies and Research to insure graduate program policies and practices articulate with the professional degree program and comply with state and federal regulations.
- Continue the ongoing review of recruitment strategies to increase enrollment and enhance the quality of applicants to the graduate program.
- Work with the Dean, the Dean's Council, and the Curriculum Committee to facilitate the implementation of the revised curriculum of the O.D. degree program.

Student Life

- Work with the Vice President of Administration and the community to inform and advise in the development of the future build-out of the 2nd and 3rd floor space, (aka: Campus Center for Student Life and Learning).
- Assist the V.P. for Institutional Advancement to assist in the raising for scholarship funds as a part of the OCNYS Major Gifts Campaign.
- Continue to work with Student Council to enhance the quality of the student experience at the College.

Career Development

- Develop an initial business plan for the creation of a Center for Career Development as called for in the Strategic Plan.

5.0 Administration and Finance

(Mr. Bowers)

Business Affairs

- The fundamental goal is to provide the services of accounting, budgeting, procurement, payment, collections, and contracts for the College with services rendered in timely, reliable, efficient and customer friendly manner.

- Provide training to ensure business continuity and regulatory compliance; specific topics include procurement, travel, the use of systems and the security of the College's business operations.
- Roll out the web-based procurement process in order to process purchase orders more efficiently.
- The business office will develop quarterly reports for management that show an all-funds picture.
- Monitor budgets more closely to better navigate fiscal constraints emanating from the state budget.

Personnel Department

- Increase the visibility of the Personnel Office and employee access to information and policies on the College's website.
- Assure that all evaluations and performance program updates are current and occur annually.
- Implement any changes required by new contracts between the State of New York and Unions.

Information Technology

- Expand existing network bandwidth.
- Participate in the new curriculum development by providing technology tools that will enhance teaching and learning.
- Establish new IT Resource Training Center and provide opportunities for the community to enhance their skills and productivity.
- Re-establish IT Help Desk.
- Continue to enhance Jenzabar's JICS portal for current and prospective students.
- Establish standards for remote access functionality to the campus network.

Campus Services

- To provide the campus with cost effective and efficient telecommunication services: The Office of Campus Services will guide the implementation of the new telecommunications services contract that becomes effective in September 2008.
- Successful implementation of SUNY's new Property Control System.
- Continue the on-going work of the Internal Control Act Committee to ensure the requirements of the NYS Governmental Accountability, Audit and Internal Control Act are met.

Grant Administration:

- Develop a comprehensive set of research-related policies.
- Provide on-demand access to research/sponsored account information via the Research Foundation Portal.
- Continue to assist investigators with grant management support.

Management Services:

- *Engineering* – To have daily work preventive maintenance on computerized schedules.
- *Engineering* – To complete elevator renewal project, (SUCF # 41032).
- *Engineering* - To continue ground, 2nd, 3rd, and 3rd floor mezzanine projects, (SUCF 41049/41050)
- *Environmental Health & Safety* – To continue and improve online access to information (MSDS), Health and Safety training programs, and safety information.
- *Environment Health & Safety* – Ensure the College remains in compliance with all state and federal regulations.
- *University Police* – Develop and launch UPD web-page to provide the community with current safety and security information.
- *University Police* – Acquire and install new visitor management photo ID card system in concert with the ground floor renovation project.

- *Maintenance* – Continue effort to provide better cleaning and floor care to the clinic floors and classroom during the day.
- *Maintenance* – Continue to work on computerized work-order system to improve communication and responsiveness.
- *Maintenance* – Increase the percentage of “green” cleaning products from 35% to 50%.

6.0 Institutional Development

(Ms. Warwick)

- Develop campaign plan and case:
 - Establish long term operating structure in support of Strategic Plan
 - Conduct Feasibility Study
 - Assess Prospects
 - Complete Board Campaign
 - Increase Board membership by two
 - Establish metrics for the campaign
- Successfully meet FY 2009 fundraising objectives as set forth in the OCNYS budget.
- Develop an enhanced public relations program to increase the long term visibility of the College and the UOC.
- Design and publish an annual report for SUNY Optometry.
- Work with the VPCA to implement the name change of the UOC.

7.0 Institutional Research and Planning:

(Dr. Heiberger)

- Institutional Research: The SUNY College of Optometry will develop and implement a comprehensive institutional research plan which reflects the objectives of its strategic plan and will do so in such a manner that it is a part of the institutional culture.
 - Key indicators will be developed, measured and shared with the community.
 - A web-based display of key indicators will be implemented.
- The Institutional Research and Planning Committee will become operational, meeting on a regular basis to guide and advise on the institutional research plan, and the strategic allocation of resources.
- Dr. Heiberger will serve as project leader for international program development pursuing the objectives as delineated in the Strategic Plan
 - An international project team will be developed
 - A business plan for the creation of an international center will be developed and approved during the 2008-2009 academic year.
 - One additional international affiliation will be initiated.

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