

MEMORANDUM

Annual Institutional Goals: AY 2022/2023

As a part of our annual planning process, I ask each member of the President's Council to develop a set of goals for the 2022 – 2023 Academic Year. These Annual Goals are linked with and directly support the recently revised and extended “*2018 – 2025 Strategic Plan: Care, Lead, Advance*”, with each representing specific tactical priorities established for the current academic year. These are then shared with the broader community.

The revisions 1) extend the plan by two years to 2025, 2) incorporate goals established in the *Diversity & Inclusion Master Plan 2.0 (DIMP 2.0)*, 3) take into account the 2020 *Framework for the Future Report*, and 4) increases our emphasis on collaborative programming and 5) faculty/staff development programs.

Goals that affect all parts of the institution are included at the beginning of this Report in the section labeled “**AY 2023 Institution-wide Goals.**”

Even within this unique time in history, all departments within the College continue moving towards implementation of the strategic plan. The overarching concept behind the Plan continues to be “Student Success”, with nine goals and associated objectives. The nine goals are 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 is listed below along with select annual goals. In addition, this year there are four institution-wide goals that affect all parts of the institution. Please bear in mind that this is not a comprehensive list of all of the goals developed by senior management, but is rather a listing of those that may be of greatest interest to the community.

AY 2023 Institution-wide Goals

- A. Work toward the successful achievement of the goals and objects defined in the revised *2018-2025 Strategic Plan: Care, Lead, Advance* and within which the goals of the *Diversity & Inclusion Master Plan 2.0* reside.
- B. Continue to ensure the fiscal integrity and strength of the College through the prudent and responsible management of resources and the development of new and innovative growth strategies.
- C. Using the College's *2020 Framework for the Future* planning document, continue to expand educational and research programs through inter-institutional partnerships.

- D. Continue to protect the safety and well-being of our students, staff, faculty and patients through thoughtful implementation of health and safety protocols including mandated vaccination, and the adaptation of programming to mitigate the risk of transmission of the SARS-COV virus.
- E. Complete the construction and occupation of the new Clinical Vision Research Center (CVRC) on the 14th floor and prepare to begin the renovation the UEC 7th floor Adult Primary Care Service in the summer of 2023.
- F. Integrate the Downstate Health Science University School of Public Health's research and educational programs as they occupy their 18th floor suite and explore the development collaborative educational and research opportunities in the future.

Theme: Student Centered Experience

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

- Implement Peer Mentoring program 2.0 based on feedback from previous cohort and expand program to include 2nd year students.
- Work in collaboration with Student Council to provide support services that promote students' emotional and physical well-being.
- Implement the 2nd iteration of the Eye-Care summer camp using a hybrid delivery model during the summer of 2022.
- Review and improve clubs and associations' policies and procedures
- Evaluate and identify key “value add” alumni programs/activities which ultimately lead to greater connections, more active volunteers, increased philanthropy, and keep SUNY Optometry top of mind including 1-2 pilots that address alumni life and career cycles.

Theme: Academic Excellence

Goal 2: Deliver a dynamic curriculum that engages students and advances contemporary optometry.

- Ensure the successful transition to and onboarding of the new Chair of the Department of Clinical Education (Dr. Michael Sullivan-Mee).
- Complete the reorganization of the public health track to enhance and broaden student learning opportunities in this area.
- Develop Plans for the redesign of the optics teaching laboratories on the 15th floor.
- Successfully implement the D2L/Brightspace conversion from Moodle.

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 (basic, translational and clinical).

- Complete the construction of and facilitate the occupation of the new Clinical Vision Research Center on the 14th floor allowing for the continued expansion of human subjects research at the College.
- Continue planning for the construction of new translational research laboratories on the south side of the 16th floor.
- Successfully complete the AAHRPP re-accreditation process.

Theme: Service to Patients & Community

Goal 4: Deliver unparalleled care to our University Eye Center patients.

- The UEC and IT will collaborate to ensure the timely implementation of technological solutions to increase operational efficiency and enhance the patient experience, (including, but not limited to, the implementation of: automated text appointment reminders, increased functionality of the patient portal, automation of the Good Faith Estimate process, O-Tech mobile patient check-in, interoperability between NextGen and the visitor lobby system, expand observational capabilities within examination rooms, and review of potential customer relationship management products).
- Increase patient visits (> 63,000) and revenues (> \$6.6M).
- Working with the Office of DEIB, cultivate a diverse and inclusive UEC community based on cultural humility and sensitivity.
- Finalize and implement the transition plan for the complete renovation of the seventh floor.
- Complete a feasibility/program study for the renovation of the 5th floor Vision Rehabilitation Service.

Goal 5: Provide service to the greater community

- Continue to work with H+H to increase our foothold into their health care system. Assess if staffing additional Gotham locations are needed.
- Continue to develop and secure relationships with key healthcare organizations and stakeholders to increase the College's footprint in the NY Metro area.
- Establish the groundwork for some of the new H+H sites to be open to 4th year student externs beginning with the selection process in the fall of 2023.
- Explore and develop training opportunities designed to address eye care workforce shortages in upstate NY.
- Revitalize international programs; Implement programmatic content outlined in MOU with WMU.

Theme: Community & People

Goal 6: Cultivate an institutional culture that encourages a sense of community, inclusion, institutional pride, collective purpose, and share responsibility.

- Implement DIMP 2.0 goals outlined in the College's strategic plan: implement innovative training and development opportunities to enhance inclusive communications and improve intergroup dialogue;
- Develop DIMP 2.0 progress tracker.

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

- Develop and begin implementation of Early-Career Faculty Training and Cohort Career Advising Programs.
- Continue to provide and enhance faculty development programs and workshops for those at all ranks and seniority in support of ongoing career development.
- Re-establish the Clinical Instructor rank and develop and appropriate review process with implementation prior to July 1, 2023.
- Explore additional opportunities to implement new technologies to enhance provider-patient communication and the patient experience.

Theme: Effective Foundational Support

Goal 8: Attract the brightest and most motivated students with demonstrated leadership potential.

- Enroll a highly qualified, diverse and engaged entering student body of 100 matriculates that will contribute to a vibrant community while maintaining an admissions yield above 60%.
- Develop and implement a strategy to engage pre-health advisers to ensure that optometry and SUNY are top of mind for pre-health students in their respective campuses.

Goal 9: Provide the financial foundation, administrative support and environment to achieve the College's mission.

- *Facilities, Health & Safety:* Continue to ensure the College community safely navigates the ongoing impact of COVID-19 by assuring compliance with CDC and NYSDOH guidance.
- *Facilities:* Complete the program/feasibility study for the fifth floor renovation
- *Facilities:* Complete the construction of the new CVRRC on the 14th floor and prepare for the renovation of the Adult Primary Care floor (7th).
- *IT:* Collaborate with the UEC to ensure the timely implementation of technological solutions to increase operational efficiency and enhance the patient experience: Implementation of: automated text appointment reminders, increased functionality of the patient portal, automation of the Good Faith Estimate process, O-Tech mobile patient check-in, interoperability between NextGen and the visitor lobby system, expand observational capabilities within examination rooms, and review of potential customer relationship management products
- *IT:* Continue to upgrade AV distance learning capabilities in teaching spaces.
- *IT:* Commence review, planning and implementation of SUNY-wide initiatives including cyber-security and managed print directives.
- *IT:* Working with academic affairs and others as needed, guide the conversion from Moodle to D2L/Brightspace.
- *Business:* Continue to achieve MWBE goals (> 30%)
- *Finance & Administration:* Complete the search for and transition into the role a new Assistant VP for Business Affairs
- *Human Resources:* Work with SUNY to convert to electronic time sheets
- *Human Resources:* Develop a Sharepoint site for HR
- *Institutional Advancement:* Create strategies that identify and increase fundraising support from all constituencies for campus priorities such as scholarships, the renovation of Primary Care (7th floor), Charitable Care, and student programs raising a minimum of \$800,000 - \$1M
- *Institutional Advancement:* Transition OCNYS accounting management software to a modernized, agile platform with clearer reporting and electronic integration for key processes such as invoicing, accounts payable, and check requests.
- *Institutional Advancement:* Working with the President's Council and key constituencies develop and secure an outside marketing firm to help increase the overall visibility and brand of the College, highlighting our academic, research and clinical impact.
- *Institutional Advancement:* Work with OCNYS President, College President, and members of OCNYS Board to identify and invite new members to join the OCNYS Board of Trustees

- *Legal:* Systematically review and revise College-wide and UEC policies and procedures to ensure they properly address necessary issues and are compliant with law, regulation and SUNY policy (FY 2023 - focus on Administration & Finance).
- *Legal:* Work with Human Resources, Student Affairs and UPD to ensure that appropriate procedures, training and documentation are put into place to ensure compliance with Title IX regulations.

Key Reference Documents:

1. *SUNY College of Optometry –5-Year 2018 – 2025 Strategic Plan: Care, Lead, Advance*
https://www.sunyopt.edu/publications/strategic_plan_2018/ [Currently being revised]
2. *SUNY College of Optometry – Institutional Assessment Plan:*
<https://sunyopt.cld.bz/Assessment-Plan>
3. *Key Metrics -* http://www.sunyopt.edu/offices/institutional_research/factbook/
4. *Diversity & Inclusion Master Plan 2.0 -* [DIMP 2.0 \(cld.bz\)](https://sunyopt.cld.bz/DIMP-2.0)

Final: