

MEMORANDUM

Institutional Goals -2015/2016-

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 and objectives for the 2015 – 2016 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. Those goals listed under Section 1.0 represent the broader institutional priorities for the year, (some of these may appear in the individual management sections as well).

The driving force for institutional planning is the 2013 – 2018 Strategic Plan: *A Legacy of Leadership*. The goals shared here are supplemental to that plan and represent specific tactical priorities that are established for the year.

It is also important to note, that for the coming year there is the goal of developing a College Performance Plan (in collaboration with System Administration) which aligns our strategic plan's priorities with the system-wide goals of SUNY Excels. The College Performance Plan is under development and is due at the end of September.

I will be holding a community-wide meeting in September at which time I will discuss key items in more detail.

Key Reference Documents:

SUNY College of Optometry –5-Year Strategic Plan 2013 – 2018

SUNY College of Optometry – Institutional Assessment Plan

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

1.0 Goals with College-wide Impact:

- **Strategic Planning:** The SUNY College of Optometry will continue implementation of the 5-Year Strategic Plan 2013 – 2018, using the College's Assessment Plan to monitor progress.
- **Strategic Planning:** The SUNY College of Optometry will develop its Campus Performance Plan in collaboration with the SUNY Administration, supporting and aligning the Campus's strategic priorities with those of the SUNY Excels program.
- **Strategic Planning:** The SUNY College of Optometry will submit and strive to secure funding from the SUNY Enhanced Investment and Performance Fund in support of its priorities.
- **Institutional Research:** The College will successfully complete and submit its Middle States Commission on Higher Education (MSCHE) Periodic Review Report (PRR) prior to June 1, 2016.
- **Enrollment Management:** The College will continue to make educational and clinical program adjustments as the enrollment management plan is phased in.
- **Resource Development:** A five-year, post-campaign, strategic plan for Institutional Advancement will be developed and implementation begun.
- **Academic Affairs:** Complete professional and graduate program reviews, finalizing all documentation for inclusion in the MSCHE Periodic Review Report (PRR).

- **Academic Affairs:** Work with Clinical Administration, faculty supervisors and the Faculty Development Committee, to implement and further develop the “New Faculty” orientation and mentorship program.
- **Academic Affairs & Clinical Administration:** Work collaboratively to continue to develop expanded inter-professional education and patient care strategies for the benefit of our students and our patients.
- **University Eye Center:** The Vice-President of Clinical Administration will work with the UEC and College Community to successfully complete a search for the position of Chief Medical Officer.
- **University Eye Center:** Will complete the implementation of the new NextGen EHR including the transition to ICD_10 and implementation of E-prescribing and the patient portal.
- **University Eye Center:** The Clinic Council will work with the UEC Community to establish dashboards of key performance indicators including an increased focus on enhancing patient experience.
- **Health Care Development:** Continue to expand relationships with key health care organizations in the New York metropolitan area in anticipation of health care reform and provide increased inter-professional clinical care opportunities for our students.
- **Student Affairs & International Programs:** Recruit a well-qualified, entering class of 100 for the fall 2016 entering class, expanding applications by 5% and obtaining a yield of 60%.
- **Student Affairs & International Programs:** Continue to develop CDC programming, with an emphasis on programs and activities that explore timely themes in optometry and healthcare.
- **Student Affairs & International Programs:** Will refine outcome measure for student engagement and diversity in a manner that aligns the assessment of the college’s strategic plan with the metrics of SUNY Excels.
- **Administration and Finance:** Continue efforts to meet system goals for MWBE utilization, Service Disabled Veterans Business Program and Energy Conservation.
- **Information Technology:** Research, evaluate and implement new campus-wide electronic email, calendaring and scheduling system. (Replace FirstClass.)
- **Facilities Improvements:** The College will continue to move forward restoring areas of the college campus:
 - Complete the ground floor project by the end of the fiscal year.
 - Conduct a design study for the lower lobby level.
 - Complete a program analysis of 7th floor dispensary area.
 - Complete A/V upgrades to Folsom Hall (206).
 - Continue electrical and mechanical systems upgrade project (SUCF 41060).

2.0 Academic Affairs (*Dr. Troilo*)

Education

- The VPAA , working with the Chair of Clinical Education, the faculty and the appropriate administrative units, will:
 - Finalize the College’s curriculum goal statement and the statement of Core Competencies for the Doctor of Optometry Program for inclusion in the MSCHE Periodic Review Report.
- Continue the expansion of the Graduate Certificate in Optometric Management Program/MBA offered in collaboration with SUNY Empire State College with a goal of raising enrollment to 10 new matriculates per year.
- Implement a Student Advisor Program for students having academic difficulty.
- Develop a plan for IPE and IPP with the optometry didactic and clinical education programs.
- Implement a system for the periodic site visits and reviews of externship sites.

- Assess the effectiveness of the Advanced-Standing Program being piloted with students from Wenzhou and determine the future viability of expansion.

Faculty

- The VPAA working with Clinical Administration, faculty supervisors and the Faculty Development Committee, will continue the implementation of the “New Faculty” orientation and mentorship program and the provision of faculty development program to the broader faculty community.
- To conduct a search for a tenure-track faculty position in cell and molecular ocular physiology. Emphasis on funded research program with strong translational and clinical collaboration.
- The VPAA will work collaboratively with the VPCA to recruit faculty for anticipated upcoming full-time clinical faculty vacancies.
- Increase opportunities for research in the area of ocular physiology – basic, clinical and translational.

Scholarship and Research/Sponsored Activity

- The Associate Dean for Graduate Studies will continue to work with the Research Council and faculty to implement the research elements of the strategic plan, including:
 - Continued development of the College’s clinical research capacity, and
 - The formal certification of our human subject policies and procedures (IRB).
 - Develop an expanded application for Empire Innovation Fund support should the initial “White Paper” to the SUNY Enhanced Investment and Performance Fund be accepted.

3.0 Health Care Development (Dr. Soden)

- To further develop relationship within health care on the State and local levels to position the College for anticipated changes associated with the affordable care act.
- Investigate and establish expanded relationships with key health care organizations in the New York metropolitan area and in anticipation of providing increased inter-professional team-based clinical care opportunities for our students. (1 hospital, 1 Community Health Center)
- To further develop our role within the Medicaid Redesign (DRSIP) landscape to position ourselves as a key value added to the Performing Provider System (PPS).
- Provide support to the UEC by working with providers and insurance plans to maximize access to the UEC for patient populations throughout the NY metropolitan area.

4.0 University Eye Center (Ms. Liduvina Martinez-Gonzalez)

General:

- Pilot urgent care clinic for the care for the patient who presents with an “emergency” during normal UEC operating hours.
- Improve workforce engagement and faculty/staff development including leadership training opportunities for the Chiefs of Services and Clinic Managers and expand training opportunities for staff. Implement focused training for staff re: patient centered care and the patient experience.
- Promote public health topics and increase community outreach to address major public health issues. Involve nursing and social work in the development and implementation of programming to benefit patients and the College Community.
- Promote and operationalize the patient centered experience. Develop and implement *Experience More Teams* (EMTs) to review and enhance the patient experience and facilitate the care process
- Working through the Director of Communications, redesign the UEC website to focus on the patient inter-face and accommodate the NextGen patient portal.

- Create dashboards of key performance indicators and promote strategic management focusing on Access, Quality of Care, Efficiency, Volume and Revenue Cycle.
- Continue to work with the V.P. for Academic Affairs, the Associate Dean for Research, the Director of the CVRC and the Chiefs of Service to improve patient recruitment for clinical trials.
- Conduct a comprehensive review of Social Work and implement changes as needed to improve inter-professional patient care and education, while using the NextGen EHR to monitor activity levels and outcomes.
- Conduct faculty searches in anticipation of anticipated full-time faculty vacancies, working in cooperation with the VPAA. Searches will be national in scope.

Advanced Care:

- Select, acquire and implement new picture archive and communications system (PACS).
- Re-examine and develop business strategy to improve and expand patient care, education and research in the area of dry eye.
- Review and enhance the quality and effectiveness of ophthalmology services and its educational effectiveness, including pre- and post-operative care and the completion of the RFP process for the re-establishment of refractive surgery center activity.

Vision Rehabilitation:

- Development of a communication and marketing campaign.
- Assessment and Improvement of access to care and referral processes.
- Improvement to 3rd and 4th year student clinical experience - Develop an educational guide to ensure active and integrated learning during vision therapy observation. Implement grand rounds for 4th years around vision therapy. Increase participation and collaboration in research and lifelong learning.

Primary Care:

- Assessment and improvement of care delivery process. Add pre-testing to visits and implement efficient problem oriented examinations to decrease chair time for visits and improve efficiency. Implement customer service initiatives to improve the patient experience. Review coordination of effort and activities between front desk, patient accounts and providers.
- Develop alternative strategies for integrating the use of ancillary personnel into the educational and patient care process. Provide learning experiences to integrate pre-testing data collection and improve critical thinking skills.
- Review and assess impact of the PCDC and Pediatric Review reports on patient care, education and research. Develop and implement a plan of action to assess impact of changes already in place and additional changes required to maximize quality, efficiency and productivity.
- Conduct design study to relocate the Eyewear Center to the Records Room and redesign the space left on the 7th floor to incorporate pre-testing areas and decompress the Service.

5.0 Student Affairs & International Programs (Dr. Philpott)

Student Life

- Continue to assess and enhance the quality of community life for all college constituents and establishing a more vibrant community. Efforts will include the use focus groups to assess student perceptions of our campus climate and create programs that foster faculty-student interactions.
- Re-evaluate and re-structure responsibilities (given the vacancy of CDC Director position) to advance the Career Develop Center's ability to positively impact students financial literacy, career

development skills, and build within them a sense of professional obligation and career satisfaction as alumni.

- Review and refine outcome measures for student engagement to assure alignment with the SUNY Excels program.

Admissions

- Recruit a well-qualified, entering class of 100 Doctor of Optometry program students for the fall, 2016.
- Enhance recruitment efforts by:
 - Launching a digital marketing campaign (in collaboration with the Director of Communications) targeting prospective students from upstate, NY and CT.
 - Expanding efforts with high yield campuses with an emphasis on upstate New York as highlighted in the College's Enrollment Management Plan.
 - Continue emphasizing the importance of "leadership" qualities in the interview process.
- Increase yield in the professional degree program (accepted to matriculate) from 57% to 60%.

International Programs:

- Establish (with community involvement) a Mission Statement, Goals, Objectives and Outcomes measures to provide direction and determine success for the future.
- Work with Academic Affairs to evaluate the pilot advanced standing program with the Wenzhou Medical College for two students enrolled in the WMU MD program and make recommendations for further development.
- Evaluate and modify as needed the 4 - week Global Health and Leadership Development Program for WMU students in the summer of 2016.
- Conduct the 2nd Career Development Workshop for WMU students in December 2015.
- Follow-up as appropriate on the advisement of Arab American University and define future steps taking into consideration geopolitical complexities.
- Continue to refine the programming of the Confucius Institute to assure alignment with the Center's mission and goals.

Financial Aid

- Continue efforts to maintain tuition and fees that are competitive with other schools and colleges of optometry.
- Develop and implement expanded financial aid counseling programs to help students limit their indebtedness levels and assures their financial literacy at the time of graduation.

Diversity

- With the change in the leadership of the program, work to assure a smooth transition and that the program remains effective in achieving its goals.
- The Office of Minority Enrichment will work with the Office of Admissions to develop diversity goals embedded in the College's strategic plan and in alignment with the SUNY Excels Program.

6.0 Administration and Finance (Mr. Bowers)

Business Affairs

- Continue the development of strategic finance data and projection models to improve management's ability to make data-driven decisions to prudently develop, allocate and manage the college resources in support of our strategic priorities.

- Work with budget heads to increase the use of the Business Intelligence program and simplify budgetary and procurement processes where possible.
- Work with the UEC to ensure efficiencies in the EMR and coordination with the College's financials.

Human Resources

- Assure the effective implementation of and compliance with recent changes in federal, state & system policy, including: 1) Employment of Veterans and Disabled Veterans, 2) the Violence Against Woman Act, 3) Cleary Act, 4) Title IX, 5) the Child Protection Policy and 6) Health Insurance Dependent Eligibility Verification Project.
- Continue to assure that the College is in compliance with appropriate federal and state policies and procedures.

Information Technology & Media Services

- Continue to manage existing IT resources to meet the ongoing and expanding needs of the College community.
- Continue to help the community assess, research and implement new technologies to enhance teaching and learning.
- Provide input and collaborate with SUNY System Administration and its information technology strategic initiatives.
- Implement Scantron Class Climate, ParScore, ParTest and ParTest Online systems.
- Upgrade computer equipment in the library, (one computer lab and Mac Equipment).
- Continue to upgrade and maintain information security in compliance with state/federal/SUNY rules and regulations.
- Work with the UEC, assuring appropriate staffing and support for full implementation of the NextGen system.
- Assist the UEC to assess, research and implement UEC picture archive and communication system (PACS).
- Work with the Director of Communications to maintain and upgrade College and UEC Websites.
- Assist UEC Admin in meeting "meaningful use" objectives.
- Continue to expand use of Mediasite Lecture Capture and webcasting solution with the implementation of an online cataloging system.
- Assist IT and Academic Affairs with the establishment of the 14th Floor simulation laboratory.
- Research alternative elevator signage technology.

Management Services:

- *Engineering* – Continue the implementation of action steps in response to Executive Order 88 to reduce the average EUI across SUNY System by 20% by 2020.
- *Environmental Health & Safety* – Ensure the College remains in compliance with all state and federal regulations.
- *Environmental Health & Safety* – Periodically update website to include all current policies and develop a new Sustainability and Energy Conservation page in support of EO88.
- *University Police* – Focus on enhancing professionalism and the development of a service-oriented philosophy at security checkpoints.
- *University Police* – Maintain security standards throughout the renovation of the lobby renovation project.
- *Housekeeping* – Develop new strategy for achieve a higher standard of cleanliness for the entire building.

7.0 Institutional Development (*Ms. Warwick*)

- Develop a staffing re-organization plan for the Office of Institutional Advancement that will support an expansion of annual giving and ultimately prepare the foundation for the College's 50th Anniversary Campaign in 2021.
- Working with legal counsel, develop and implement a plan which integrates the Alumni Association within the OCNYS foundation prior to July 1, 2016.
- Achieve an annual fundraising total of \$1.5M and increase percentage of participation by alumni to 9%.

8.0 Institutional Research and Planning (*Dr. Schwartz*)

- The College will complete and submit its Middle States Commission on Higher Education (MSCHE) Periodic Review Report (PRR) prior to June 1, 2016.
- Working with the IRPC and VPs, continue to oversee the implementation of the 2013 – 2018 Strategic Plan and the College's Institutional Assessment Plan.
- Support the President in the preparation of the College's Campus Performance Plan for SUNY Administration and in aligning the current performance indicators with those identified in the new Performance Plan.
- Continue to advance transparency through the publication of Key Performance Indicators on the College Website's IRP page.

9.0 Communications (*Mr. Houle*)

- Develop and execute a comprehensive, ongoing, digital media advertising strategy for the UEC that can be carefully tracked, monitored and adjusted as necessary.
- Fully implement the "Experience More" UEC PR campaign.
- Oversee the development of a new UEC website that specifically serves the needs of our patients and incorporates the NextGen Patient Portal.
- Continue to expand the social media profile of the UEC increasing visibility to all constituents, but in particular prospective patient populations.
- Working in collaboration with the Admissions department, develop updated web-based strategies to support the recruitment and enrollment of highly qualified students.
- Produce more "content" and expand the number of "earned" communications.
- Working with the President's Office to implement internal communication strategies that share news specifically related to the College's employees.

Version: 09/08/15