

MEMORANDUM

Institutional Goals -2011/2012-

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 2011 – 2012 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. Highlighting these goals was suggested during last year's accreditation site visit.

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. I will be holding a community-wide meeting in November to report on the state of the College and the University, along with the progress of our 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

Key Metrics - <http://www.sunyopt.edu/about/factbook.shtml>

MSCHE/ACOE Site Visit Team Report: <http://www.sunyopt.edu/about/SUNY%20OD%20Report.pdf>

1.0 Goals with College-wide Impact:

- **Strategic Planning:** The SUNY State College of Optometry will continue the implementation of the 5-Year Strategic Plan 2008 – 2013, and the design process for a major review in 2012 – 2013 will be initiated by the Office of Institutional Research and Planning in cooperation with the IRP Committee.
- **SUNY Campus Alliance Networks:** Work collaboratively with System Administration and the Metro Region Campus Alliance Network initiative to look for administrative efficiencies and improved program performance through inter-campus collaborations.
- **Enrollment Management:** The College will develop plans for the first phase of enrollment expansion anticipating an entering class of 88 in the fall of 2012.
- **Resource Development:** "The Vision & The Promise: Campaign for the SUNY College of Optometry." The College, through its Foundation will launch the campus campaign, and the Alumni/Corporate Partners campaign. Campaign Goal - \$10M.
- **Institutional Advancement:** Launch and revise as needed the College's new website, and enhance our public relations programming.
- **Institutional Research:** The College will continue the development of its institutional assessment program with an emphasis on curriculum and post-graduate (alumni) success.

- **Academic Affairs:** Implement AA reorganization with a goal of having permanent Department Chair and Assoc. Dean for Research positions appointed by July 1, 2012.
- **Academic Affairs:** Will continue the development of the Clinical Research and the formation of the Clinical Research Center, with an emphasis on the hiring two new research faculty with translational and clinical research interests.
- **Master in Business Administration Program (MBA):** Develop and finalize plans to offer an MBA to students and practitioners as called for the Strategic Plan. (This will be coordinated between the President's Office and Academic Affairs.)
- **Student Affairs:** Establish the Center for Career Development using the business plan developed in 2010 - 2011. This will include appointment of a director and the development of preliminary programming.
- **University Eye Center:** Complete the implementation of the new Versa-Suite HER and practice management module.
- **University Eye Center:** Complete reorganization, including the hiring of a new Chief of Ocular Disease by July 1, 1012.
- **Master Planning:** In cooperation with the State University Construction Fund (SUCF), the College will finalize the Facilities Master Plan for the years 2013 – 2023.
- **Facilities Improvements:** The College will continue to move forward restoring areas of the college campus:
 - Complete construction and occupy the new Center for Student Life and Learning on the 3rd and 3M floors in the spring of 2012. Begin construction on 2nd Floor immediately thereafter.
 - Bid documents for the renovation of the ground level will be completed with construction scheduled to follow completion of the Student Center for Life and Learning.
 - Biological research facilities improvements on floors 16 and 17 will be underway.
 - Continue electrical and mechanical systems upgrade project.

2.0 Academic Affairs (*Dr. Troilo*)

- The VPAA implement a reorganization of Academic Affairs as proposed in the 2010-2011 reorganization report.
 - Complete national searches for the positions of Department Chairs and the Associate Dean for Research.
 - Examine and complete realignment of staffing in support of the reorganization.
 - In collaboration with the VPCA establish the new Clinical Education Council
 - Review and revise the College website to reflect organizational changes.

Education

- The VPAA will complete the development and implementation of the new Professional degree curriculum, coordinating closely with Clinical Affairs.
 - Continue to enhance assessment tools for ongoing monitoring of the new curriculum with an additional emphasis on clinical education and the students patient care experiences.
 - Develop implementation plans for the expansion of OD program enrollment. Modifications to scheduling, staffing and sectioning will anticipate an enrollment of 88 students in the fall of 2012.
 - Begin to phase in the offering of elective coursework in the O.D. Program.

- Work in collaboration with the President to develop implementation strategies for the offering of an MBA to OD students and alumni.
- The Associate Dean for Graduate Studies and Research will:
 - Assist the VPAA in transition (retirement) planning, supporting the search for a new Associate Dean.
 - Continue to enhance the assessment process for the graduate curriculum.
 - Work with the VPSA to complete the transfer of responsibility for graduate admissions oversight and student support services to Student Affairs by June 30, 2012.
- The Director of Residency Programs, working with the VPAA and the VPCA will implement strategies to meet the expansion goals of the Strategic Plan through self-funding mechanisms.

Faculty

- Oversee the faculty searches in support of the reorganization and strategic plan.
- The VPAA will continue to work with the Faculty Development Committee to develop programs and strategies that support individual faculty in their career path and that increase the retention of full-time faculty.

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.
 - Collaborate with VPFA on the completion of renovations to 16 & 17.
 - Continue development of inter-institutional collaboration among SUNY Academic Health Centers – The SUNY Eye Institute
 - Development of Clinical Research Center
 - Continued development of Clinical Data Collection Center
 - Hiring of two new clinical research faculty
 - Development of the Clinical Data Collection Center
- The administration in collaboration with the Research Council will continue to revise or develop new policies that 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.
- Enhance the activity of the Learning Resources Committee.

International Programs

- Complete grant renewal request in support of the Center of Excellence in Low Vision & Vision Rehabilitation in Wenzhou China.
- Complete the programmatic goals of Confucius Institute for the 2011 year.
- Two additional international affiliations will be initiated.

Continuing Professional Education

- Implement new Continuing Education management system.
- Develop and pilot real time, web-based education.

3.0 The University Eye Center (UEC) *(Dr. Soden)*

- Implement contracts related to “Carve Out” Bill with Wellcare, Health First; Health Plus; Neighborhood, etc.
- Complete the implementation of the new Versa-Suite HER and practice management module.
- In support of the strategic planning process continue to implement changes within the UEC’s organization, operations and needs with a specific eye to emerging health care reform initiatives.
- Continue to develop UEC Website and expand promotional activities with DCF Advertising.
- Develop strategies to increase the UEC patient retention rate, (new Key Metric).
- Complete reorganization, including the hiring of a new Chief of Ocular Disease by July 1, 2012.
- Conduct faculty searches in identified areas of need, working in cooperation with the VPAA. Searches will be national in scope.
- Continue to coordinate with the VPAA/Dean to ensure a smooth assimilation of the revised professional curriculum within the UEC.
- 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.
- Continue to work in collaboration with the Director of Residency Programs and VPAA to reassess the role of residents and to establish an economic model of expanding residency education, in a fiscal prudent manner.
- 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 with the VPFA to continue UEC facility improvements, (waiting rooms).
- Participate in the completion of the Facilities Master Planning process to ensure the UEC is prepared to meet emerging patient care demands and the expectations of a changing health care environment.
- Continue to update compliance programs as required by the NY Dept. of Health.

4.0 Student Affairs *(Dr. Philpott)*

General

- Establish the Center for Career Development using the business plan developed in 2010 - 2011. This will include appointment of a director, the development of preliminary programming and a realignment of responsibilities within the Office of Student Affairs to achieve the goal established.
- Collaborate with academic affairs to conduct a needs assessment and subsequently provide appropriate support services to students in the Ph.D. program.
- Collaborating with Clinical Affairs, establish a new Health Care Advisory Committee to develop health care options for the student community.

Admissions

- Completion of an integrated and comprehensive marketing and communications plan by October 2011.
- Re-evaluate the ¾ Joint Degree Program and make adjustments as appropriate.
- Increase the yield in the professional degree program (accepted to matriculate) from 54% to 58%.

- Increase the student satisfaction with the recruitment and admission process (as measured by the 2010 Professional Survey) from 63% to 75%.
- Improve the quality of the student experience with the admissions process.
- Complete the transfer of admission processes and data tracking for graduate student admissions to be within the umbrella of the Office of Student Affairs by the end of the Fall 2011.

Student Life

- Continue to work with the Vice President of Administration and the community to inform and advise in the development of the build-out of the 2nd and 3rd floor space, (aka: Campus Center for Student Life and Learning) with construction completion anticipate for spring 2011.
- Continue to develop strategies to enhance the student experience including:
 - Student Governance and Student Organization;
 - Expansion of the Faculty/Student Association operations;
 - Coordination and planning for co-curricular educational programs.

Registrar

- To create implement the use of the National Student Loan Clearing House for processing document verification requests from SUNY graduates.
- Cross traing the OSA Staff on the use of the Jenzabar Registrar Module.

Financial Aid

- Implement changes to system for awarding, processing and disbursing financial aid that best serves the needs of our students.
- To create and publish a Financial Aid Handbook

Diversity

- Collaborate with Academic Affairs to launch the *Summer Academic Program* as outline in the new C-Step Grant.
- Continue efforts to attract and enroll a greater number of ethnically diverse students at the College.

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.
- Accept and facilitate donations to the OCN Y “The Vision & The Promise” Campaign.
- Complete work with Information Technology to provide students with online payment processing for students and continuing education participants.
- The Business Office will develop quarterly reports for management that show an all-funds picture for current year, year-to-date, prior-year and prior year—to-date.
- Work to achieve SUNY goals for MWBE utilization.
- Work with System to implement the SIRIS system on our campus.

Personnel Department

- Ensure 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.
- Participate in SUNY's implementation of the new electronic time reporting system.
- Continue to assist in the implementation of the new Faculty Leave Policy.
- Implement provisions of new labor/management agreements as they become ratified.
- Continue to assure compliance programs are administered effectively.

Information Technology

- Develop and publish new five-year Information Technology Strategic Plan.
- Assist the UEC with the implementation of the Versa Suite HER and practice management systems, with special attention to meeting phase 1 "meaningful use" objectives.
- Continue to assist the community assess, research and implement new technologies to enhance teaching and learning.
- Work with the College community and DCF Advertising to complete the redesign of the UEC and College website.
- Continue to expand the use of the IT Video Conferencing and Training Center and increase the use of video conferencing. (e.g. Wenzhou, China program)
- Complete implementation of new CE management system.
- Upgrade Jenzabar's JICS portal and continue to enhance the portal's capabilities.
- Continue upgrades to First Class, Windows 7 and Microsoft Office 2010.
- Increase bandwidth from 50 Mbps to 80 Mbps.
- Assist in the review, analysis and design of new campus-wide phone system.
- Enhance and maintain System Security to protect the College community and to insure compliance with Federal, State and SUNY requirements.
- *Media Services:* Assist on all capital projects in the design and development of electronic, data, low-voltage and audio-visual systems.
- *Media Services:* Install system upgrades as scheduled, including - Alumni Commons screens; hearing assisted system in the lecture halls; Schwarz Theater lighting controls; 2nd & 3rd floor A/V systems; 16th & 17th floor lab project; A/V system in President Conf. room; CCTV & Alarm System.
- *Media Services:* Provide faculty, staff and students with instructional technology and engineering support as needed.

Campus Services

- In anticipation of the conclusion of the current contract for telephone communication, conduct a needs analysis, explore alternative systems, develop RFP and complete bid process for a system which will meet the needs of the College community for the next 5 – 10 years.
- Implement SUNY's Fixed Asset Property Control System to ensure accuracy of inventory.
- Update the SUNY Physical Space Inventory to account for construction related changes.
- Continue to work with the Internal Control Act Committee to ensure the requirements of the NYS Governmental Accountability, Audit and Internal Control Act are met.

Grant Administration:

- Assist in the growth of the SUNY REACH/SUNY Eye Institute collaborative programs.

- Work with Academic Affairs to ensure smooth articulation of services with the new Academic organization being implement.
- Provide services as needed to insure the successful development of the Clinical Research Center.
- Continue to develop the research pages of the SUNY Optometry website for improved performance and impact.
- Develop and implement policies on Export Controls and conflict of interest.
- Continue to assist investigators with grant management support.
- Continue to develop improved reporting database for use by administration and the College community to monitor strategic plan performance.

Management Services:

- *Engineering* – Complete BMS Controls and Rehab. Building Projects (SUCF #41051/41056)
- *Engineering* - Continue 2nd, 3rd, and 3rd floor mezzanine project, (SUCF 41049/41050)
- *Engineering* – Provide assistance as needed to complete the renovations on floors 16 & 17 (SUCF # 41059)
- *Engineering* – Provide assistance completing the College’s Facility Master Plan 2013-2023, (SUCF #41816)
- *Engineering* – Continue miscellaneous projects: 1) bathroom renovation project, 2) 5th floor clinical waiting area, 3) upgrade UPS for 3rd fl. Computer room, 4) IT room air conditioning, 5) install card readers on the 17th floor, 6) upgrade Schwarz Theater lobby.
- *Environmental Health & Safety* – Conduct 2011 Annual Compliance Training.
- *Environment Health & Safety* – Ensure the College remains in compliance with all state and federal regulations.
- *Environment Health & Safety* – Complete chemical inventory.
- *University Police* – continue updating departmental policies and procedures to meet accreditation standards.
- *University Police* – Manage the installation, programming and transition to the new security management system.
- *Maintenance* – Continue effort to provide improved and consistent cleaning and floor care to the clinic floors and classroom during the day.
- *Maintenance* – Continue to explore new software for computerized work-order system to improve communication and responsiveness.

6.0 Institutional Development (*Ms. Warwick*)

- Continue implementation of - *“The Vision and The Promise – A Campaign for the SUNY College of Optometry”*
 - Conduct the Campus (Staff, Faculty) Campaign (Sept. 15 Launch)
 - Launch the Alumni Campaign with an anticipated 15% annual increase in giving and participation.
 - Initiate Corporate Campaign
 - Increase Board membership by two additional members.
 - Enhance the accuracy of reporting assessing the success of the campaign.
- Successfully meet FY 2011 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.
 - Increase press release activity to an average on one per month.
 - Place at least three stories in the (free) NY media market.
- Design and publish an annual report for SUNY Optometry.

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

- Continue implementing the Institutional Assessment Plan (IAP):
 - The survey component of the IAP will continue to be developed with an emphasis on alumni (5-years out), Curriculum assessment, and graduating student exit surveys.
 - The web-based display of key indicators on the College's web-site will be refined.
- The SUNY State College of Optometry will continue the implementation of the 5-Year Strategic Plan 2008 – 2013, and the design process for a major review in 2012 – 2013 will be initiated by the Office of Institutional Research and Planning in cooperation with the IRP Committee.
- 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.

Version: 09/21/11