

MEMORANDUM

Annual Institutional Goals: AY 2021/2022

As a part of our annual planning process, I ask each member of the President’s Council to develop a set of goals for the 2021 – 2022 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, given the ongoing COVID-19 pandemic. As a result, and as we did this past year, goals that affect all parts of the institution are included at the beginning of this Report in the section labeled “AY 2022 Institution-wide Goals.”

I would also note that last year the “Framework for the Future” project, which is examining the long-term (15+ years) future of the college, was put on hold, but is now active and a part of our planning process as we move forward.



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 four institution-wide goals that affect all parts of the institution.

AY 2022 Institution-wide Goals

- Continue to protect the safety and well-being of our students, staff, faculty and patients through thoughtful implementation of health and safety protocols including mandated vaccination, and the adaptation of programming to mitigate the risk of transmission of the SARS-COV virus.
- Continue to ensure the fiscal integrity and strength of the College during the pandemic through the prudent and responsible management of resources, to best pursue growth strategies as the pandemic recedes.
- Using the College's 2020 Framework for the Future – Phase I planning document, begin to expand educational and research programs through inter-institutional partnerships using recently available space on the 18th floor.
- Continue to implement the recommendations President's 2020 Task Force on Race & Equity (TFRE) report and complete the development of the College's second *Diversity & Inclusion Master Plan - 2022-2027*, (DIMP).

Theme: Student Centered Experience

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

- Implement the 2nd iteration of the Eye-Care summer camp using a hybrid delivery model during the summer of 2022.
- Continue implementation of the peer mentoring program, including impact analysis to determine improvement in engagement, institutional knowledge and sense of belonging.
- Conduct a thorough assessment of effectiveness and impact of Student Affairs programs and services: expand the community's awareness of support services available to students.

Theme: Academic Excellence

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

- Successfully complete a national search for Chair of the Department of Clinical Education
- Reorganize the public health track to enhance and broaden student learning opportunities in this area.
- Conduct a review of the admissions prerequisites to the doctor of optometry degree program.
- Explore the development of a Clinical Research certificate or degree program.

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.

- Continue efforts to release funding and begin construction of new space for the Clinical Vision Research Center on the 14th floor.
- The Offices of Finance and Administration and Academic Affairs will collaborate to develop plans and submit a 2 (SUNY):1 (Optometry) Matching Funds grant from SUNY to construct new research laboratories on the south side of the 16th floor.
- Complete a review of the graduate research program, (recruitment, curriculum, requirements and career development assistance).
- Submit the application for AAHRPP re-accreditation.

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, redesigned website, focused marketing activities, alternative outreach activities/strategy and virtual store).
- Increase patient visits (> 60,000) and revenues (> \$6.6M).
- Cultivate a diverse and inclusive UEC community based on cultural sensitivity and respect.
- Expand mobile technology to maximize efficiency, increase access, and enhance the patient care and student experiences.

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.
- Continue to work in a fiscally responsible and safe manner our commitment to outreach programs for underserved populations including seeking grant opportunities.
- Continue to advance international partnerships by further strengthening current relationships and rethinking the role of international programs in the era of COVID.

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 2016-2020 Diversity and Inclusion Master Plan and the TFRE Report as a foundation, complete the development of the College's 2021 – 2025 Diversity and Inclusion Master Plan by fall, 2021.
- Continue to implement 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

- 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%.
- Incorporate research-based processes for recruiting, retaining and enrolling a student body that is increasingly diverse in its racial, academic and geographical characteristics.
- Conceptualize OD+ marketing campaign to highlight the College's value-added opportunities.

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 construction of a faculty lounge on the 15th floor.
- *Facilities:* Secure a release of approved funding and begin construction of new facilities on the 14th floor for the Clinical Vision Research Center.
- *Facilities:* Continue efforts to secure funding for the renovation of the Adult Primary Care floor (7th).
- *IT:* Work with the UEC to 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)
- *IT:* Continue to upgrade AV distance learning capabilities in teaching spaces.
- *IT:* Commence review, planning and implementation of SUNY-wide initiatives including cyber-security and managed print directives.
- *Business:* Increase use of MWBE vendors to increase diversity and equity.
- *Finance & Administration;* Support "Framework for the Future", working to implement/integrate collaborative programming with SUNY partner institutions using vacated 18th floor facilities.
- *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 Resources:* Work with Outsolve to prepare the College's 2021-2022 Affirmative Action Plan.
- *Institutional Advancement:* Complete the College's 50th Anniversary celebration with an Eyes on New York Celebration on April 14, 2022
- *Institutional Advancement:* As a part of the 50th Anniversary, increase the number of named scholarships to 50 or more.
- *Institutional Advancement:* In collaboration with IT and the UEC, complete a new website redesign for the UEC with a launch target of January 2021 including revised digital patient education materials.
- *Institutional Advancement:* Engage alumni as ambassadors to support student recruitment, diversity and inclusion, mentoring, fundraising, advocacy, and overall visibility.

- *Legal:* Systematically 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 (FY 2022 - focus on Administration & Finance).

Key Reference Documents:

1. *SUNY College of Optometry –5-Year 2018 – 2023 Strategic Plan: Care, Lead, Advance*
https://www.sunyopt.edu/publications/strategic_plan_2018/
2. *SUNY College of Optometry – Institutional Assessment Plan:*
<https://sunyopt.cld.bz/Assessment-Plan>
3. *Key Metrics -* http://www.sunyopt.edu/offices/institutional_research/factbook

Final: