Update on the Strategic Plan
Goals and Objectives for Academic Affairs AY 2011-12

David Troilo, March 2, 2012
College-wide Priorities: AY 2011 - 2012

- Strategic Planning: Preparing for AY 2013 – 2018
- Enrollment Management: Implementing expanded enrollment
- Resource Development: “The Vision & The Promise”
- Institutional Advancement: Enhanced Public Relations
- Institutional Research: Curricular and Post-graduate assessment
- Academic Affairs: Implement re-organization
- Academic Affairs: Continued development of Clinical Research
- MBA Program: Development (AA & President’s Office)
- Student Affairs: Establishment of Center for Career Development
In 2010-11, we finalized plans to re-organize Academic Affairs and began implementation

1.0 Developing outstanding optometrists and vision scientists
1.9 To attract and retain highly qualified, full-time faculty

- Emphasis on curriculum and faculty development
- Changed from three to two departments
  - Realignment of tracks and courses under the departments
  - Reappointment of faculty and assignment of primary supervisors
    - Primary and secondary appointments
    - Redefined roles for Service Chiefs
- Redefined responsibilities for Associate Dean for Graduate Studies and Research
- National search being conducted for Chairs and Associate Dean
New Academic Affairs Organization and Areas of Responsibility

- **Academic Affairs**
  - Dean/VP
  - **Graduate Center for Vision Research**
    - Associate Dean
    - Research Compliance
    - IRB
    - IACUC
    - Scientific Misconduct
    - Research Foundation Operations
    - Grants Management
    - Technology Transfer
    - Clinical Research Center
    - Clinical Trials Office
    - Center for Vision Care Policy
    - Biological Research Facility
    - Intramural research funding and oversight
    - Research colloquium series
    - Director(s) of Graduate Programs
    - Graduate Faculty
    - Graduate Program Committees
    - Graduate Curricula
    - Systemic and Ocular Health Track
    - Biological Science Track Coordinators
    - Vis Science Track Coordinators
    - Refractive Track
    - Visual Perception/ Sensorimotor Track
    - Graduate Students
  - Schnurmacher Institute for Vision Research
  - Cross-Departmental SIGs
  - Intramural Research and Training Grants
  - Graduate Students
  - Department of Biological and Vision Sciences
    - Chair
    - Basic and Translational Research Faculty
  - Department of Clinical Education
    - Chair
    - Pre-clinic Track Coordinators
    - Clinical Research Faculty
    - Clinical Examination Track (OTP sequence)
    - Integrative Track
    - Pre-clinic Track Coordinators
    - Clinical Education Coordinator
    - Coordinator
    - UEC Internships
    - 3rd year Clinic IOR
    - Clinical Education Coordinator
    - Director of Externships
    - Public Health/ Community Optometry Track
    - 4th year Clinic IOR

- **Intramural research funding and oversight**
- **Research colloquium series**
- **Graduate Faculty**
- **Graduate Program Committees**
- **Graduate Curricula**
- **Systemic and Ocular Health Track**
- **Biological Science Track Coordinators**
- **Vis Science Track Coordinators**
- **Refractive Track**
- **Visual Perception/ Sensorimotor Track**
- **Graduate Students**
- **Clinical Research Faculty**
- **Clinical Examination Track (OTP sequence)**
- **Integrative Track**
- **Pre-clinic Track Coordinators**
- **Clinical Education Coordinator**
- **Coordinator**
- **UEC Internships**
- **3rd year Clinic IOR**
- **4th year Clinic IOR**
The primary and secondary appointments (and primary and secondary supervisors accordingly) are determined by relative effort allocations and the primary supervisor policy. The reorganization plan proposes that faculty with dual departmental appointments may attend departmental meetings, and possibly vote in departmental elections in both department or service and represent either on standing committees. This proposal, and the representation on standing committees, should be taken up by the FEC and the faculty.

Faculty with research credentials will have dual appointments in a Department and the Graduate Center for Vision Research. PhD program faculty are also appointed MS program faculty automatically.

**Faculty Appointments**

*based on current 2011-12 assignments*

<table>
<thead>
<tr>
<th>GCVR</th>
<th>Departments</th>
<th>UEC Services</th>
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<tbody>
<tr>
<td></td>
<td>Biological and Vision Sciences</td>
<td>Clinical Education</td>
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<td>PhD program</td>
<td>Primary Care</td>
<td>Advanced Care</td>
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<tr>
<td>MS program</td>
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<td>Secondary</td>
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<td>22</td>
</tr>
<tr>
<td>appointments</td>
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<td>22</td>
</tr>
<tr>
<td>total</td>
<td>34</td>
<td>42</td>
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<tr>
<td>Full time</td>
<td>40</td>
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<td>Primary/secondary</td>
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<td>0</td>
</tr>
<tr>
<td>teaching adjuncts (not included in total)</td>
<td>0/1</td>
<td>3/4</td>
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<tr>
<td></td>
<td>16/11</td>
<td>12/18</td>
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<tr>
<td></td>
<td>13/4</td>
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<td>14/0</td>
</tr>
<tr>
<td></td>
<td>20/0</td>
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Updated 12/15/11
1.0 Developing outstanding optometrists and vision scientists

*In AY 2011-12...*

- The new, integrated, OD curriculum is in place
  - Assessment and adjustments beginning AY 2012-13
- Class of 2012 first graduating class under new curriculum
- NBEO Part 1 results following new curriculum
- Planning for increased enrollment
  - 88 in AY 2012-13
  - Up to 100 over next few years
NBEO Part 1: Applied Basic Science Remained above the national average

In 2011, for the first time, questions items with multiple correct answers were included in the examination.
1.0 Developing outstanding optometrists and vision scientists

- Changes in AY 2011-12 to focus on Clinical Education...
- Department of Clinical Education
  - Methods, IS, 3rd and 4th year Optometric Clinic, PH, practice management
- New Academic Affairs organization created the Clinical Education Council
1.0 Developing outstanding optometrists and vision scientists

1.1 Provide innovative, exciting, and attractive educational programs that meet the evolving needs of our students and the public.

- Electives
  - 10 courses approved in 2011
  - Implementation in summer 2012
- OD/MS – *ad hoc* assessment and recommendations
- OD/PhD – *ad hoc* reassessment and recommendations
- Two year Residency/MS under consideration for development
- OD/MBA
  - Joint degree under development with Empire State College
  - MBA in Healthcare Leadership
- Advanced Standing OD program under consideration
1.0 Developing outstanding optometrists and vision scientists

1.6 Provide residency education that will train individuals to develop advanced clinical competencies to meet current and future health care needs.

• Residency Education
  – Residencies: 50% of graduates by 2013.
  – Additional 6 residencies by 2013...
    • Ophthalmology, Bronx-Lebanon Hospital
      – 1 current, 2 in 2012-13
    • Fromer Eye Center, Private Practice Ophthalmology/Optometry Clinic
      – 1-2 planned for 2012-13
### 1.0 Developing outstanding optometrists and vision scientists

#### Doing a Residency vs Wanting To Do A Residency

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
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<th>2008</th>
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<th>2010</th>
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<tr>
<td><strong>Class Size (c)</strong></td>
<td>65</td>
<td>67</td>
<td>63</td>
<td>67</td>
<td>62</td>
<td>64</td>
<td>75</td>
<td>72</td>
<td>72</td>
<td>65</td>
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<tr>
<td><strong>Respond (R)</strong></td>
<td>64</td>
<td>67</td>
<td>61</td>
<td>67</td>
<td>62</td>
<td>64</td>
<td>75</td>
<td>72</td>
<td>72</td>
<td>65</td>
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<tr>
<td><strong>Accepted (% class)</strong></td>
<td>20</td>
<td>27</td>
<td>22</td>
<td>38</td>
<td>17</td>
<td>24</td>
<td>24</td>
<td>18</td>
<td>17</td>
<td>24</td>
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<tr>
<td></td>
<td>C:30.77% (40.3%)</td>
<td>C:34.9% (56.7%)</td>
<td>C:31.25%</td>
<td>C:36.5%</td>
<td>C:36.5%</td>
<td>C:37.7%</td>
<td>C:37.7%</td>
<td>C:31.9%</td>
<td>C:36.1%</td>
<td>C:36.9%</td>
</tr>
<tr>
<td><strong>Applied Not Accepted</strong></td>
<td>No data</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Interest (applied)</strong></td>
<td>29 (43.3%)</td>
<td>23 (43.3%)</td>
<td>39 (58.2%)</td>
<td>17 (27.4%)</td>
<td>30 (46.9%)</td>
<td>27 (36%)</td>
<td>23 (31.9%)</td>
<td>26 (36.1%)</td>
<td>27 (41.5%)</td>
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</tbody>
</table>

C=class; r=respondents
1.0 Developing outstanding optometrists and vision scientists

1.6 Provide residency education that will train individuals to develop advanced clinical competencies to meet current and future health care needs.

- Friday Program
- Two year Residency/MS under consideration
1.0 Developing outstanding optometrists and vision scientists

• 1.4 Develop future leaders in optometry
  – Leadership development
  – Programs in 2011-12 being reevaluated
    • Ad hoc faculty committee reexamining OD/MS program
    • Ad hoc faculty committee reexamining OD/PhD
  – ASCO Future Faculty program
    • Merge with Summer Institute for Faculty Development
1.0 Developing outstanding optometrists and vision scientists

History of Ezell Fellowships…
A measure of our success regarding OD/MS and OD/PhD

- **Applied**
- **Awarded**
1.0 Developing outstanding optometrists and vision scientists

• 1.9 Attract and retain highly qualified, full-time faculty
  – Faculty Development in 2011-12
    • Department based – new department structure
    • Service Chiefs responsible for development of Clinical Faculty with Primary appointments in that service
    • Research mentorship through SIVR funded collaborative projects
    • Teaching skills through available workshops and Faculty Development programs
    • Faculty sent to ASCO SIFD
    • Scholarship, teaching, and other effort being considered in new clinical faculty hires
    • Faculty Development resources...
1.0 Developing outstanding optometrists and vision scientists