



MEMORANDUM

Institutional Goals: AY 2019/2020

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 for the 2019 – 2020 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, within the context of our **2018 – 2023 Strategic Plan: Care, Lead, Advance!** The goals shared here are linked to and support the plan, and represent specific tactical priorities that are established for the year.

Key Reference Documents:

SUNY College of Optometry –5-Year 2018 – 2023 Strategic Plan: Care, Lead, Advance

<https://www.sunyopt.edu/about/strategic-plan>

SUNY College of Optometry – Institutional Assessment Plan:

<https://www.sunyopt.edu/offices/institutional-research/assessment-plan>

Key Metrics - http://www.sunyopt.edu/offices/institutional_research/factbook



All departments within the College are moving towards implementation of the new strategic plan. The overarching concept behind the Plan is “Student Success”, with nine goals and associated objectives. The nine goals have been 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 are listed below along with select key annual goals (bulleted statements). In addition, there are two key goals for the coming year that cut across all categories:

- A. Complete a comprehensive assessment, (entitled “Framework for the Future”), of the long-term (20+ years) success of the College by September 2020. The central question of this effort will be:

What is the best long-term (20+ years) strategy for the SUNY College of Optometry to insure both sustainability and an optimal educational and research environment from which to prepare future doctors of optometry?

- B. The College community will continue to engage in the timely development and completion of an Institutional Self-Study for an accreditation review by the Middle States Commission on Higher Education (MSCHE) during its site visit scheduled for winter 2021.

Theme: Student Centered Experience

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

- Evaluate and modify as appropriate the four Micro-Credentials pilot projects.
- Complete the final Phase (3) of the library renovation project.
- Provide individualized student development opportunities by:
 - Assessing the effectiveness of on-line training modules on personal mental health and study strategies.
 - Developing (by the CDC) the concept of “career/identity capital” and “life projects” through and online platform.
- Continue the implementation of the 2016 Diversity and Inclusion Master Plan and the 2019 ProdiG proposal.
- Launch a “SUNY Eye Ambassadors” program with collaboration between the Center for Career Development and Alumni Affairs.

Theme: Academic Excellence

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

- Finalize plans for the 3rd year of the Doctor of Optometry degree program to convert from a semester to a quarter calendar.
- Reorganize the community optometry track to increase student learning in this area.
- Continue to develop and refine progress examinations for gap analysis and formative purposes for second and third year students.

- Complete national searches for a faculty member with expertise in optics and for clinical faculty as needed.
- Continue the development and adoption of an Advanced Competency-based design in our residency programs with an eye toward the emergence of subspecialties in optometry.

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.

- Develop plans for the use of the vacated teaching laboratories on the 16th floor in support of our expanding research program.
- Begin construction of the new Clinical Vision Research Center (CVRC) on the 14th floor.
- Complete 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.

- Enhance the UEC patient experience through in service training, advocacy, patient-education and patient-centered care.
- Assess administrative structure and financial support services, and implement if appropriate needed changes to drive operational efficiencies and service excellence.
- Explore and implement the continued expansion of services to increase access to care “under one roof” (i.e. vitreal injections, stromal punctures, CL prosthesis, etc.).
- Develop and implement a communications plan for the UEC which expands recognition, increases visibility and supports an increase in patient census.
- Expand the overall number of patient visits in FY 2019/20 by 2,000.
- Develop and implement an ongoing measure of patient satisfaction and an indicator of “enhancing the patient experience.”
- *Center for Pediatric Eye Care:* Complete construction, occupy, effectively staff and begin operations of the new facility in winter 2020.
- *Center for Pediatric Eye Care:* Develop programmatic initiatives to promote inter-professional practice, enhance the quality of care and the student educational experience.
- *Adult Primary Eye Care:* Finalize the design and bid documents for the renovation of the UEC's 7th floor renovation project and move towards beginning construction.
- Develop a transition plan to allow patients full access to care during the construction of the 7th floor.

Goal 5: Provide Service to the greater community

- Continue to develop and expand the relationship with NY HHC to increase engagement within its Gotham Health network.
- 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 manner our commitment through outreach programs for underserved populations.
- Revisit the need and develop as appropriate a Strategic-Positioning Paper for the College's International Programs efforts.
- Continue to provide leadership for the COORD 2.0 project with China.

Theme: Community & People

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

- Continue the implementation of the 2016 Diversity and Inclusion Master Plan and the 2019 ProdiG proposal.
- Support leadership development programs to engage, support and transform individual/team performance.

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

- To continue advancing the use of “Digital Measures software, Activity Insight and Workflow” as part of a comprehensive effort to communicate faculty activity, facilitate faculty development and mentoring, and to improve the promotion and tenure process.
- Foster workforce engagement through expanded professional development programs for faculty and staff.
- Working together, the Offices of Health Care Develop and Externships/Academic Affairs will expand the engagement and development of satellite faculty as educators.

Theme: Effective Foundational Support

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

- Develop a long-term tuition strategy and scholarship opportunities in an effort to limit tuition increases and mitigate the increasing student debt associated with doctoral health professions.
- Enroll a highly qualified, diverse and engaged student body of 100 that will contribute to a vibrant community while maintaining an admissions yield above 60% and begin monitoring such application data for NYS Residents v. Non-Residents.
- Increase the enrollment of URM students to achieve or exceed the benchmark goal of 14% as expressed in the College’s Diversity & Inclusion Plan.

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

- *Finance*: Implement the provisions of the UUP agreement regarding salary compression and inversion analysis and adjustments.
- *Communications/IT*: Work in partnership on a complete redesign of the College’s website by the end of December 2019 and begin the redesign the UEC website.
- *Facilities*: Complete the construction of the Center for Pediatric Eye Care.
- *Facilities*: Continue the renovation of the College’s mechanical systems with a completion due by February 2021.
- *Facilities*: Complete the demolition and begin construction of new facilities on the 14th floor for the Center for Clinical Vision Research and a new 50 person capacity seminar room.
- *IT*: Continue to provide effective support for UEC Clinical IT requirements including the NextGen EHR, patient management and optical management systems.
- *Human Resources*: Work to insure a smooth transition in the leadership of the Office of Juan Resources upon the retirement of the current Assistant Vice-President, December 31, 2019.

- *Institutional Research:* Complete the transition of the institutional research program to bring it into alignment with the College 2018 – 2013 Strategic Plan and to its new leadership organization.
- *Institutional Advancement:* Expand philanthropic and development efforts in support of the recently approved OCNYS 3-year Development Plan, including increasing funds for scholarships, funds to support the College’s strategic priorities and patient care.
- *Institutional Advancement:* Develop a College-wide 3-year communications master plan through 2021 that supports the strategic plan and expands recognition in the NYC market and includes specific strategies/tactics to increase the visibility of the UEC as measured by digital and social media interaction.
- *Institutional Advancement:* Execute the “history project” in conjunction with faculty and alumni to collect stories and photos to be used in promoting the College’s 50th Anniversary.

Final: 09/25/19