State of the College Address 2015

President David A. Heath
9 February 2015
We will develop the highest quality practitioners by providing the most progressive and adaptive education available.

We will create the next generation of researchers and continue to be a global leader in vision science and clinical vision research.

We will deliver the most effective and compassionate eye and vision care in an innovative and accessible way.

We will cultivate, engage and nurture the next generation of leadership.
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.
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.

- Align resources with Strategic Priorities
- Increase campus revenues
- Implement enrollment management plan
- Develop the college’s physical infrastructure
- Begin 2013 – 18 facilities master plan
- Successfully complete “Vision & Promise”….
## College’s Operating Budget:

<table>
<thead>
<tr>
<th>FY 2013-14 Projections</th>
<th>Revenue</th>
<th>Expense</th>
<th>Net</th>
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</thead>
<tbody>
<tr>
<td>July 1, 2014</td>
<td>$29,945.3</td>
<td>$29,138.2</td>
<td>$807.1</td>
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<tr>
<td>Jan. 1, 2014</td>
<td>$30,004.3</td>
<td>$29,008.9</td>
<td>$995.5</td>
</tr>
</tbody>
</table>

YTD - Variance from projections = < 1%
### Revenues by Source

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>Tuition</th>
<th>Patient Care</th>
<th>Res Grants</th>
<th>Facility Use</th>
<th>Cont. Ed</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td><strong>2009-10</strong></td>
<td>13,590.9</td>
<td>5,049.0</td>
<td>8,902.7</td>
<td>3,289.2</td>
<td>339.7</td>
<td>336.4</td>
<td>31,507.9</td>
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<tr>
<td><strong>2010-11</strong></td>
<td>12,379.8</td>
<td>5,728.3</td>
<td>8,294.9</td>
<td>3,631.5</td>
<td>352.8</td>
<td>277.6</td>
<td>30,664.9</td>
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<tr>
<td><strong>2011-12</strong></td>
<td>11,291.3</td>
<td>6,162.4</td>
<td>8,679.9</td>
<td>3,381.3</td>
<td>414.7</td>
<td>219.7</td>
<td>30,149.3</td>
</tr>
<tr>
<td><strong>2012-13</strong></td>
<td>11,324.9</td>
<td>7,500.8</td>
<td>8,406.0</td>
<td>3,173.9</td>
<td>370.7</td>
<td>306.9</td>
<td>31,083.2</td>
</tr>
<tr>
<td><strong>2013-14</strong></td>
<td>11,415.3</td>
<td>8,184.2</td>
<td>8,169.5</td>
<td>3,058.8</td>
<td>454.5</td>
<td>319.4</td>
<td>31,601.7</td>
</tr>
<tr>
<td><strong>2014-15</strong></td>
<td>11,324.9</td>
<td>9,582.2</td>
<td>8,200.0</td>
<td>3,200.0</td>
<td>300.0</td>
<td>340.0</td>
<td>32,947.1</td>
</tr>
</tbody>
</table>

*2014-15 figures are projections as of January, 2015*
### Fund Balances

**Year** | **Fund Balance (in $,000)**  
--- | ---  
2009-10 | 13,993.0  
2010-11 | 11,968.0  
2011-12 | 9,927.9  
2012-13 | 9,130.2  
2013-14 | 10,404.7  
2014-15 | 10,551.9  

*Fund Balance is cash balance in IFR, SUTRA and Stabilization (if any) as of the June 30 of each year*
Key Issues

- Operating Budget
  - Alignment with economic development goals
  - Rationale Tuition
  - Increase direct support by 263.4M ($18)
    - Strategic Initiatives
    - Teaching Hospitals
    - Negotiated Agreements
    - Performance Funding

- Capital
  - Re-instatement of 5-year funding cycle
  - $4B over 5 years ($1B)
    - Educational Facilities
    - Hospitals
    - Residence Halls
    - Open SUNY
    - System Admin (re-vital.)
    - NY-SUNY 2020
The Vision & the Promise: $10,156,566
Completed: October 1, 2014

OCNY Board of Trustees
2014 - 2015
The Vision and The Promise Campaign
September 2009 – September 2014

Total Giving by Constituency

- **Trustees**: $3,858,661.36
- **Corporations**: $2,110,586.41
- **Foundations**: $2,258,660.39
- **Employees**: $2,062,525.00
- **Columbia Alumni**: $1,168,293.42
- **Alumni**: $770,800.52
- **Others/Friends**: $506,491.28
- **Parents**: $287,510.00

*Includes a Major Gift from a Parent*
54% of faculty & staff have contributed to the campaign!

Faculty & Staff Giving

Faculty and Staff Giving to Campaign
September 14, 2009 – October 1, 2014

- Yearly Total
- Cumulative Total
- Pledge Balance
- Grand Total

Grand Total

- $-$
- $100,000
- $200,000
- $300,000
- $400,000
- $500,000
- $600,000

2010  2011  2012  2013  2014  2015  Grand Total

54% of faculty & staff have contributed to the campaign!

Campaign Committee:

Pam Lederman (Chair)
Rochelle Abraham
Dapo Adurogbola
Erin Angarola
Louie Bacosa
Jennifer Budner
Harriette Canellos
YuLing Checo
May Ellis
Nancy Kirsch
Kimberly Price
L. Martinez-Gonzalez
Neera Kapoor
Robert Pellot
Ann Warwick

November 1, 2013
The Vision and The Promise Campaign
September 2009 – September 2014

Total = $10,156,566

- Unrestricted: $2,353,773
- Patient Care: $490,390
- Education/Scholarships: $13,644
- Research: $366,660
- Haffner Chair: $506,074
- Gifts-In-Kind/Equipment: $153,980
- Bowery: $668,427
- Continuing Ed: $1,311,004
- International: $119,125
- Career Development: $916,272
- Other Restricted: $0.00
Campaign Success Indicators

- Most raised in five years in the history of the College
- 18 new scholarships established
- 54% faculty and staff participation
- Five new endowed scholarships from faculty/Administration
- Largest gift from an alumnus/a in College history
- New funding to establish Bowery Mission Project
- First endowed chair – Dr. Alden N. Haffner Innovation Chair
- New Clinical Vision Research Center supported
- New Low Vision Clinic Established in China
Facilities and Capital Investment
# Facilities and Capital Improvements (Current)

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>Status</th>
<th>Total Budget ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rehab Electrical Systems</td>
<td>In construction</td>
<td>9.0 M</td>
</tr>
<tr>
<td>Rehab Mechanical Systems</td>
<td>In design</td>
<td>11.8 M</td>
</tr>
<tr>
<td>Minor Critical Maintenance</td>
<td>On-going</td>
<td>100 K/yr</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program</th>
<th>Status</th>
<th>Total Budget ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovate 1&lt;sup&gt;st&lt;/sup&gt; Floor</td>
<td>Jan. 2015</td>
<td>5.5 M</td>
</tr>
<tr>
<td>Rehab Lecture Halls 101 &amp; 103</td>
<td>Finished</td>
<td>2.5 M</td>
</tr>
<tr>
<td>Rehab Lecture Hall 206</td>
<td>In design</td>
<td>1.6 M</td>
</tr>
<tr>
<td>Renovate Clinic Spaces</td>
<td>On-going</td>
<td>450 K</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology</th>
<th>Status</th>
<th>Total Budget ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Health Record</td>
<td>Implementation</td>
<td>500K</td>
</tr>
</tbody>
</table>
Capital – A look to the future

- **Folsom Hall (206) - Audio/Visual Upgrades**
- **Basement Mezzanine:**
  - Program Assessment
  - Design
  - Construction
- **Library Enhancements**
- **Primary Care Enhancements**
- **UEC – Master Plan Implementation**
A Foundation for the Future

Our foundation for the future is secure. We have the resources, the revenues, and the infrastructure that we need to serve as the foundation from which we can invest and continue to grow our programs with an unwavering commitment to excellence.
Goal #7: Strengthen Workforce Engagement

- Recruit Faculty who enhance the College’s ethnic, cultural and experiential diversity.
- Implement clinical faculty performance reviews that effectively define expectations and provide feedback.
- Promote and support life-long learning.
- Provide potential future leaders with growth opportunities……..

Goal #3: Enhance .. intellectual impact

- Recruit new research faculty whose interests are synergistic with…..
## Education: Faculty

### Academic Degrees

<table>
<thead>
<tr>
<th>Degree(s)</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>OD</td>
<td>72</td>
<td>70</td>
</tr>
<tr>
<td>OD, MS</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>OD, PhD</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>PhD</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>MLS</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>103</td>
<td>100</td>
</tr>
</tbody>
</table>
### Faculty FTE By Department

#### Fall 2012

- **Biol/Vis Sci**: 16.8, 20.7%
- **Clinical Ed**: 14.7, 18.1%
- **UEC**: 49.6, 61.2%
- **TOTAL**: 81.1, 100%

#### Fall 2013

- **Biol/Vis Sci**: 15.3, 21.4%
- **Clinical Ed**: 13.7, 19.1%
- **UEC**: 42.7, 59.5%
- **TOTAL**: 71.7, 100%

#### Fall 2014

- **Biol/Vis Sci**: 14.2, 19.6%
- **Clinical Ed**: 14.7, 20.2%
- **UEC**: 43.7, 60.2%
- **TOTAL**: 72.6, 100%
### Faculty Member Employment Status

#### October, 2012
- FT: 59 (46.1%)
- PT: 69 (53.9%)
- TOTAL: 128 (100%)

#### October, 2013
- FT: 58 (55.8%)
- PT: 46 (44.2%)
- TOTAL: 104 (100%)

#### September, 2014
- FT: 59 (55.8%)
- PT: 44 (44.2%)
- TOTAL: 103 (100%)

### FTE Table

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part-Time Appointments</td>
<td>24 (30%)</td>
<td>16 (22%)</td>
<td>16 (21%)</td>
</tr>
<tr>
<td>Full-Time Appointments</td>
<td>57 (70%)</td>
<td>56 (78%)</td>
<td>59 (79%)</td>
</tr>
<tr>
<td>TOTAL FTE</td>
<td>81 (100%)</td>
<td>72 (100%)</td>
<td>75 (100%)</td>
</tr>
</tbody>
</table>
Faculty – A look to the future

• The FT career academic clinician
  – Service, Teaching, Patient Care & Scholarship
  – National stature

• An essential core of research faculty members

• Improved compensation and support strategies
  – Development of a 3-year salary enhancement strategy
  – Faculty Development > Early Intervention

• CC – “Our faculty can pursue a full-time career in optometric education and make a living.”
Goal #8: Create a vibrant sense of community that promotes student and alumni engagement, academic success and the development of personal and professional competencies.

Goal #9: Enroll a highly qualified and diverse student body.

Goal #10: Provide students, residents and alumni with the services to succeed in their careers.
Students

GPA & OAT TS
SUNY GPA: 3.53
National GPA: 3.43
SUNY OAT TS: 346
National OAT TS: 316

- 55% of the 2014 entering class is from NY State.
- 51% accepted offer of admission (Yield)

Entering 2015*
Secured = 94*
Yield = 67%*
Mean GPA = 3.55**
Mean OAT = 351**

* As of 2/6/15
** As of 1/9/15
**Direct Expenses* for In-State Students**

*Includes tuition, fees, books and equipment
*Source: ASCO

<table>
<thead>
<tr>
<th>Year</th>
<th>SUNY Optometry</th>
<th>Public Programs</th>
<th>Private Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>16,825</td>
<td>18,238</td>
<td>26,785</td>
</tr>
<tr>
<td>2006-07</td>
<td>16,905</td>
<td>19,820</td>
<td>27,772</td>
</tr>
<tr>
<td>2007-08</td>
<td>16,905</td>
<td>21,715</td>
<td>28,955</td>
</tr>
<tr>
<td>2008-09</td>
<td>16,945</td>
<td>21,857</td>
<td>30,150</td>
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<tr>
<td>2009-10</td>
<td>19,830</td>
<td>22,374</td>
<td>32,062</td>
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<tr>
<td>2010-11</td>
<td>20,875</td>
<td>24,140</td>
<td>33,076</td>
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<tr>
<td>2011-12</td>
<td>22,095</td>
<td>27,097</td>
<td>33,706</td>
</tr>
<tr>
<td>2012-13</td>
<td>23,245</td>
<td>26,587</td>
<td>35,193</td>
</tr>
<tr>
<td>2013-14</td>
<td>24,032</td>
<td>27,069</td>
<td>35,255</td>
</tr>
</tbody>
</table>
Optometry School Indebtedness of Students who Took out Loans by School*

*Each thin colored line represents a different school (source: ASCO).

**Includes new programs (not shown on graph).
Overall, I am satisfied with the quality of the optometric education I received at SUNY.

The total number of respondents to this survey item were 44, 33, 56 and 53 in 2011, 2012, 2013 and 2014, respectively.
The total number of respondents to this survey item were 43, 32, 56 and 52 in 2011, 2012, 2013 and 2014, respectively.
The total number of respondents to this survey item were 43, 32, 56 and 52 in 2011, 2012, 2013 and 2014, respectively.
The total number of respondents to this survey item were 44, 33, 56 and 52 in 2011, 2012, 2013 and 2014, respectively.
The total number of respondents to this survey item were 38, 31, 52 and 50 in 2011, 2012, 2013 and 2014, respectively.
Graduate Program: PhD

Applicants, Accepted and Enrolled

<table>
<thead>
<tr>
<th>Entering Year</th>
<th>Applicants</th>
<th>Accepted</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-2005</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006-2010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011-2014</td>
<td>60</td>
<td>20</td>
<td>10</td>
</tr>
</tbody>
</table>

Number

Entering Year

- Applicants
- Accepted
- Enrolled
Students – A look to the future

• Enrollment management – a commitment to quality!

• Providing the SUNY edge…
  – Quality
  – Performance
  – Experience

• A commitment to affordability

• Career success as the essential measure!
Education - Programs

Goal #1: Deliver a customizable professional degree program that ensures active integrated learning while preparing students for problem oriented patient care.

Goal #2: Deliver competency-based clinical training that is founded upon evidence-based practice and anticipates future practice trends.

Goal #3: Strengthen and expand programs that train clinician scientists.
Educational Outcomes; NBEO

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**NBEO Part I (Applied Basic Science)**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>65%</td>
<td>70%</td>
<td>75%</td>
<td>80%</td>
<td>85%</td>
<td>90%</td>
<td>95%</td>
<td>100%</td>
<td>95%</td>
<td>90%</td>
<td>85%</td>
<td>80%</td>
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</table>

**NBEO Part III (Clinical Skills)**

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>65%</td>
<td>70%</td>
<td>75%</td>
<td>80%</td>
<td>85%</td>
<td>90%</td>
<td>95%</td>
<td>100%</td>
<td>95%</td>
<td>90%</td>
<td>85%</td>
<td>80%</td>
</tr>
</tbody>
</table>

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Percentage of Candidates who Passed all NBEO Parts at Graduation

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>98%</td>
<td>96%</td>
<td>96%</td>
<td>96%</td>
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*NBEO Part II*

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</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>95%</td>
<td>90%</td>
<td>85%</td>
<td>80%</td>
<td>75%</td>
<td>70%</td>
<td>65%</td>
<td>65%</td>
<td>70%</td>
<td>75%</td>
<td>80%</td>
<td>85%</td>
<td>90%</td>
</tr>
</tbody>
</table>
Education - Professional Degree

- Enhanced use of educational technologies
- Redefine core clinical competencies
- Increased emphasis upon evidence-based medicine
- Expanded external clinical rotation opportunities
- Increase ability of students to use new technologies
- Align pre-clinical & clinical training with emerging trends in practice
- Greater integration of basic & clinical sciences
- Development of critical thinking skills
- Interprofessional Education
Education:

• Graduate Research Programs  
  – Completion and implementation of MS/OD and OD/PhD curriculum reforms  
  – Launch of the new Residency/Graduate degree program.

• OD/Certificate/MBA  
  – Increasing enrollment & interest: 1, 5, 20+

• Continuing Education: Expand to other countries
Education - Residency Programs

• **Highlights**
  - 37 Residency Positions
  - Alternative Program Designs
    - Residency/MS
    - Residency/PhD
  - Continued Accreditation Success

• **Challenges**
  - Curriculum of the future
  - Development of funding strategies
  - Integration into evolving UEC care models

![Residency Programs and Positions (Compensated)](image)
Education - International Programs

• **Highlights**
  - Funding renewed for China Programs
  - South Africa
    - Therapeutics Training
  - CI Day – Sept. 2014

• **Opportunities**
  - South Africa partnership with the University of KwaZulu Natal (KZN)
    - Education
    - Collaboration on the development of an Eye Hospital
  - Advanced Standing Program Development
Education: A look to the future

• Professional Degree Program Mandates:
  – Oklahoma, Kentucky and Louisiana
    • Clinical Medicine, Surgery, Co-Management, Post-Op
  – Interprofessional Education & Practice
  – Operationalizing evidence-based standards and practice
  – Early adoption of new technologies & changing practice patterns
    • “Marco Practice of Today”
Research

Goal #3: Enhance the College’s intellectual impact by developing new areas of research that are synergistic with the College’s existing research and clinical strengths and provide opportunities for collaborations and translational projects.

Goal #4: Strengthen and expand programs that train clinician scientists.
### Research Activity

#### Number of Grants

<table>
<thead>
<tr>
<th>Year</th>
<th>Federal</th>
<th>Non-Federal</th>
<th>Foreign</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>13</td>
<td>14</td>
<td>1</td>
</tr>
<tr>
<td>2009-10</td>
<td>18</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>2010-11</td>
<td>20</td>
<td>10</td>
<td>1</td>
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<tr>
<td>2011-12</td>
<td>20</td>
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</tr>
<tr>
<td>2012-13</td>
<td>24</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>2013-14</td>
<td>19</td>
<td>22</td>
<td>3</td>
</tr>
</tbody>
</table>

#### Publications and Presentations (167)*

- **Invited Talks & Lectures**
- **Publications**
- **Presentations**

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**SUNY Optometry Researchers Solve 400-Year-Old Question**
According to ASCO data, now SUNY ranks #2 in the country for Industry research grant awards, but....
Research: A look to the future

• Support growing clinical, translational and basic science research program
• Receive human subject research accreditation
• Completion and implementation of MS/OD and OD/PhD curriculum reforms
• Launch of the new Residency/Graduate degree program.
Patient Care

Goal #2: Deliver competency-based clinical training that is founded on evidence-based practice and anticipates future practice trends.

Goal #5: Make the University Eye Center (UEC) more accessible to the public.

Goal #6: Increase UEC patient visits and develop new revenue streams while providing the highest quality of care within the context of the Affordable Care Act (ACA) of 2010.
University Eye Center

UEC Total Patient Encounters by Year

* 3 year rolling average used to establish trend line
UEC – Total Revenues

* 3 year rolling average used to establish trend line
UEC – Referral Center

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Encounters</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY07-08</td>
<td>624</td>
<td></td>
</tr>
<tr>
<td>FY08-09</td>
<td>3,839</td>
<td></td>
</tr>
<tr>
<td>FY09-10</td>
<td>4,285</td>
<td></td>
</tr>
<tr>
<td>FY10-11</td>
<td>5,338</td>
<td></td>
</tr>
<tr>
<td>FY11-12</td>
<td>7,834</td>
<td>3292</td>
</tr>
<tr>
<td>FY12-13</td>
<td>10,395</td>
<td>4457</td>
</tr>
<tr>
<td>FY13-14</td>
<td>11,273</td>
<td>5354</td>
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<tr>
<td>FY14-15</td>
<td>5760</td>
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**UEC – Public Service**

**UEC Public Service Events**

- **Homebound Visits**: FY 08-09 (148), FY 09-10 (145), FY 10-11 (201), FY 11-12 (209), FY 12-13 (203), FY 13-14 (199)
- **Vision Screenings**: FY 08-09 (17), FY 09-10 (27), FY 10-11 (55), FY 11-12 (54), FY 12-13 (70), FY 13-14 (37)
- **Support Groups**: FY 08-09 (38), FY 09-10 (39), FY 10-11 (40), FY 11-12 (41), FY 12-13 (39), FY 13-14 (30)
- **Community Lectures/Events**: FY 08-09 (13), FY 09-10 (14), FY 10-11 (12), FY 11-12 (34), FY 12-13 (17), FY 13-14 (6)

*YTD*
Patient Care – A look to the future

• **Successful transition of patient care leadership**
  – Executive Director of the UEC
  – Director for Health Care Development

• **Full implementation of the NextGen EHR**

• **Enhancing patient satisfaction**

• **Expansion of external clinical affiliations**
  – Inter-Professional education
  – Increased presence across the NY health care system

• **Implementation of the Facilities Master Plan**
Community Conversations:

“Our goals are lofty, and our ability to do everything that is required in order to achieve them will certainly test us as a community. But we simply cannot compromise. We must provide excellent patient care AND an outstanding clinical education. We must provide excellent patient care AND demonstrate intellectual leadership through clinical research. We can’t live with “or;” it has to be “and” because any compromise on these goals will cause us to fall short in our ultimate mission of providing the best possible education to our students, the highest quality patient care to our community and conducting vital, transformative research. Achieving the three, intertwined elements of our institutional mission are not mutually exclusive.”

Source: FY Eye – Winter 2014
Community Conversations:

- We provide students and residents with alternative paths leading to common competencies AND distinctive qualifications.
- We are a specialized campus AND we develop interprofessional competency within our students.
- We provide excellent patient care AND outstanding clinical education.
- We provide excellent patient care AND demonstrated intellectual leadership through clinical research.
- Our faculty can pursue a full-time career in optometric education AND make a living.
- We must accomplish our goals AND embrace best practices that are in full compliance with system, state and federal regulatory agencies.
Conversations: Linked Actions

• **Conversation 1A & 1B - Education & Patient Care:**
  – Clinical Education Council has adopted the planning assumption to move clinical education from one that focuses on skills and data collection to more problem focused analysis and assessment for patient management.
    • Methods track under review
    • Teaching labs have been given a means for bringing real patient volunteers in.
    • UEC adding digital lanes and pretesting rooms
    • EBP, IPP & IPE are being given increased emphasis throughout the curriculum

• **Conversation 2 - Research & Patient Care**
  – Working with CEC, Chairs and Chiefs, and the UEC Administration, we are raising awareness of research mission and increasing accountability for support.
  – UEC monthly report now includes subject recruitment data
  – Increased efforts to coordinate information regarding both CVRC and non-CVRC studies.
  – Increase student education by CVRC throughout the curriculum.
Conversations: Linked Actions

• Conversation 3 – Interprofessional Practice:
  – Didactic
    • Increase understanding and articulating language among faculty and educational leaders
    • Advancement of IPE and IPP opportunities in didactic and clinical education including Integrative Seminar, OTP and Clinical Care
    • Development of clinical medicine and advanced topics in health management in the human biology track with IPP emphasis
  – Clinical
    • Cont. building upon teaching clinical guidance on the management of ocular manifestations of systemic disease.
    • Teaching Collaborative management with other providers
    • New Grand Rounds to have a strong IPE/IPP component
    • Inter-professionalism is a defined “Core Competency”
    • Devel. of new LV curriculum with a strong IP component
    • Devel. of library/information resources to support EBP
Conversations: Linked Actions

- Conversation 1A, 1B, 2, & 3 – UEC/The patient experience
  - NextGen >
    - Complete overhaul of workflow management
    - Increased efficiency during and after patient care for providers
  - Reducing time of visit
    - Reassignment of staff to the 7\textsuperscript{th} floor based on skill set and best practices
    - Reform staff training to improve consistency in scheduling, arrivals and check out
  - New staffing to assist patients and faculty
    - 2 new Imager positions for the 6\textsuperscript{th} & 7\textsuperscript{th} floors
    - 2 new Optometric Assistant lines for contact lenses to support providers
    - 2 new Clerk positions to be split among all four floors
    - 2 new positions to increase coverage in the lobby and increase follow-up calls to no-shows
  - Outreach Coordinator (funded by SNF)
Aspiration...Imagine

Leaving the weeds and looking beyond strategic plans > Where does all of this lead us, not 5 years from now, but 10 years or 15 years from now?
Aspirational Goals

• **Infrastructure**: Design and reconstruction of the UEC which:
  – Is based upon an understanding of the future practice of optometry;
  – Integrates a contemporary model for clinical education into patient care;
  – Facilitates our leadership in care delivery through the continued development of a prominent clinical research program.
  – Provides the highest quality patient care experience!
Aspirational Goals

• **Institutional Reach:** Expand upon our partnerships within the New York City health care community such that the College:
  – collaborates in the delivery of eye care with major hospital and community health center systems.
  – provides exceptional clinical education in interprofessional practice environments.
  – is a significant participant in critical health care policy decisions at the local and state levels.
Aspirational Goals

- **Intellectual Leadership:** Enhance the College’s impact through
  
  - The continued expansion of the College’s basic, translational and clinical research programs.
  
  - The enhancement of our cadre of full-time Clinician Scientist and Academic Clinicians.
  
  - Increasing our intellectual footprint through:
    
    - Research
    - Clinical Scholarship
    - Health Policy Research
    - The Scholarship of Teaching
  
  - The recruitment, education, development and graduation of the highest quality of students (*Creating a Legacy of Leadership*).
Aspirational (Audacious?) Goals

• Institutional Mission: Examination and consideration of offering additional health care degree programs which
  – create an expanded interprofessional education environment for our students
  – Provide SUNY with additional programming in NYC to meeting the expanding health care needs of the region.
  – Provide a stronger diversified financial model for the College’s future.
Imagine!