

## MEMORANDUM

### Annual Institutional Goals: AY 2024

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 2023 – 2024 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.

Goals that affect all parts of the institution are included at the beginning of this Report in the section labeled "**AY 2024 Institution-wide Goals.**"

The overarching concept behind the College's Strategic 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 rather is a listing of those goals that may be of greatest interest to the community.

#### AY 2024 Institution-wide Goals

- Presidential Transition:** A core focus of the 2024 AY will be the successful completion of a search for the College's next president. This decision has major implications for the future of the institution.
- Work toward the successful achievement of the goals and objects defined in the revised **2018-2025 Strategic Plan: Care, Lead, Advance**, (inclusive of the Diversity Master Plan goals).
- Doctor of Optometry Program at Upstate:** Continue the development of the OD Extension Program at Upstate Medical University, with securing the requisite approvals the priority.
- Center for Teaching & Learning (CTL):** Through the award of Transformation and Incremental Funds by SUNY System, establish a new Center for Teaching and Learning on the 18<sup>th</sup> floor to provide new resources for students and faculty to maximize educational outcomes.
- Adult Primary Care:** Begin the renovation the UEC 7<sup>th</sup> floor Adult Primary Care Service in the fall of 2023 with completion targeted of December 2024.
- 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.

### Theme: Student Centered Experience

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

- Academic Affairs and Student Affairs will collaborate to establish the new Center for Teaching and Learning which will provide;
  - a significant increase in resources (including an instructional design specialist) to support course development and the design of instructional materials;
  - expanded resources (learning specialist) to improve assessment, to enhance student learning and provide instructional support;
  - increased access to mental health services (full time mental health specialist).
- Academic Affairs and Student Affairs will collaborate to develop a plan that expands the summer flex program (including prior to first year) to allow students to reduce the academic year course load.

### Theme: Academic Excellence

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

- Continued development of the SUNY College of Optometry Extension Site at Upstate Medical University in a manner that maintains high academic standards and ensures comparable student learning outcomes.
- Implement new faculty activity reporting software and curriculum management software.
- Conduct a full curriculum review to identify and reduce unnecessary redundancies.
- Develop strategies to enhance student preparation for third year clinic and the new NBEO Part III – PEPS.
- Develop plans for the redesign of the optics teaching laboratories on the 15<sup>th</sup> floor.
- Conduct a review of the externship program.
- Successfully complete 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).**

- Begin searches for tenure track faculty positions in the departments of Clinical Education and Biological and Vision Sciences.
- Continue planning for the construction of new translational research laboratories on the south side of the 16<sup>th</sup> floor.
- Implement the plan for the use of new operating research funds provided through the SUNY Incremental Funds program.

### Theme: Service to Patients & Community

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

- Increase patient visits (> 63,000) and revenues (> \$6.8M).

- Working with the Office of DEIB, incorporate cultural sensitivity training for individuals working in the UEC.
- Explore and expand clinical services offered in the UEC as appropriate and feasible.
- Complete the renovation of the seventh floor by December 2024.

**Goal 5: Provide service to the greater community**

- Continue to work with H+H to increase our foothold in 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 2024.
- Explore and develop training opportunities in conjunction with the development of the OD extension program in Syracuse.
- Continue post-pandemic efforts to revitalize international programs.

**Theme: Community & People**

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

- Continue to 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.
- Update and publish the DEIB Tracker.
- Create in-house training and learning programs for specific groups to raise awareness and build capacity to have inclusive and equitable practices across the college.
- Maintain accurate up-to-date academic, research, and faculty information on the college website (Academic Affairs, IT, UEC, Communications).

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

- Continue to provide faculty development programs and workshops for all categories of faculty, ranks and seniority.
- Maintain and expand community partnerships to support diverse learning and teaching environments, and to serve the greater community.
- 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 and maintain and admissions yield above 60%.
- Design and begin to establish a strategy for the recruitment and enrollment of an entering class of 16 into the extension program at Upstate in the fall of 2025.

- Continue to review and revise admissions strategies to enroll a diverse student body in light of the 2023 SCOTUS decision on racially conscious admissions.
- Research and recommend strategies to reduce the costs associated with a professional education and living in the NY metropolitan area.

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

- *Facilities*: Oversee the progress and/or completion of several construction projects including 7<sup>th</sup> floor Primary Care Clinic renovation, elevator rehab, exterior façade repairs and other minor internal projects.
- *Facilities*: Prepare for upcoming projects including the construction of the College's extension site on the Upstate Medical University campus, 16<sup>th</sup> floor translational research labs, the renovation of 15<sup>th</sup> teaching labs and 11<sup>th</sup> floor classroom, and 5<sup>th</sup> floor clinic design.
- *IT*: Collaborate with the UEC to utilize technologies to increase access and enhance the patient and student experience.
- *IT*: Continue to upgrade AV systems and improve distance learning capabilities in teaching spaces.
- *IT*: Commence review, plan and implement SUNY-wide initiatives including SUNY Digital Learning Environment, cyber-security strategies and managed print directives.
- *IT*: Collaborate with the Office of Academic Affairs to provide cutting edge remote access solutions that enable synchronous and asynchronous learning and deliver a seamless, interactive, remote teaching and learning experience for the Upstate extension program.
- *Business*: Continue to achieve MWBE goals (> 30%)
- *Business*: Evaluate and enhance the College's Student Information System (Jenzabar) billing, collection and accounting capabilities/functionality to eliminate redundancies, create efficiencies and provide timely and accurate reporting
- *Human Resources*: Work with SUNY to launch electronic time sheets.
- *Human Resources*: Comply with Executive Law 94(8) and provide live ethics training to all State Employees.
- *UPD*: Review, modify and publish University Police Department policies to ensure continue compliance with accreditation standards.
- *Institutional Advancement: Institutional Advancement*: Collaborate with DSI (consultants) to build a robust case for support, identify current and new individual prospects enhancing the donor base, host at least one "awareness event", and establish a 3-year plan for fundraising initiatives.
- *Institutional Advancement*: Transition the Foundation accounting management software to a modernized, agile platform including hiring an accountant who will help with the process and conducting an RFP for the investment portfolio management and advisory services.
- *Institutional Advancement*: Evaluate and execute digital marketing and SEO/SEM strategies to increase visibility for the College and the University Eye Center, adapt to new Google algorithms, and to prepare for recruitment marketing for the Extension Program at Upstate Medical University in collaboration with Student Affairs.
- *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.
- *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/](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/](http://www.sunyopt.edu/offices/institutional_research/factbook/)
4. *Diversity & Inclusion Master Plan 2.0 -* [DIMP 2.0 \(cld.bz\)](#)

*Date: 16 November 2023*