Administration and Finance

- Business Office
- Human Resources
- Information Technology
- Facilities and Capital Projects
- Public Safety
- Internal Control Program
2013-18 Strategic Plan
Creating a Legacy of Leadership

Goal 11

Assure the College’s programs and strategic goals are achieved through ongoing, responsible, effective long-term financial planning, resource allocation and infrastructure development.
Assure College resources are deployed in support of strategic priorities and used in a prudent, cost-effective manner through continued use of the zero-based resource assessment process.

• Annual VP budgets are zero-based and require focus on strategic priorities.
• Quarterly reports issued to VPs and periodic financial modeling done to forecast “P/L” and “breakeven.”
• Spending is tracked against budget.
• Tuition revenue and “maintenance of effort” are essential components.
Increase campus-based revenues, including the multi-year tuition plan, patient care, facilities-use agreements, continuing education and research grants.

- Tuition increases and enrollment growth have been critical in stabilizing the budget after years of State support cuts.
- Facility usage fee revenue between March 1, 2013 and February 28, 2014 = $413,152.
- Revenue or funding from UEC, research and OCNY must be steady or growing.
  - OCNY program support in 2013-14 = $1,217,230
    - Student Programs, Faculty & Research, Patient Care, International Programs
Sources of Funds: FY 10-11 to FY 12-13

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 10-11</th>
<th>FY 11-12</th>
<th>FY 12-13</th>
</tr>
</thead>
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<tr>
<td>Core Budget (State)</td>
<td>11,046,677</td>
<td>9,812,291</td>
<td>9,822,291</td>
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<tr>
<td>Tuition &amp; Fees</td>
<td>5,728,322</td>
<td>6,162,440</td>
<td>7,500,816</td>
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<td>Clinic Pledge &amp; Pooled Offset</td>
<td>2,887,677</td>
<td>2,945,560</td>
<td>3,043,784</td>
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<tr>
<td>Campus-Generated Revenue</td>
<td>6,196,264</td>
<td>7,631,770</td>
<td>6,912,112</td>
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<td>Research Foundation</td>
<td>3,631,454</td>
<td>3,381,262</td>
<td>3,173,941</td>
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<tr>
<td>From (to) Fund Reserves</td>
<td>1,696,838</td>
<td>1,678,232</td>
<td>1,138,005</td>
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<tr>
<td>Total</td>
<td>31,187,232</td>
<td>31,611,555</td>
<td>31,590,949</td>
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<td>Year-End Balances as of 5/6/14</td>
<td>Initially Projected Balances</td>
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<td></td>
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<tr>
<td>-------------------------------</td>
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<tr>
<td>$7,031.4</td>
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<td>$8,046.6</td>
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<td>$9,130.4</td>
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<tr>
<td>$14,541.5</td>
<td>$-10,000.0</td>
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</tbody>
</table>

- n - a
Continue to develop the College’s physical infrastructure in support of a 21st-century health professions education, research and patient care facility.

- Capital projects underway: electrical in construction. Budget = $9M. Mechanical in design but not funded for construction.
- Renovation of lecture halls to modernize and accommodate enrollment growth (101 & 103 completion in July 2014. Budget = $2.35 M.
- Research floors upgraded. Budget = $2.6 M.
Continue to develop the College’s physical infrastructure in support of a 21st-century health professions education, research and patient care facility.

- Project to renovate lecture hall 206 and increase seating capacity to 100 is underway in design phase. $1.6M (approx.)
- Ground floor project is in design/phasing review and will move forward to construction. $4.17M (approx.)
- Adding 81 new student lockers on 2nd floor to accommodate enrollment growth.
- Small improvement projects on-going.
Begin implementation of the College’s 2013-2018 Facilities Master Plan with a focus on the University Eye Center.

• Establishes conceptual framework and scope development for capital projects into the 2020s with emphasis on better physical integration of College’s education, patient care and research activities.
• First 5-year period focuses on UEC.
• Needs significant new capital funding to proceed; otherwise, may be incremental.
2014-15 Executive Budget - SUNY

• State support steady, but campus will have to pay most of the cost of negotiated salary increases -- about $320K for Optometry. SUNY cost is $82.2M with $7.6M funded.
• U-wide program funding of $2.9M restored.
• Capital budget includes $402M critical maintenance allocated by formula plus $98M by SUNY Board; campus share is $2.1 - $2.7M.
• Nothing for IT Transformation ($189M), research ($200M), or energy ($100M – except $50M “dry”).
Environmental Factors

• Compliance
  – Internal Control
    • Meeting COSO standards
    • Certification now to both OSC and DOB
  – EO88
    • ASHRAE Level II Energy and Water Assessment
    • 20% energy use reduction in dynamic environment
  – Sunlight
    • Procurement and reporting on vendor contacts
    • College has 35 employees certified/trained
“If all energy conservation opportunities are implemented (including Phase I and Phase II improvements), the building will reduce its electricity consumption by 1,740,300 kW/year, steam consumption by 2,300 MLbs., water consumption by 270 kgals, and associated costs by $423,000/year, including O&M reductions. It is estimated that there will be an initial cost of $5,691,800 for a payback period of about 14.9 years based on energy and water savings alone, or 12.4 years including O&M savings and NYSERDA utility rebates.”
EO 88 – ASHRAE Level II Report by Savings Investment Ratio

- Phase I: 11 “Low/No Cost Measures”
  - Improve Occupied Temperature Set Points
  - Program Computers to Hibernate
  - Supply Air Temperature Reset

- Phase II: 15 “Capital Intensive Measures”
  - Virtualize Servers
  - Retro-Commissioning
  - Indoor Lighting
Environmental Factors

• Compliance, continued.....
  – MWBE (State FY)
    • FY 2013-14 target was 20%; FY 2014-15 is 21%
    • FY 2013-14, we achieved 25.5%
  – Security: Title IX, Clery, Child Protection
  – Ethics and Conflict of Interest
  – Health Care: HIPAA
  – Research: Basic and Clinical
  – Information Security: E-Discovery, FERPA, GLB
Environmental Factors

• Supporting the SUNY System:
  – Many initiatives, e.g.
    • Shared Services
    • Data Center Consolidation & End User Services
    • Financial Services & Analysis - Business Intelligence
    • HR Self-Service
    • Application Processing - SUNY e-App
### Shared Services Savings

**SUNY Office of Shared Services – January 2014**

- **Savings Categories**
  - Admin. Efficiencies: $6.0M, $6.0M, $6.0M
  - Campus Collaborations: $7.9M
  - Strategic Sourcing: $8.3M
  - SUNY IT Contracts: $7.6M, $8.4M, $6.4M
- **Total Savings/Yr.**
  - 2012: $21.5M
  - 2013: $22.7M
  - 2014: $12.4M
Environmental Factors

• Going forward:
  – Renewal of “rational tuition plan”
  – Continuance by State of “maintenance of effort,” including negotiated salary increases
  – IFR income from patient care, user fees, indirect cost recovery remaining robust
  – Sufficient capital from both re-appropriations and new appropriations
  – Adequate numbers of qualified staff
Conclusions and Questions

• College is more financially stable today than it has been in recent years, but vigilance is key.
• SUNY’s role in State’s priorities is strong.
• External factors will impact campus operations to varying degrees, e.g., hospitals, pay raises.
• Uncertainty remains but is more manageable.
• Questions and comments.