MEMORANDUM

Institutional Goals: AY *2018/2019*

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 2018 – 2019 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, but would highlight that the format is changing following the approval of our ***2018 – 2023 Strategic Plan: Care, Lead, Advance***!

The driving force for institutional planning is the 2018 – 20123 Strategic Plan. 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 (Attachment B). 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 several key annual goals (bulleted statements) with institution-wide impact.

Theme: Student Centered Experience

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

- Explore the use of micro-credentials to provide value added opportunities for professional degree students (and potentially practitioners) that reflect emerging subspecialties within the profession.
- Complete the construction of the new Teaching Laboratory complex (including Bioscience lab, VR/Simulation Lab and Preclinical Training Lab) on the lower lobby level by the August of 2019.
- Implement and expand the College's on-line virtual student/alumni community - "SUNY Eye Network" ("Graduway" software application) including a fully mobile integration – will be completed.

- Complete Phase 2 of the library renovation project and prepare for implementation of Phase 3.
- Provide individualized student development opportunities by:
  o Implementing on-line training modules on personal mental health and study strategies.
  o Further developing (by the CDC) the concept of "career/identity capital" and "life projects" through and online platform.

Theme: Academic Excellence

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

- Complete the onboarding of the new Director of Externship Programs and develop plans for increased faculty and externship development.
- Complete the creation of a teach technology studio and introduce its use into the professional, graduate and research programs.
- Pilot progress examinations for gap analysis and formative purposes for second and third year students.
- Successfully complete the ACOE accreditation review process for our Doctor of Optometry degree program.
- Conduct search for faculty member with expertise in optics, chief of Center for Pediatric Eye Care and for clinical faculty as needed.
- Develop a detailed plan through which UEC Residencies will adopt an Advanced Competency-based design 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.

- Complete the laboratory buildout and onboarding of Dr. Stephanie Wohl as an important step in the development of a new translational research center.
- Complete a long-term plan for an expansion of the Clinical Vision Research Center (CVRC).
- 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 practical training and the implementation of the *Human-Business-Human Model.*
- Assess the structure and processes of the primary care service to improve operational efficiency, reduce the administrative burden on faculty, enhance faculty staff communication and improve the patient experience.
- Further develop and expand as appropriate Advance Care services including but not limited to 1) Myopia Control Clinic, 2) Telehealth services and 3) oculoplastics.
- Explore opportunities for the expansion of interdisciplinary rehabilitation services (e.g. occupational therapy, physical therapy)
- Work with the Clinical Education Council to evaluate and re-design the primary care examination sequence, with an emphasis on the utilization of technology and ancillary staff.

- Develop strategies to expand the use of technology solutions to enhance the communication and care coordination between patients/providers/staff.
- Complete the implementation of the NYCIG and participation in the Health Information Exchange (HEI).
- *Center for Pediatric Eye Care:* Complete the design and bid documents for the Center for Pediatric Eye Care project with a construction target start date of early 2019.
- *Adult Primary Eye Care:* Complete the design and bid documents for the renovation of the UEC's 7th floor renovation project and submit a "grant" request to SUCF to fund the project.

Goal 5: Provide Service to the greater community

- Expand the relationship with NY HHC to increase engagement and provide flexibility in partnering within its Gotham Health network.
- Implement partnership with Community Health Network (CHN) to deliver mobile van-based eye care to their network of community health centers.
- Successfully implement the Visiting Scholars Program under the COORD 2.0 project with China.
- Work with SUNY System establish a Sustainable Village & Learning Community in Haiti as a partner in the Health Sector of the initiative.

<u>**Theme: Community & People**</u>

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 Diversity and Inclusion Master Plan objectives.
- Successfully execute the Diversity Hackathon, analyze the recommendations and development implantation strategies for those recommendations with the greatest potential to increase the diversity of our student body.
- Develop/select a UEC leadership training program which will promote shared purpose, strategic decision making, change management and individual/team performance.

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

- Implement "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.
- Develop a faculty mentoring program to support faculty in achieving their professional goals and to meet the evolving needs of the College.
- Working together, the Offices of Health Care Develop and Externships/Academic Affairs will expand the engagement and development of satellite faculty as educators.

<u>**Theme: Effective Foundation Support**</u>

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%.
- 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 recently approved UUP agreement and Board of Trustees resolution regarding MC salary increases.
- *Communications/IT*: Work in partnership on a complete redesign of the College's website by the end of May 2019.
- *Facilities*: Continue Phase 2 of the renovation of the College's mechanical systems in addition to projects defined under Goals 1 and 4, will.
- *Facilities*: Develop plan for the utilization of spaces being vacated upon completion of the Lower Lobby level teaching laboratories.
- *IT:* Continue to effectively support the UEC clinical IT requirements including the NextGen EHR, patient management and optical management system.
- *Institutional Research***:** Successfully transition the institutional research program to bring it into alignment with the College 2018 – 2013 Strategic Plan and recent changes in staffing.
- *Institutional Advancement:* In 2021, the College of Optometry will celebrate its first 50 Years. This represents a significant opportunity for the College and its affiliated foundation, (OCNY) to consider implementing a substantial fundraising campaign while expanding its engagement with the broader College community.
  - By the end of 2019 FY, assess organization and departmental readiness for undertaking a significant campaign coincident with the College's 2021's semicentennial.
  - Develop a College-wide 3-year communications master plan that supports the strategic plan and expands recognition in the NYC market and includes UEC specific strategies/tactics.
  - Organize history project to collect information and stories in preparation for the 50th Anniversary of the College as well as to engage internal and external audiences.

Final: 10/1/18