

MEMORANDUM

Annual Institutional Goals: AY 2020/2021

As a part of our annual planning process, I asked each member of the President’s Council to develop a set of goals for the 2020 – 2021 Academic Year. These Annual Goals are linked with and directly support the “2018 – 2023 Strategic Plan: Care, Lead, Advance”, with each representing specific tactical priorities established for the current academic year. These are then shared with the broader community.

This year is of course more than a bit unusual, beginning with the ongoing COVID-19 pandemic. As a result, additional goals were developed that affect all parts of the institution, and are included at the beginning of this Report in the section labeled “AY 2021 Institution-wide Goals.”

I would also note that the “Framework for the Future” project, which is examining the long-term (15+ years) future of the college, is on hold, until the COVID-19 pandemic is under substantial control and operations assume a more normal status.



Even within this unique time in history, all departments within the College continue moving towards implementation of the strategic plan. The overarching concept behind the Plan is “Student Success”, with nine goals and associated objectives. The nine goals are organized to reflect five shared themes:

- Student centered experience (Goal 1)
- Academic excellence (Goals 2 & 3)
- Service to patients and community (Goals 4 & 5)
- Community and people (Goal 6 & 7)
- Effective foundational support (Goals 8 & 9)

Each of the strategic goals is listed below along with select annual goals. In addition, this year there are five institution-wide goals, that affect all parts of the institution.

AY 2021 Institution-wide Goals

- A. Protect the safety and well-being of our students, staff and faculty through thoughtful implementation of health and safety protocols, and the adaptation of programming to mitigate the risk of transmission of the SARS-COV virus.
- B. Assure the Continuity of the Academic, Research and Patient Care programs in response to the COVID-19 pandemic.
- C. Ensure the fiscal integrity and strength of the College during the pandemic and associated economic downturn, through the prudent and responsible management of resources, to best position the institution for growth as the pandemic recedes.
- D. The College community will successfully complete the Institutional Self-Study for accreditation review by the Middle States Commission on Higher Education (MSCHE) during its site visit scheduled for April 11-14, 2021.
- E. Complete the President’s Task Force on Race & Equity report by November 1st and work to implement the recommendations as approved by the President, including the establishment of the position of Director of Diversity and Inclusion.

Theme: Student Centered Experience

Goal 1: Enhance the Student Experience through programs that promote student and academic success.

- Prepare for the implementation of Academic Quarters in the third year of the OD program in AY2022.
- Maintain high levels of student engagement during the COVID-19 pandemic.
- Implement the iCare summer camp during the Summer of 2021, conditions for health and safety permitting.
- Evaluate and modify as appropriate the four Micro-Credentials pilot projects.
- Provide customized, student development opportunities by:
 - Refining programs that foster mental health and academic/clinical success.
 - Implementing the concept of “career/identity capital”
- Launch a “SUNY Eye Ambassadors” program with collaboration between the Office of Admissions and Alumni Affairs.

Theme: Academic Excellence

Goal 2: Deliver a Dynamic Curriculum that engages students and advances contemporary optometry.

- Reorganize the public health track to enhance and broaden student learning in this area.

- Implement re-structured Surgical and Advanced Procedures course.
- Review Residency selection process, seeking ways to increase the diversity of applicants through new recruitment strategies.
- Finalize and codify plans for externship program assessments, including evidence of improvement.

Goal 3: Grow the graduate and research programs to increase the institutional impact on the advancement of knowledge and to produce leaders in vision research.

- Begin construction of new space for the Clinical Vision Research Center on the 14th floor once funding is released.
- Develop plans for the use of the vacated teaching laboratories on the 16th floor in support of our expanding research program.
- Conduct a periodic review of the graduate research program, identifying any deficiencies and implementing changes as appropriate.
- Submit the application for AAALAC accreditation of the College's animal research program.

Theme: Service to Patients & Community

Goal 4: Deliver unparalleled care to our University Eye Center patients.

- Increase University Eye Center (UEC) visibility and patient engagement via expansion of our digital front door (i.e., UEC and service-specific brochures, focused marketing activities, alternative outreach activities/strategy and virtual store).
- Expand mobile technology to maximize efficiency, increase access, and enhance the patient care and student experiences (i.e., pre-arrival software, patient portal upgrade, and contactless payments).
- Provide COVID-related management services to the institution and develop compensatory strategies to enhance the patient experience and maximize student clinical experiences.
- Exceed 2020/21 "base-model" projections on patient visits and revenues for FY 20-21.
- Assess processes within the Essilor Eyewear Center and develop strategies to enhance the patient experience, reinforce doctor recommendations and increase overall sales.
- *Adult Primary Eye Care*: Finalize the design and bid documents for the renovation of the UEC's 7th floor Adult Primary Care Service renovation project and move towards beginning construction.
- Develop a transition plan to allow patients full access to care during construction of the 7th floor.

Goal 5: Provide Service to the greater community

- Continue to develop and expand the relationship with H+H to increase engagement within its Gotham Health Network; specifically, with consideration of partnering with three new H&H health centers under construction.
- Continue to develop and secure relationships with key healthcare organizations and stakeholders to increase the College's footprint in the NY Metro area.
- Work to advance in a fiscally responsible and safe manner our commitment to outreach programs for underserved populations.
- Continue to advance international programs within the context of COVID-19.
- Complete a strategic-positioning paper for the College's International Programs efforts.

Theme: Community & People

Goal 6: Cultivate an institutional culture that encourages a sense of community, inclusion, institutional pride, collective purpose, and share responsibility.

- Using the TFRE Report as a foundation, complete the development of the College's 2021 – 2025 Diversity and Inclusion Master Plan.
- Begin implementation of the recommendations of the Task Force on Race and Equity (TFRE) to cultivate an inclusive community.

Goal 7: Promote the growth and development of all members of the College community

- Develop a Faculty Mentoring Program to support faculty in achieving their professional goals while supporting the evolving needs of the College.
- Promote the development of our community members, and support programs to engage and enhance individual and team performance.

Theme: Effective Foundational Support

Goal 8: Attract the brightest and most motivated students with demonstrated leadership potential.

- Enroll a highly qualified, diverse and engaged entering student body of 100 matriculates that will contribute to a vibrant community while maintaining an admissions yield above 60%.
- Review and revise student orientation and the on-boarding of new students.
- Develop scholarship opportunities in an effort to limit tuition increases and mitigate the increasing student debt associated with doctoral health professions.

Goal 9: Provide the financial foundation, administrative support and environment to achieve the College's mission.

- *Facilities, Health & Safety:* Continue to ensure the College community safely navigates the COVID-19 pandemic, implementing responsible and evidence-based measures to mitigate and prevent the risk of infection.
- *Facilities:* Complete the renovation of the College's mechanical systems by February 2021.
- *Facilities:* Secure funding and begin construction of new facilities on the 14th floor for the Clinical Vision Research Center.
- *Facilities:* Complete the design and prepare for bid, plans for the renovation of the Adult Primary Care floor (7th).
- *IT:* Work with the UEC to expand mobile efficiency, increase access, and enhance the patient care and student experience, e.g. - Pre-arrival software, patient portal upgrade, contact-less payments and the integration of lobby systems.
- *IT:* Continue to assist UEC in various clinical technology initiatives, including the system enhancements of the NextGen electronic health record, patient management and optical management system.
- *Human Resources:* Continue to work on COVID-19 related issues effecting employees such as reasonable accommodations and applicable New York State and SUNY policies.
- *Human Resource:* Begin to implement the use of electronic time sheets.

- *Human Resources:* Continue the implementation of provisions of UUP agreement regarding salary compression and inversion under guidance by SUNY Administration.
- *Institutional Advancement:* Develop both a general and specific corporate solicitation strategy that incorporates the 50th Anniversary and lessens the need for students to fundraise from our corporate partners.
- *Institutional Advancement:* Develop a communications master plan for September 2020 through December 2021 that supports the strategic plan, celebrates the 50th Anniversary of the College and supports the UEC to return to a pre-COVID level of patient visits.
- *Institutional Advancement:* In collaboration with IT, complete the College's website redesign with a launch target of January 2021.
- *Legal:* Review and revise College-wide and UEC policies and procedures to ensure they properly address necessary issues and are compliant with law, regulation and SUNY policy.

Key Reference Documents:

1. *SUNY College of Optometry –5-Year 2018 – 2023 Strategic Plan: Care, Lead, Advance*
<https://www.sunyopt.edu/about/strategic-plan>
2. *SUNY College of Optometry – Institutional Assessment Plan:*
<https://www.sunyopt.edu/offices/institutional-research/assessment-plan>
3. *Key Metrics -* http://www.sunyopt.edu/offices/institutional_research/factbook

Final: 10/26/2020