

MEMORANDUM

Institutional Goals -2010/2011-

I have once again asked each member of the President's Council to develop a set of goals and objectives for the 2010 – 2011 academic year. And as I have the past three years, 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. 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. You will note that the link to the strategic planning effort continues to be prominent and indeed all members of the community will be involved in the success of our strategic goals. I will be holding a community-wide meeting in October to report on the state of the College and the University, along with the progress of our strategic plan, "A Shared Vision".

Reference Documents:

*State University of New York – Mission II Review: Memorandum of Understanding
SUNY State College of Optometry –5-Year Strategic Plan 2008 – 2013
2010 – 2011 Key Metrics (In draft form)*

1.0 Goals with College-wide Impact:

- **Strategic Planning:** The SUNY State College of Optometry will continue the implementation of the 5-Year Strategic Plan 2008 - 2013.
- **Accreditation:** The College will complete the Institutional Self-Study and host the joint accreditation visit of ACOE and MSCHE, April 10 – 13, 2011.
- **Resource Development:** *"The Vision & The Promise: Campaign for the SUNY College of Optometry."* The College, through its Foundation will complete the quiet phase of its major gifts campaign and move into the public phase at the 2011 *Eyes on New York* Gala. Campaign Goal - \$10M.
- **Institutional Research:** The College will complete the implementation of its institutional assessment program with "Key Metrics" published on the web for the community access.
- **Academic Affairs:** Complete a review of the administrative/department structure of Academic Affairs, make recommendations to the President regarding changes needed to support our strategic priorities, and initiate implementation.
- **Academic Affairs:** Begin the development and implementation of the Center for Clinical Research.
- **Student Affairs:** Review, revise and modify as needed the organization of Student Affairs to meet the needs of our students and programs.
- **Student Affairs:** Develop an implementation plan for the Center for Career Development.
- **University Eye Center:** Complete the selection and implementation of a new EHR.
- **Master Planning:** In cooperation with the State University Construction Fund (SUCF), the College will complete a new Facilities Master Plan for the years 2013 – 2023.

- **Facilities Improvements:** The College will continue to move forward restoring areas of the college campus:
 - “Ground-breaking” for the new Center for Student Life and Learning on the 2nd, 3rd and 3^M floors will begin in early 2011. The project will be completed within one year.
 - Bid documents for the renovation of the ground level will be completed with construction scheduled to follow completion of the Student Center for Life and Learning.
 - Complete research facilities improvements on floors 16 and 17.
 - Continue electrical and mechanical systems upgrade project.

2.0 Academic Affairs *(Dr. Troilo)*

- The VPAA will complete a review of the administrative structure of Academic Affairs, make recommendations to the President regarding changes needed to support our strategic priorities, and begin implementation.
- Provide oversight to ensure the timely completion of the College’s Self-Study and a successful accreditation visit in April 2011.
- Review and revise Academic Affairs Website to reflect organizational and programmatic changes.

Education

- The VPAA will continue the development and implementation of the new Professional degree curriculum, coordinating closely with Clinical Affairs.
 - Review and enhance assessment tools for ongoing monitoring of the new curriculum with an additional emphasis on clinical education and the students patient care experiences.
 - Develop plan for 4th year of the Doctor of Optometry Program (implement AY 2012)
 - Develop plan for the offering of elective coursework
- The Associate Dean for Graduate Studies and Research will continue the implementation of changes relative to graduate research education programs with an emphasis on enhancing the assessment process for the curriculum.
- The Director of Residency Programs, working with the VPAA and the VPCA will assess our current residency programs and will develop strategies to meet the expansion goals of the Strategic Plan through self-funding mechanisms.
- Working with the Committee on Learning Resources develop an intellectual property policy relative to course materials.

Faculty

- Oversee the faculty searches in support of the strategic plan.
- The VPAA will work with the VPCA to continue the development & implementation of the “Primary Supervisor” model.
- The VPAA will continue to work with the Faculty Development Committee to develop programs and strategies that support individual faculty in their career path and that increase the retention of full-time faculty.

Scholarship and Research/Sponsored Activity

- The administration in collaboration with the Research Council and the faculty will develop action strategies and begin implementing the research elements of the strategic plan.
 - Collaborate with VPFA on the completion of renovations to 16 & 17.

- Continue development of inter-institutional collaboration among SUNY Academic Health Centers – The SUNY Eye Institute
- Development of Clinical Research Center
 - Clinical Data Collection Center
 - Identify Clinical Trials Coordinator
- The administration in collaboration with the Research Council will continue to revise or develop new policies that serve to integrate clinical research into the overall management structure of the College’s research efforts and assure policies are supportive of our strategic goals and objectives.

Information and Educational Resources:

- Continue to increase the effective use of library and educational technologies by all programs.

International Programs

- Develop the Center for International Programs offices in preparation for expanded program capacity.
- Prepare for the opening of the Confucius Institute in October, 2010.
- One additional international affiliation will be initiated.
- Continue oversight of the College’s programs in China, including the continued development of The Center of Excellence in Low Vision and Vision Rehabilitation in Wenzhou, China.

Continuing Professional Education

- Continue the development and expansion of the CE-NY program in collaboration with the NYSOA.
- Develop and pilot real time, web-based education.

3.0 The University Eye Center (UEC) (Dr. Soden)

- Complete the implementation of the new UEC Website and expand promotional activities with DCF Advertising.
- Implement contracts related to “Carve Out” Bill with Wellcare, Health First; Health Plus; Neighborhood, etc.
- Finalize new EHR and implement system in a manner that minimizes the disruption to operations.
- In support of the strategic planning process continue to implement changes within the UEC’s organization, operations and needs including:
 - The functional structure of the UEC
 - Delivery of care in support of the strategic growth goals
 - Resolve limitations of the IDX appointment system to assure we are meeting of the needs of our patients and our educational programs.
 - Review and implement changes to the QA & I policies.
- Develop a faculty recruitment process in cooperation with the VPAA which is national in reach and which attracts highly qualified faculty to the College.
- Continue to coordinate with the VPAA/Dean to ensure a smooth assimilation of the revised professional curriculum within the UEC.

- Work in collaboration with Academic Affairs and the Department of Research to increase research efforts within and to enhance the scholarly impact of the UEC.
- Continue to work in collaboration with the Director of Residency Programs and VPAA to reassess the role of residents and to establish an economic model of expanding residency education, in a fiscal prudent manner.
- Implement 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 with the VPFA to continue UEC facility improvements.
- Participate in Facilities Master Planning process to ensure the UEC is prepared to meet emerging patient care demands and the expectations of a changing health care environment.

4.0 Student Affairs (*Dr. Philpott*)

General

- Review, revise and modify as needed the organization of Student Affairs to meet the needs of our students and our programs in alignment with the College's Strategic Plan.
- Define Student Affairs and Admissions data needs and reporting requirements.
- Working with appropriate constituencies, develop an implementation plan for the Center for Career Development (including timelines).

Admissions

- Define, recruit and integrate a new Director of Admissions & Marketing position.
- Create and integrated and comprehensive marketing and communication strategy, and develop actionable objectives.
- Increase the yield in the professional degree program (accepted to matriculate) from 50% to 60%.
- Increase the student satisfaction with the recruitment and admission process (as measured by the 2010 Professional Survey) from 63% to 75%.
- Complete the transfer of admission processes and data tracking for graduate student admissions to be within the umbrella of the Office of Student Affairs.

Student Life

- Continue to work with the Vice President of Administration and the community to inform and advise in the development of the build-out of the 2nd and 3rd floor space, (aka: Campus Center for Student Life and Learning) with construction scheduled for early 2011.
- Examine and develop strategies to enhance the student experience including:
 - Student Governance and Student Organization;
 - Review of the Faculty/Student Association operations;
 - Explore more responsive systems for allowing students to acquire equipment, books and college paraphernalia
 - Coordination and planning for co-curricular educational programs.

Registrar

- Begin Electronic Grade Submission through the upgrade of the Jenzabar Registration Module, and provide faculty training.
- Work with IT to integrate the Sunyopt web portal, Moodle, and First Class email.

Financial Aid

- Review and implement changes to system for awarding, processing and disbursing financial aid that best serves the needs of our students.
- Develop and implement annual survey to evaluate student satisfaction with the financial aid processes and practices.

Diversity

- Rewrite CSTEP Grant with the objective of attracting and retaining a higher number of qualified under-represented minority students to reflect the ethnic diversity of the State of New York.
- The VPSA and/or new Director of Admissions will take an active role in the National Association of Medical Minority Educators (NAMME).

5.0 Administration and Finance (*Mr. Bowers*)Business Affairs

- The fundamental goal is to provide the services of accounting, budgeting, procurement, payment, collections, and contracts for the College with services rendered in timely, reliable, efficient and customer friendly manner.
- Update Business Affairs website to make it more user friendly.
- Complete work with Information Technology to provide students with online access to their financial records and bill payment.
- The Business Office will develop quarterly reports for management that show an all-funds picture for current year, year-to-date, prior-year and prior year—to-date.
- Expand training of mid-level managers on the use of SUNY and RF system applications.

Personnel Department

- Ensure the visibility of the Personnel Office and employee access to current information and policies on the College's website.
- Assure that all evaluations and performance program updates are current and occur annually.
- Administer the Early Retirement Incentive Program.
- Develop and implement an electronic time reporting system either independently as a campus or in conjunction with System Administration.
- Assist in the implementation of the new Faculty Leave Policy.
- Complete review and recommend policy on pre-employment background check.

Information Technology

- Develop and publish new five-year Information Technology Strategic Plan.
- Establish connectivity with NYSERNET to the next-generation Research and Education high performance network (Internet 2, etc.)
- Assist the UEC with the final selection and implementation of its next EHR system.
- Participate in curriculum development by providing technology tools that will enhance teaching and learning.
- Work with the College community and DCF Advertising to complete the redesign of the UEC and College website.

- Continue to expand the use of the IT Video Conferencing and Training Center and increase the use of video conferencing.
- Complete the reorganization and centralization of IT and media services, achieving full staffing and improved services to the community.
- Support the expanded use of educational software programs (i.e. CourseEval, Turning Point and Moodle).
- Upgrade Jenzabar's JICS portal and continue to enhance the portal's capabilities.
- Upgrade software as appropriate; First Class, Windows 7 and Microsoft Office 2010.
- Enhance and maintain System Security to protect the College community and to insure compliance with Federal, State and SUNY requirements.
- *Media Services:* Assist on all capital projects in the design and development of electronic, data, low-voltage and audio-visual systems.
- *Media Services:* Provide faculty, staff and students with instructional technology and engineering support as needed.

Campus Services

- In anticipation of the conclusion of the current contract for telephone communication, conduct a needs analysis, explore alternative systems, develop RFP and complete bid process for a system which will meet the needs of the College community for the next 5 – 10 years.
- Maintain SUNY's Property Control System to ensure accuracy of inventory.
- Continue to work with the Internal Control Act Committee to ensure the requirements of the NYS Governmental Accountability, Audit and Internal Control Act are met.
- Update and ensure the accuracy of the College's Physical Space Inventory.

Grant Administration:

- Develop the research pages of the SUNY Optometry website for improved performance and impact.
- Actively pursue training of investigators on use of Research Foundation website to provide on-demand access to research/sponsored account information via the Research Foundation Portal.
- Continue to assist investigators with grant management support.
- Continue to develop improved reporting database for use by administration and the College community to monitor strategic plan performance.

Management Services:

- *Engineering* – Continue BMS Controls and Rehab. Building Projects (SUCF #41051/41056)
- *Engineering* - Continue 2nd, 3rd, and 3rd floor mezzanine project, (SUCF 41049/41050)
- *Engineering* – Provide assistance as needed to complete the renovations on floors 16 & 17 (SUCF # 41059)
- *Engineering* – Provide assistance developing the College's Facility Master Plan 2013-2023, (SUCF #41816)
- *Engineering* – Continue miscellaneous projects: 1) bathroom renovation project, 2) 5th floor clinical waiting area, 3) low vision room 505, 4) IT room air conditioning.
- *Environmental Health & Safety* – To transfer the 2010 Annual Compliance Training to Moodle as the host software.
- *Environment Health & Safety* – Ensure the College remains in compliance with all state and federal regulations.

- *Environment Health & Safety* – Create an Emergency Response Handbook for the College community.
- *University Police* – Implement a bi-annual review of all department policies and procedures. Fifty percent of all policies and procedures will be review during the 2010 - 2011 FY.
- *University Police* – Develop departmental manual with a goal of accreditation.
- *University Police* – Transition to an integrated security system with the implementation of a security management system as recommended by consultants in 2010.
- *University Police* – Enhance training and preparedness of campus community to fully address potential threats or exigencies.
- *Maintenance* – Continue effort to provide improved and consistent cleaning and floor care to the clinic floors and classroom during the day.
- *Maintenance* – Further expand MP2 software for computerized work-order system to improve communication and responsiveness.
- *Maintenance* – Continue to only purchase EPA approved cleaning products.

6.0 Institutional Development (*Ms. Warwick*)

- Continue implementation of - *“The Vision and The Promise – A Campaign for the SUNY College of Optometry”*
 - Complete quiet phase of the campaign.
 - Announce the public phase of the campaign at the 2011 Eyes on New York Gala.
 - Increase Board membership by two additional members.
 - Develop ongoing reporting structure assessing the success of the campaign.
- Implement new staffing plan and integrate new employees into the Office of Institutional Advancement.
- Successfully meet FY 2010 fundraising objectives as set forth in the OCNYS budget.
- Develop an enhanced public relations program to increase the long term visibility of the College and the UEC.
- Design and publish an annual report for SUNY Optometry.

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

- Complete the ACOE/MSCHE Self-Study and coordinate the site visit.
- Continue implementing the institutional assessment plan:
 - Key indicators have been identified, historical data will be organized, and a process for data collection and publication will be implemented.
 - A web-based display of key indicators will made available on the College’s web-site.
- The Institutional Research and Planning Committee will meet on a regular basis to review institutional outcomes data, and to provide advisement on the institutional research plan, topics of strategic importance, and the strategic allocation of resources. Key projects for AY2010:
 - Workforce analysis for New York State and implications for future enrollment.
 - Support for the Self-Study and Accreditation process.

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