



Institutional Goals -2009/010-

I have once again asked each member of the President's Council to develop a set of goals and objectives for the 2009 – 2010 academic year. And as I have the past two years, 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 continues to be prominent and indeed all members of the community will be involved in the success of our strategic goals. On October 7th at 12:15 pm, I will be holding a community-wide meeting and report on the progress of the strategic plan, "A Shared Vision".

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 continue the implementation of the 5-Year Strategic Plan 2008 - 2013.
- **Accreditation:** The College will prepare the Institutional Self-Study in anticipation of the joint accreditation visit of ACOE and MSCHE scheduled for spring 2011.
- **Resource Development:** The College, through its Foundation will implement its major gifts campaign.
- **Institutional Research:** A succession plan for the position of Director of Institutional Research will be completed and a new Director will be in place by July 1, 2010.
- **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, 2010.
- **University Eye Center:** The name change for the Clinic will be implemented in concert with a new public relations effort for the College.
- **Facilities:** The College will continue to move forward restoring areas of the college campus:
 - "Ground-breaking" for the ground level will occur in early 2010. The project will be completed within one year.
 - Construction bid process for 2nd and 3rd floors will be completed.
 - Research facilities improvements: Floors 16 and 17.
 - Plans for Clinic improvements will be developed and initiated.
 - Plans for the development of a Clinical Research Center will be completed.

2.0 Academic Affairs

(Dr. Troilo)

- The VPAA will continue to review of the administrative structure of Academic Affairs and will make recommendations to the President regarding changes needed to support our strategic priorities.
- Provide oversight to ensure the timely completion of the College's Self-Study.

Education

- The VPAA will continue the development and implementation of the new Professional degree curriculum, coordinating closely with Clinical Affairs.
 - Finalize 3rd year of the Doctor of Optometry Program
 - Develop plan for 4th year of the Doctor of Optometry Program
 - Develop plan for the offering of elective coursework
 - Continue development of a clinical skills assessment program
 - Implement new course management and evaluation systems: *Moodle & CourseEval*
- The Associate Dean for Graduate Studies and Research will continue the 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 through self-funding mechanisms.

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 continue to 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 implementing the research elements of the strategic plan.
 - Completion of G20 grant for facilities improvements
 - Development of inter-institutional collaboration among SUNY Academic Health Centers – The SUNY Eye Institute
 - Initiate development of Clinical Research Center
 - Test pilot program to encourage basic and clinical science collaboration.
- The administration in collaboration with the Research Council will continue to 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 Eye Center (UEC)

(Dr. Soden)

- Complete the change in name of the UEC in a manner that minimizes disruption to operations and patient care.

- In support of the strategic planning process implement changes within the UEC's organization, operations and needs including:
 - The functional structure of the UEC
 - Business operations with an emphasis on patient service
 - Delivery of care in support of the strategic growth goals
 - Expand Low Vision Service
 - Establish Imaging Center
 - Assess feasibility and development of Sports Vision Center if appropriate
 - Continue ongoing review of contracts and managed care practices.
 - Complete update of credentialing and privileging process
- Complete the contract for a new EHR and implement system in a manner that minimizes the disruption to operations.
- Implement 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 UEC.
- Work in collaboration with the Director of Residency Programs and VPAA to establish an economic model of expanding residency education, in a fiscal prudent manner.
- Work in collaboration with Academic Affairs to implement a coordinated process 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 UEC.
- Participate in facilities planning process to ensure the UEC 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

- Successfully implement the Centralized Application Process (OptomCAS).
- Continue to 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

- Continue to 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 OCNV 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. This plan will be advisory to the new VPSA.

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 business continuity and regulatory compliance;
- Work with Information Technology to provide students with online access to their financial records and bill payment.
- 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 and all-funds picture.
- Increase use of women and minority-owned enterprises.
- Monitor budgets frequently to navigate fiscal constraints emanating from the state budget.
- Train individuals on web procurement system so departmental managers can encumber travel funds.

Personnel Department

- Increase the visibility of the Personnel Office and employee access to current 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.
- Update all employee training in those areas required annually.
- Assist in the implementation of electronic time reporting system as required by SUNY System.
- Review and recommend policy on pre-employment background check.

Information Technology

- Participate in the new curriculum development by providing technology tools that will enhance teaching and learning.
- Complete construction of the new IT Video Conferencing and Training Center.
- Upgrade wireless networking infrastructure.
- Support the implementation of educational software programs including CourseEval, Turning Point and Moodle.
- Implement Jenzabar's JICS portal for current and prospective students.
- Establish standards for remote access functionality to the campus network.
- Upgrade software as appropriate; First Class, Windows 7 and Microsoft Office 2001/2010.
- Enhance and maintain System Security to insure compliance with Federal, State and SUNY requirements.

Campus Services

- To provide the campus with cost effective and efficient telecommunication services.
- Maintain SUNY's Property Control System to insure accuracy of inventory.
- 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 the research pages of the SUNY Optometry website for improved performance and impact.
- Train investigators on use of Research Foundation website to provide on-demand access to research/sponsored account information via the Research Foundation Portal.
- Continue to assist investigators with grant management support.
- Develop improved reporting database for use by administration and the College community to monitor strategic plan performance.

Management Services:

- *Engineering* – To have MP2 computerized daily work preventive maintenance program fully operational by the end of FY 2010.
- *Engineering* – Continue BMS Controls Project (SUCF #41051)
- *Engineering* – Complete Fire Alarm Project (SUCF #41034)
- *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.
- *Environment Health & Safety* – Reinforce Campus Recycling Program
- *University Police* – Develop and launch UPD web-page to provide the community with current safety and security information.
- *University Police* – Establish security program for the Lobby renovation project and manage the relocation of the security desk as plans delineate.
- *University Police* – Insure training and preparedness of campus security to fully address potential threats or exigencies.
- *Maintenance* – Continue effort to provide better cleaning and floor care to the clinic floors and classroom during the day.
- *Maintenance* – Fully implement computerized work-order system to improve communication and responsiveness.
- *Maintenance* –Only purchase “green” cleaning products in the future.

6.0 Institutional Development

(Ms. Warwick)

- Secure OCNY agreement for and implement fundraising campaign
 - Begin implementation campaign plan:
 - Assess Prospects
 - Increase Board membership by two
 - Implement metrics for campaign management
- Establish long-term operating structure in support of Strategic Plan
- Successfully meet FY 2010 fundraising objectives as set forth in the OCNY budget.
- Develop an enhanced public relations program to increase the long term visibility of the College and the UEC.
- Design and publish an annual report for SUNY Optometry.

7.0 Institutional Research and Planning:

(Dr. Heiberger)

- Institutional Research: A succession plan for the position of Director of Institutional Research will be completed and a new Director will be in place by July 1, 2010.
- Institutional Research: The SUNY College of Optometry 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 and available on the College's web-site.
- The Institutional Research and Planning Committee will become operational, meeting on a regular basis to guide and advise on the institutional research plan, topics of strategic importance, and the strategic allocation of resources.

8.0 International Programs:

(Dr. Heiberger)

- The business plan for the creation of an international center will be implemented during the 2009-2010 academic year.
- One additional international affiliation will be initiated
- An agreement with China for the implementation of the “Confucius Center will be completed.
- The Center of Excellence in Low Vision and Vision Rehabilitation in Wenzhou, China, will be operational and meet its periodic grant expectations by June 1, 2010.

Version: 09/14/09