

Annual Institutional Goals and Objectives: AY 2026

As part of the annual planning process, members of the President's Council establish priority goals and objectives for the academic year. These annual goals and objectives are derived from and aligned with the College's Strategic Plan, *Transforming Vision for a Better Future (2026–2031)*. This year's goals and objectives are shared with the broader community through this document.

As in the Strategic Plan, the 2026 Annual Institutional Goals and Objectives are organized around seven main priorities. All goals and objectives are guided by one or more of three themes common to all areas of institutional operation: **Excellence, Innovation, and Engagement**. Objectives under each goal listed below include the responsible administrative unit and other units involved as indicated. Collaboration between administrative units on achieving the goals and objectives is expected.

Several additional institution-wide goals for 2026 with broad collaboration are listed here.

Institution-wide Goals

- A. *Leadership Transition:* The College will support a smooth and effective leadership transition following the appointment of Marina Su, OD, as Vice President for Clinical Affairs and Executive Director of the University Eye Center (UEC). The College will prioritize continuity of clinical operations, support for clinical faculty and staff, and sustained excellence in patient care, education, and clinical training, while ensuring a coordinated transition of responsibilities. Over AY 2026 and 2027, the College will also transition Lisa Ostrin, OD, PhD, into the role of Vice President and Dean for Graduate Studies and Research.
- B. *Planning for the College of Optometry Upstate Extension Program:* The development of the SUNY College of Optometry Upstate Extension Program at Upstate Medical University in Syracuse, NY, remains a priority in AY 2026 and beyond. The College will begin renovations at Upstate's Institute for Human Performance for on-site operations and prioritize preparation for the program's launch, with the first cohort enrolling in August 2027.
- C. *Renovations and Infrastructure Projects:* Several major and minor renovation and infrastructure projects at the College's main campus will take place during 2026. Construction of the 16th floor research laboratories and associated mechanical systems replacement are scheduled for completion. Design plans and consultant selection for the 15th floor teaching laboratories is planned. Design development for building-wide infrastructure projects, including façade rehabilitation and roof replacement, will continue, along with selected minor renovations across academic, research, clinical, and administrative spaces.
- D. *Expand Community Outreach:* In a cross institutional effort involving Academic Affairs, Student Affairs, Clinical Affairs, the Graduate Center for Vision Research, the Office of Diversity, Equity, Inclusion and Belonging (DEIB), and Institutional Advancement, the College will expand community outreach efforts and create partnerships to increase community awareness, access to care, and provide new research

and student learning opportunities. The programs will also increase the visibility of the institutional mission and our reputation as a leading optometric academic health center.

- E. *Ensuring Fiscal Responsibility and Growth:* In support of institutional programs and growth, the President's Council working closely with the Office of Administration and Finance will continue to focus on maximizing revenue streams, optimizing resource management, and exploring innovative growth strategies to strengthen the fiscal foundation of the College.

Specific Goals and Objectives for AY 2026 are listed below.

Priority: Professional and Residency Education

Goal 1. Be recognized for innovative educational programs that prepare graduates to be leaders and deliver exceptional clinical care.

Objectives:

- Conduct curriculum reviews of the OD and Residency programs to strengthen the integration of foundational knowledge with clinical experience to advance contemporary, evidence-based eye and vision care (*Academic Affairs*)
- Review clinical training, learning objectives, and assessment in College clinics, externship sites, and residency programs to align with and lead evolving standards of care (*Academic Affairs*)
- Develop policies for the use of AI in teaching and learning and teach best practices for the responsible use of AI in clinical practice (*Academic Affairs, Clinical Affairs*)
- Continue preparations for the Upstate Extension Program (*Academic Affairs, Student Affairs, Institutional Advancement*)
- Design and launch Career Pathways Programs through the Career Development Center for students, residents, and recent graduates (*Student Affairs, Academic Affairs, Institutional Advancement*)
- Develop programs to strengthen student professionalism (*Academic Affairs, Student Affairs*)
- Evaluate the use of the EyeSi VR labs (*Academic Affairs*)
- Conduct a national search for the Chair of the Department of Biological and Vision Sciences (*Academic Affairs, Graduate Center for Vision Research*)

Priority: Student Support

Goal 2. Attract academically excellent applicants and provide effective student support programs.

Objectives:

- Assess admissions policies and procedures to ensure a highly qualified, diverse, and engaged student body while increasing yield and improving first-year retention (*Student Affairs, Academic Affairs*)
- Implement admissions practices for the Upstate Extension Program in coordination with the Upstate Director of Student Affairs and Recruitment (*Student Affairs, Academic Affairs*)
- Build on existing social media and digital marketing channels to attract and enroll prospective students (*Student Affairs, Institutional Advancement*)

- Analyze the activity and evaluate the effectiveness of Center for Teaching and Learning support and remediation programs (*Academic Affairs, Student Affairs*)
- Implement and monitor SUNY Academic Momentum metrics (*Academic Affairs, Student Affairs*)
- Evaluate the effectiveness of Board preparation and remediation programs (*Academic Affairs, Student Affairs*)
- Design and implement articulation agreements for SUNY Polytech and its low-vision training program (*Student Affairs, Academic Affairs*)
- Improve student engagement across academic programs (*Academic Affairs, Student Affairs*)
- Implement changes to the Summer Flex program (*Academic Affairs, Student Affairs*)
- Conduct research on student study habits, behaviors, and success indicators (*Student Affairs, Academic Affairs*)
- Establish the Career Development Center as a hub for research on well-being in optometry (*Student Affairs, Academic Affairs*)

Priority: Graduate Programs and Research

Goal 3. Advance basic, translational, and clinical research activity and strengthen our graduate programs to lead in vision research and drive innovation in eye and vision care.

Objectives:

- Development and initiate a five-year plan for our graduate programs and research, including admissions and curriculum review (*Graduate Center for Vision Research, Academic Affairs, Student Affairs*)
- Evaluate research capacity at the College and develop a plan for creating new avenues of funded research activity (*Graduate Center for Vision Research*)
- Increase research proposals to alternative sources, including federal, state, foundation, industry, and philanthropic partners (*Graduate Center for Vision Research, Institutional Advancement*)
- Develop Core Grant proposals for NEI to support federally funded research activity (*Graduate Center for Vision Research*)
- Establish an annual research retreat for faculty, staff, and graduate students (*Graduate Center for Vision Research, Academic Affairs*)
- Oversee completion of new laboratories on the 16th floor and the start-up of newly hired tenure-track faculty. (*Graduate Center for Vision Research, Academic Affairs*)
- Increase the internal and external visibility of the full range of eye and vision research conducted at the College (*Institutional Advancement, Graduate Center for Vision Research*)

Priority: Patient Care

Goal 4. Provide evidence-based practice and clinical training to deliver outstanding patient-centered care with a commitment to community outreach and access.

Objectives:

- Review and evaluate operations and organizational structure of the University Eye Center (UEC) for delivery of leading-edge optometric education and patient care (*Clinical Affairs, Academic Affairs, Administration and Finance*)
- Elevate the profile of patient care at the UEC by highlighting faculty expertise, research activity, and innovative practices that will draw patients seeking high-quality, leading-edge care (*Clinical Affairs, Institutional Advancement*)
- Review and evaluate clinical services at satellite clinics, including with Upstate Medical University and Central New York private practices, for optometric education and patient care (*Clinical Affairs, Academic Affairs, Administration and Finance*)
- Advance clinical services and increase patient numbers at the UEC through referral networks and engagement with satellite clinics (*Clinical Affairs, Academic Affairs*)
- Align teaching assignments and faculty schedules to support clinical training, scholarship, and patient care (*Academic Affairs, Clinical Affairs*)

Priority: Community and People

Goal 5. Foster a vibrant and inclusive community that promotes professional growth, institutional pride, community service, and shared responsibility.

Objectives:

- Advance a community that reflects the diversity of the communities served, develops a culture of inclusion, mutual respect, and civil discourse (*Institutional Advancement, Academic Affairs, Student Affairs, Clinical Affairs, Graduate Center for Vision Research, Administration and Finance*)
- Strengthen new faculty orientation and faculty development initiatives for all faculty (*Academic Affairs, Clinical Affairs*)
- Establish annual staff reviews that emphasize development opportunities and foster professional development and leadership (*Clinical Affairs, Academic Affairs, Student Affairs, Institutional Advancement, Administration and Finance*)
- Enhance alumni engagement through programs to expand statewide and national connections and foster meaningful engagement (*Institutional Advancement, Academic Affairs, Student Affairs*)
- Ensure effective internal and external communication of College programs, opportunities, and accomplishments. (*Institutional Advancement*)
- Develop programs that support diversity, inclusion, pluralism, and civil discourse across the College community (*Student Affairs, Academic Affairs, Clinical Affairs, Administration and Finance, Institutional Advancement*)
- Support recognition, collaboration, and community-building through regular engagement activities that include all staff, faculty, and students (*Academic Affairs, Clinical Affairs, Graduate Center for Vision Research, Institutional Advancement, Administration and Finance*)

Priority: Infrastructure

Goal 6. Build and maintain an efficient and modern infrastructure that optimizes operations and ensures a high-quality environment that supports teaching, patient care, and research.

Objectives:

- Create energy-efficient, sustainable facilities that support teaching, patient care, research, and other strategic priorities (*Administration and Finance, Academic Affairs, Clinical Affairs, Graduate Center for Vision Research*)
- Employ systems, tools, and technologies to support and advance the College's position as an academic health center that leads in eye care, research, and education (*Administration and Finance, Academic Affairs, Clinical Affairs, Graduate Center for Vision Research*)
- Redevelop the Business Affairs website and SharePoint to expand procurement and payment resources (*Administration and Finance*)
- Strengthen cybersecurity posture and compliance to protect institutional data and systems (*Administration and Finance*)
- Complete enhancement of teaching and learning technology infrastructure to optimize educational technologies for academic programs and Upstate Extension Program (*Administration and Finance, Academic Affairs*)
- Evaluate and implement a comprehensive e-commerce solution to improve business efficiency and student services (*Administration and Finance, Student Affairs*)
- Develop Student Financial Services procedures for students in the SUNY Optometry Upstate Extension Program (*Administration and Finance, Student Affairs*)
- Update college and UEC websites to improve content management, accessibility, and search capabilities (*Academic Affairs, Administration and Finance, Institutional Advancement*)

Priority: Institutional Visibility

Goal 7. Raise the College's visibility and brand recognition as a premier academic health center.

Objectives:

- Launch a multi-channel brand awareness and marketing campaign that highlights innovation in education, research, and patient care as an leading Academic Health Center for Optometry (*Institutional Advancement, Academic Affairs, Graduate Center for Vision Research, Clinical Affairs*)
- Organize a press event and marketing campaign in Central New York announcing the College's Upstate Extension Program (*Institutional Advancement, Academic Affairs, Student Affairs*)
- Foster stronger relationships with State representatives including in Central New York (*Institutional Advancement*)
- Launch a 70th Anniversary event and/or campaign for the Foundation, including redefining sponsorship opportunities (*Institutional Advancement*)
- Strengthen institutional reputation by emphasizing the College's research and patient care activity as an Academic Health Center (*Institutional Advancement, Graduate Center for Vision Research, Academic Affairs, Clinical Affairs*)
- Increase research visibility internally and externally by restructuring and updating the College's research and faculty webpages (*Institutional Advancement, Graduate Center for Vision Research, Academic Affairs*)