



Institutional Goals
-2007/08-

Against the backdrop of our Strategic Planning process, I have asked each member of the President’s Council to develop a set of goals and objectives for the 2007 – 2008 academic year. I would like to share with the community key goals that have been developed, so there is a broader awareness of the issues being addressed by the senior administration. Because of the length and detail of the goals and objectives, I have not listed them all, but have included those that may be of the greatest interest to the community.

Please bear in mind, that the strategic planning process will address significant long-term issues and program priorities, including:

Education:	Professional Degree Program Graduate Degree Program Post-Graduate Education
Patient Care Delivery:	Primary Care Specialty Referral Services
Research:	Basic Sciences Clinical Sciences
Globalization:	
Community Services:	
Students:	Enrollment Management, Student Life, Housing
Information Services & Educational Technology:	
Government & University Relations:	
College Community:	

Reference Document:

State University of New York – Mission II Review: Memorandum of Understanding

1.0 College-Wide Goals:

- **Strategic Planning:** The SUNY State College of Optometry will complete a comprehensive strategic planning process prior to June 1, 2008. The Strategic Plan will serve as an expression of our institutional vision in the coming years and will guide our management and resource allocation decisions.
- **Vice-President for Academic Affairs/Dean:** The search for a new VPAA/Dean will be successfully completed with an anticipated start date of July 1, 2008. The VPAA is a critical academic leadership position for the college.
- **Resource Audit:** The President’s Council, in support of the strategic planning process, will assess the College’s resources to create an opportunity pool which will be directed in support of our strategic priorities.
- **Policy Reviews:** A variety of areas throughout the organization will be conducting policy reviews to insure that we are not only effective in our operations, but fair and equitable in our deliberations. Specific areas are reflected in the objectives below.

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- **Regulatory Review:** The College will conduct a review of regulations which may restrict our ability to provide patient care, conduct research or expand our educational reach. The outcome of the review will be an action strategy which will facilitate the achievement our goals. (An example is an element of “Article 28”, which restricts our ability to charge for services provided off-site.)
- **Facilities:** The College will continue to move forward restoring areas of the college campus as previously communicated by Mr. Bowers. The campus elevator project will begin in October, and we will complete program reviews for the Lobby and 3rd Floor of the building. Designs will accommodate priorities identified through the strategic planning process.
- **Public Relations:** The College will develop more effective communication strategies both internally and externally, with an emphasis on the impact of our efforts and achievements in education, patient care and research. We will position ourselves to positively address challenges to achieving our goals.

2.0 Academic Affairs

(Dr. Heiberger)

Education

- With broad faculty participation, complete the design and planning for implementation of the new 1st year curriculum of the professional degree program: To be completed: April 15, 2008.
- Develop an ongoing planning process for the professional, graduate and residency programs which establish annual goals and objectives along with assessment criteria. To be completed: May 1, 2008
- Examine and develop pilot programs for private practice externships.
- Examine and develop pilot programs for international externships.

Faculty

- Academic Affairs will work with the faculty and administration to create opportunities for faculty development. This effort will include a review of current resource allocations and policies regarding institutional support for faculty development. To be completed: May 1, 2008
- Assess policies and develop strategies which support the mentorship and development of junior faculty.
- Review and define the methods by which faculty workloads are determined. This will be done with appropriate consultation and include issues such as preparation time, faculty development time, staffing of teaching laboratories, and administrative allocations. To be completed: January 30, 2008.

Scholarship and Research/Sponsored Activity

(Dr. Feldman)

- The administration in collaboration with the Research Council will revise or develop new policies which serve to integrate clinical research into the overall management structure of the College’s research efforts.
- The Associate Dean, working with the Research Council will review the expectations for and policies related to the management of extramural funding for research faculty.
- The Department of Clinical Sciences and the Associate Dean for Graduate Studies and Research will work to foster research collaboration between the research and clinical faculty. At least two proposals for collaborative studies will be developed by June 2008.

Information and Educational Resources:

- Increase the effective use of library and educational technologies by all programs.

2.0 The University Optometric Center (OUC)

(Dr. Soden)

- In support of the strategic planning process conduct a comprehensive review of the UOC’s organization, operations and needs including:
 - The functional structure of the UOC

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- Hiring processes for clinical staff
- Develop an ongoing process for the review of daily operations
- Review financial profiles of specific clinical areas and satellite clinics
- Establish procedures regarding budget development and allocation
- Current EMR capabilities and needed enhancements for the next five-years.
- Establish a replacement renewal process for clinical equipment which is responsive to new technologies, the future of the profession and the needs of the teaching program.
- Work in collaboration with Academic Affairs and the Department of Research to increase research efforts within and to enhance the scholarly impact of the UOC.
- Work in collaboration with Academic Affairs to review/develop guidelines for determining faculty workloads.
- Coordinate with the VPAA/Dean to insure a smooth assimilation of the revised professional curriculum within the UOC.
- Participate in facilities planning process to ensure the UOC is prepared to meet emerging patient care demands and the expectations of a changing health care environment.
- Expand the UOC's managed care contracts by two.

3.0 Student Affairs

(Dr. Johnston)

Admissions

- Develop a succession plan for the anticipated 2009 retirement of the Vice President of Student Affairs.
- Continue the implementation of the new Jenzabar system.
- Work with ASCO should they adopt a centralized admissions process for all schools and colleges of optometry.
- Work with the Associate Dean of Graduate Studies and Research to insure graduate program policies and practices articulate with the professional degree program and comply with state and federal regulations.
- Complete an evaluation of our admissions process as indicated in the College's MOU with SUNY Central.
- Develop recruitment strategies to increase enrollment and enhance the quality of applicants to the graduate program.
- Work with the Dean, the Dean's Council, and the Curriculum Committee to prepare for the implementation of the revised curriculum of the O.D. degree program.

Student Life

- Work with the Vice President of Administration and the community to develop the "student life" program to be addressed through the future build-out of the 3rd floor space, (aka: Television Studio).
- Work with the President and the OCNYS Foundation to develop options which will address the housing needs of our students.
- Work with Student Council to support the quality of the student experience at the College.

4.0 Administration and Finance

(Mr. Bowers)

Business Affairs

- The fundamental goal is to provide the services of accounting, budgeting, procurement, payment, collections, and management of grants and contracts for the College with services rendered in timely, reliable, efficient and customer friendly manner.
- Upgrade the level of research administrative service afforded PIs and management by hiring a sponsored program manager.
- Provide training services and increase use of the SUNY Management Resource Tool (SMRT) business system.
- Provide student access to their accounts via the Jenzabar web-portal.

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Personnel Department

(Mr. Schading)

- Increase the visibility of the Personnel Office and employee access to information and policies on the College's website.
- Participate in the development of the College's Emergency Response Plan.
- Review current procedures for addressing time and attendance issues.

Information Technology

- Re-establish Information Technology Help Desk.
- Implement campus-wide emergency notification system.
- Establish web-casting solution as mandated by NYS Executive Order #3.
- Implement Jenzabar's JICS portal for current and prospective students.
- Establish remote access functionality to the campus network.

Campus Services

- To provide the campus with cost effective and efficient telecommunication services: The Office of Campus Services will review campus needs, develop an RFP and complete an agreement for a new contract scheduled to begin in June 2008.
- Complete a campus wide inventory of SUNY property.
- Continue the on-going work of the Internal Control Act Committee to ensure the requirements of the NYS Governmental Accountability, Audit and Internal Control Act are met.

Management Services:

- *Engineering* – Expand the preventative maintenance program to minimize unexpected breakdowns and disruptions to service.
- *Engineering* – Begin elevator renewal project October 2007.
- *Environmental Health & Safety* – Increase online access to information (MSDS), Health and Safety training programs, and safety information.
- *Environmental Health & Safety* – Insure full participation in the College's recycling program.
- *Environment Health & Safety* – Ensure the College remains in compliance with all state and federal regulations.
- *University Police* – Complete the training and arming of the University Police Officers as mandate by the president and in compliance with all safety and regulatory policies.
- *University Police* – Acquire and install new visitor management photo ID card system.
- *University Police* – Acquire and install new emergency alert system within the building.
- *Maintenance* – Provide better cleaning and floor care to the clinic floors and classroom during the day.
- *Maintenance* – Establish computerized work-order system to improve communication and responsiveness.

5.0 Institutional Development

(Ms. Warwick)

- In concert with the institutional strategic planning process, work with the College Foundation to complete a parallel process. To be completed: Sept. 1, 2008.
- Successfully meet FY 2008 fundraising objectives of:
 - \$1,000,000
 - 100% Board participation
 - increasing alumni giving from 17% to 20%
- Develop an enhanced public relations program to increase the long term visibility of the College and the UOC.
- Oversee the implementation of the College's new Electronic Newsletter
- Design and publish an annual report for SUNY Optometry

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