State of the
College
Address
2017

President David A. Heath
1 February 2017
SUNY by the numbers: Overview

- 33 West 42nd St., New York, NY
- 298,000 sq. ft. (27,685 sq. m.)
- 20 Floors
- Annual Revenues: $ 34.944 M
- Tuition: In State - $ 27,300
- Patient Revenues - $ 8.004 M
- Research Grants – 33 ($3.62 M)
- Students - 397
- Employees - 340
- Faculty - 102
Destination – The SUNY College of Optometry

Admissions - 10 Year Yield Data

<table>
<thead>
<tr>
<th>Year</th>
<th>SUNY</th>
<th>National</th>
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<td>2007</td>
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<td>40%</td>
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<td>2008</td>
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<td>45%</td>
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<td>50%</td>
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<td>2010</td>
<td>56%</td>
<td>53%</td>
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<td>53%</td>
<td>55%</td>
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<tr>
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<td>54%</td>
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<tr>
<td>2013</td>
<td>55%</td>
<td>57%</td>
</tr>
<tr>
<td>2014</td>
<td></td>
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<tr>
<td>2015</td>
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</tr>
<tr>
<td>2016</td>
<td>66%</td>
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</table>
Students

Benchmarking our incoming student body

Entering OAT Total Science Scores by School Per Year

Entering GPAs by School per Year*
A community develops through shared values, …..

- Excellence
- Leadership
- Inquiry
- Innovation
- Professionalism
- Service to Diverse Communities
… a community achieves through shared values and common goals!

- Environment (Facilities)
- Educational Programs
  - Core
  - Value Added
- Clinical Opportunities
- Intellectual Leadership
- Affordability
- Diversity & Inclusion
- Reputation & Success
Destination SUNY - Environment:
The Anatomy of a College

October 3, 1997
$10.00

April 7, 1971
Environment: Timeline...

95-00
First Phases of Rehabilitation Started.

Moved to current building
Majority of pre-move projects were completed
Projects: 8
Cost: $25.2 M
Phase I was completed at a cost of $11.4. Phases II and III used the balance.

July 00

Future

Current Design and Future Projects

Projects: 6
Cost: $12.8 M (estimate)
Lower Lobby
7th floor Reception
10th floor Record room
HVAC Project

00-16
Including Lobby Project

Projects: 50
Cost: $69.2 M
Multipurpose Space
Elevator
Fire Alarm
Exterior
Rehab 16th and 17th fl.
Capital Projects 1997 - 2016: Cash Disbursements by FY

Approved Projects: $106,695,978
Cash Disbursements: $84,800,028
Programmed Projects: 66
“Governor Cuomo Announces Nearly $2 Million in NYSUNY 2020 Awards for SUNY College of Optometry”

“Governor Andrew M. Cuomo today announced nearly $2 million in NYSUNY 2020 awards for SUNY College of Optometry. The awards will fund an expanded clinical care facility and a virtual reality simulation laboratory to provide state-of-the-art clinical education for high quality patient care. SUNY College of Optometry graduates 60 percent of all optometrists in New York State, and the funding will help meet the increasing demand for highly trained eye care professionals.”

20 November 2016
4th Floor Library Redesign

Number of seats available:
- Current (existing): 179 seats
- Proposed scheme (shown): 200 seats

Surplus: +21 seats (+11.7%)
Deficient: -222 seats (-5.9%)

Lineal feet of shelving:
- Shown (existing): 3528 LF
- Required estimate: 3350-3750 LF

Legend:
- S3 = 3-high bookstacks
- S6 = 6-high bookstacks

State University of New York
College of Optometry
The SUNY College of Optometry
Intentional Development

Performance Improvement Program (PIPS)

Strategic Planning & Assessment

2013-2018 STRATEGIC PLAN
CREATING A LEGACY OF LEADERSHIP

Alignment with SUNY

Accreditation

Section 1: Campus Alignment with SUNY Excel (the framework for the Power of SUNY 2020 and SUNY’s overall focus on excellence).

The SUNY College of Optometry, ranked 11th, is dedicated to the education of optometrists, to the advancement of its educational and research mission, and to the care of communities through the provision of comprehensive visual health services. The College of Optometry is part of the research system. It does not offer any undergraduate degree programs.

Mission Statement: The State University of New York College of Optometry seeks to excel in its role of leader in an academic, creative, and research-oriented environment.

The College’s strategic program is one of two nationwide and one of two in New York State. The College’s mission is to educate optometrists, provide comprehensive vision care, and lead in the advancement of vision research.

The College is also developing a strategic plan to achieve the Power of SUNY 2020, which is the goal of the State University of New York to have the most productive system of higher education in the country, as measured by the number of graduates with advanced degrees, the number of publications, and the number of patents.

There are currently 168 students in the College, and approximately 200 full-time faculty members. The College is exploring the option of adding additional degree programs.
Destination SUNY – Education: Core Programs

- Curriculum Development
  - Revised Clinical Optometry Procedures course
  - Revised Pediatric Optometry & Vision Devel. course
  - New Clinical Medicine course
  - New Low Vision Course
  - Revised Human Biosciences sequence
  - New advanced procedures workshops (lasers, inj, etc)
  - Capstone Program

- Simulation Laboratories
  - Clinical Optometry Virtual Reality lab
  - Gross Anatomy computerized and 3D simulation lab

- Expanding IPE/IPP programs (MSWs/RNs/Satellites)

- Library renovation

- New clinical advising/remediation program

Dean’s Council
Dr. David Troilo, Dean
Dr. Suresh Viswanathan
Dr. Richard Madonna
Dr. Stewart Bloomfield
Dr. Michael McGovern
Dr. Diane Adamczyk
Ms. Elaine Wells
Ms. Focrun Nahar
Ms. Liduvina Martinez-Gonzalez (ex-officio)
Dr. Gui Albieri (ex-officio)
Destination SUNY – Education - Value Added

• **Professional Degree Program**
  - Electives course work
  - Elective & diverse clinical externships opportunities
  - T-35 Summer Research Training program
  - Advanced Graduate Certificate in Optometric Business Management
  - Other micro-credentials?

• **Co-Curricular Programs**
  - Career Development Center Programs
  - Confucius Institute/International Programs

• **Post-graduate training**
  - Large & diverse Residency education opportunities
  - Residency/MS/PhD program

• **Linked Graduate Degree Opportunities**
  - MS/OD Program
  - OD/PhD Program
  - Empire State MBA in Health Care Leadership
  - Other?
Education Highlights:

• **Innovations in Educational Programming**
  – Early Clinical Engagement in the OD Program
  – Advanced Standing Program
  – Residency/Graduate degree program.
  – Expansion of OD/Certificate/MBA
  – Examination of additional degree programs

• **Strategic redesign of the Harold B. Kohn Vision Science Library**

• **Relocation Planning for Teaching Laboratories**

<table>
<thead>
<tr>
<th>Curriculum Committee</th>
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</thead>
<tbody>
<tr>
<td>Dr. Steven Schwartz (Chair)</td>
</tr>
<tr>
<td>Dr. Tracy Nguyen</td>
</tr>
<tr>
<td>Dr. Diane Adamczyk</td>
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<tr>
<td>Dr. Harriette Canellos</td>
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<tr>
<td>Dr. Patricia Modica</td>
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<tr>
<td>Dr. Terry Lowe</td>
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<td>Dr. Mitch Dul</td>
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<tr>
<td>Dr. Richard Madonna (Chair)</td>
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<tr>
<td>Dr. Julia Appel</td>
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<tr>
<td>Dr. Harriette Canellos</td>
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<td>Dr. Patricia Modica</td>
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<td>Dr. Catherine Pace</td>
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<td>Dr. Joe Stamm</td>
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<td>Dr. Daniella Rutner</td>
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<td>Dr. Diane Adamczyk</td>
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<tr>
<td>Dr. Michael McGovern (ex-officio)</td>
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<td>Dr. David Troilo (ex-officio)</td>
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<td>Dr. Richard Soden (ex-officio)</td>
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<tr>
<td>Dr. Suresh Viswanathan (ex-officio)</td>
</tr>
<tr>
<td>Ms. Liduvina Martinez-Gonzalez (Ex-officio)</td>
</tr>
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<tr>
<td>Dr. Suresh Viswanathan (ex-officio)</td>
</tr>
<tr>
<td>Ms. Liduvina Martinez-Gonzalez (Ex-officio)</td>
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</table>
### Graduate Program: MS/OD

#### Applicants, Acceptances and Enrolled (OD/MS Program)

<table>
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<td>2015</td>
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<td>6</td>
<td>5</td>
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<tr>
<td>2016</td>
<td>6</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>
Education - Residency Programs

Residency Programs and Positions (Compensated)

- Number of Programs
- Number of Applicants
- Number of Available Positions
- Number of Positions Filled

SUNY Graduates Planning to Enter a Residency Program

- Percent
- Year of Graduation

= 41 (38)
University Eye Center

UEC Total Patient Encounters by Year

* 3 year rolling average used to establish trend line

Fiscal Year

Annual visits
Mid-year visits
# UEC – Key Metrics

## UEC Public Service Events

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 08-09</th>
<th>FY 09-10</th>
<th>FY 10-11</th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>FY 13-14</th>
<th>FY 14-15</th>
<th>FY 15-16</th>
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<tbody>
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<td>Homebound Visits</td>
<td>148</td>
<td>145</td>
<td>201</td>
<td>209</td>
<td>203</td>
<td>199</td>
<td>155</td>
<td>226</td>
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<td>Vision Screenings</td>
<td>17</td>
<td>27</td>
<td>55</td>
<td>54</td>
<td>70</td>
<td>37</td>
<td>68</td>
<td>70</td>
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<td>Support Groups</td>
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<td>39</td>
<td>40</td>
<td>41</td>
<td>39</td>
<td>30</td>
<td>36</td>
<td>24</td>
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<tr>
<td>Community Lectures/Events</td>
<td>13</td>
<td>14</td>
<td>12</td>
<td>34</td>
<td>17</td>
<td>6</td>
<td>40</td>
<td>44</td>
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## New Patients

<table>
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<th>Fiscal Year</th>
<th># of Patients</th>
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<td>FY 11-12</td>
<td>9,680</td>
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<tr>
<td>FY 12-13</td>
<td>8,885</td>
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<tr>
<td>FY 13-14</td>
<td>8,233</td>
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<td>FY 14-15</td>
<td>7,979</td>
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<tr>
<td>FY 15-16</td>
<td>9,449</td>
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<tr>
<td>FY 16-17</td>
<td>9,442</td>
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</table>
Patient Care – UEC Highlights

• Transition of patient care leadership
  – Chief Vision Rehabilitation
  – Section Chief for Pediatrics
  – Assistant Chief of Primary Care
  – Director of Clinical Operations
  – Director, Patient Financial Services

• Patient Portal: 1st Quarter 2017

• Capital Investment - 2017
  – $1.5M NY2020 Grant
  – $466K for 7th Floor Reception area
  – $400K in clinical equipment ($269K YTD)
  – Two beta examination rooms developed

• Strategic Changes in Personnel Support
  – EDI specialist, CL technicians, Coder, Lobby staff

Clinic Council
Dr. Michael McGovern (Chair)
Dr. Catherine Pace
Dr. Daniella Rutner
Dr. Joe Stamm
Dr. Kristen Fry
Dr. Diane Adamczyk
Dr. Janelle Mallios
Dr. Matthew Bovenzi
Dr. Eva Duchnowski
Dr. Steven Ritter
Dr. Richard Madonna
Ms. Marcia DeRiggs
Ms. Andrea Brunhoelz
Ms. Daniel Breslin
Ms. L. Martinez-Gonzalez
Dr. David Troilo, (ex-officio)
Destination SUNY - Intellectual Leadership

• New Research Activity:
  ➢ Finalizing Alcon contract for ARO resulting in approx. 5 studies per year for the CVRC
  ➢ 18 new grants awarded totaling nearly $4M
  ➢ LUMA study by Dr. Backus receiving significant visibility including the New Yorker

• Expect AAHRPP accreditation for human subject research to be approved w/in 60 days.

• Consortium being developed between College, U. Albany, Downstate and CUNY to enhance collaborative research and education in the visual neurosciences.
Research Activity

2016 Highlights:

- **New Research Activity:**
  - Finalizing Alcon contract for ARO resulting in approx. 5 studies per year for the CVRC
  - 18 new grants awarded totaling nearly $4M
  - LUMA study by Dr. Backus receiving significant visibility including the New Yorker

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- Consortium being developed between College, U. Albany, Downstate and CUNY to enhance collaborative research and education in the visual neurosciences.
<table>
<thead>
<tr>
<th>PI</th>
<th>Project Title</th>
<th>Sponsor</th>
<th>Start Date</th>
<th>End Date</th>
<th>No. of Years</th>
<th>Cumulative Amount</th>
<th>Annual Amount (Average)</th>
<th>Annual Direct</th>
<th>Annual Indirect</th>
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<td>Rosenfield, Dr. Mark</td>
<td>Impact of Vision Screenings Using Mobile Technology in Underserved Communities</td>
<td>Verizon Foundation</td>
<td>01-Jan-2016</td>
<td>31-Dec-2017</td>
<td>2</td>
<td>348,587</td>
<td>174,294</td>
<td>151,560</td>
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<td>Bloomfield, Dr. Stewart</td>
<td>Short-Term Training of Students in Health Professional Schools</td>
<td>National Eye Institute</td>
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<td>48,816</td>
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<td>Infrared vs Optical Coherence Tomography Centration</td>
<td>Heidelberg Engineering GmbH</td>
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<td>57,602</td>
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<td>The Role of Gap Junctions in the Progressive Loss of Retinal Neurons in Glaucoma</td>
<td>National Eye Institute</td>
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<td>31-Jan-2017</td>
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<td>Functional Roles of Retinal Gap Junctions in Visual Processing</td>
<td>National Eye Institute</td>
<td>01-May-2016</td>
<td>30-Apr-2017</td>
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<td>636,274</td>
<td>425,853</td>
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<td>Schulman, Dr. Erica</td>
<td>Convergence Insufficiency Treatment Trial - Attention Reading Trial (CITT-A RT) 2016-2017</td>
<td>Salus University</td>
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<td>30-Apr-2017</td>
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<td>Alcon Research Ltd</td>
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<td>Wells, Ms. Elaine</td>
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<td>NYS Education Department</td>
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<td>30-Jun-2017</td>
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<td>Risk Factor for Corneal Infiltrates Events in Contact Lens Wearsers - A Pilot Study</td>
<td>Johnson &amp; Johnson Vision Care Incorporated</td>
<td>30-Jul-2016</td>
<td>29-Jul-2017</td>
<td>1</td>
<td>40,000</td>
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<td>Alonso, Dr. Jose-Manuel</td>
<td>Functional Connectivity in Primary Visual Cortex</td>
<td>National Eye Institute</td>
<td>01-Aug-2016</td>
<td>31-Jul-2017</td>
<td>1</td>
<td>448,213</td>
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<td>303,794</td>
<td>144,419</td>
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<td>Vricella, Dr. Marilyn</td>
<td>Am. Optometric Association InfantSEE 2016</td>
<td>American Optometric Association</td>
<td>01-Sep-2016</td>
<td>31-Aug-2017</td>
<td>1</td>
<td>25,000</td>
<td>25,000</td>
<td>19,231</td>
<td>5,769</td>
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<td>Richdale, Dr. Kathryn</td>
<td>Alcon Master Services Agreement</td>
<td>Alcon Research Ltd</td>
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<td>31-Aug-2017</td>
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<td>Richdale, Dr. Kathryn</td>
<td>Connecting Contact Lenses &amp; Digital Technology</td>
<td>Johnson &amp; Johnson Vision Care Incorporated</td>
<td>27-Sep-2016</td>
<td>26-Sep-2017</td>
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<td>Mazade, Dr. Reece E</td>
<td>Neuronal Mechanisms of Lumimance-Modulated ON/OFF Asymmetries in the Visual Cortex</td>
<td>National Eye Institute</td>
<td>01-Jan-2017</td>
<td>31-Dec-2017</td>
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<td>162,954</td>
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2016 Totals for new grants: 3,906,915
2015 Totals for new grants: 3,441,727
Graduate Program: PhD

**Total Enrollment = 15**

Highest PhD program enrollment in the history of the program

### G-4 Committee
- Dr. Miduturu Srinivas
- Dr. Suresh Viswanathan
- Dr. Robert McPeek (Chair)
- Dr. Ben Backus
- Dr. Kathryn Richdale
- B. Cooper (Student)

### GCVR Staff:
- Mr. Cyrus Vivar
- Ms. Debra Berger
- Dr. Stewart Bloomfield

### Admissions Staff:
- Mr. Christian Alberto

<table>
<thead>
<tr>
<th>Year</th>
<th>Applicants</th>
<th>Accepted</th>
<th>Enrolled</th>
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<tr>
<td>2012</td>
<td>17</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>2013</td>
<td>13</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>2014</td>
<td>24</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2015</td>
<td>28</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>16</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Tuition increase projected to be limited to 4% for residents & 2% for non-residents in 2017-18

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

Affordability: Direct Expenses* for In-State Students

<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>
</tr>
<tr>
<td>2009-10</td>
<td>19,830</td>
<td>22,374</td>
<td>32,062</td>
</tr>
<tr>
<td>2010-11</td>
<td>20,875</td>
<td>24,140</td>
<td>33,076</td>
</tr>
<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>
<tr>
<td>2014-15</td>
<td>27,490</td>
<td>28,854</td>
<td>37,979</td>
</tr>
<tr>
<td>2015-16</td>
<td>29,758</td>
<td>30,303</td>
<td>39,758</td>
</tr>
</tbody>
</table>
Affordability: Student Debt

Optometry School Indebtedness of Students who Took out Loans by School (USA Citizens)*

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

Committee on Awards Scholarship & FA
Dr. Marilyn Vricella (Chair)
Dr. Audra Steiner
Dr. Rebecca Marinoff
Dr. Mort Soroka
Ms. Priya Patel ‘17
Mr. Vito Cavallaro (ex officio)
Affordability: Debt Profile of Class of 2016

Borrowed Amount: $8,309,586
Average Debt All Students: $102,588
Average Debt All Students w/ Debt: $134,026
Destination SUNY - Diversity & Inclusion

Source: SUNY Data Warehouse
Diversity & Inclusion:

% of URM by Professional School and Profession

US Population: 30.9, Medical Schools: 11.4, Medical Practitioners: 11.1, Pharmacy Schools: 9.6, Pharmacy Practitioners: 9.8, Dental Schools: 13, Dental Practitioners: 9, Optometry Schools: 7.8, Optometry Practitioners: 5.7

URM*


Figure 1.b. Educational Pipeline – URM (African American & Hispanics)
Under-Represented Minority Students

CSTEP Students Applied and Accepted to SUNY Optometry 2011-2016

Graph showing the number of URM Applied, URM Accepted, and URM Matriculated from 2007 to 2017 YTD.

Graph showing the number of applicants and accepts for SUNY Optometry from 2016 to 2020.
Destination SUNY - Reputation & Success

Yield

Alumni Six Years after Graduation:
Would Choose SUNY Optometry Again
(Agreed or Strongly Agreed)

<table>
<thead>
<tr>
<th>Year of Entry</th>
<th>Year of Graduation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>2008</td>
<td>85%</td>
</tr>
<tr>
<td>2005</td>
<td>2009</td>
<td>92%</td>
</tr>
<tr>
<td>2006</td>
<td>2010</td>
<td>94%</td>
</tr>
</tbody>
</table>
Educational Outcomes

Ultimate Pass Rate (UPR) as of July 31, 2016

<table>
<thead>
<tr>
<th></th>
<th>SUNY</th>
<th>Nat’l</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part I</td>
<td>97.5%</td>
<td>90.26%</td>
</tr>
<tr>
<td>Part II</td>
<td>98.75%</td>
<td>94.36%</td>
</tr>
<tr>
<td>Part III</td>
<td>98.75%</td>
<td>93.94%</td>
</tr>
<tr>
<td>TMOD</td>
<td>95.0%</td>
<td>88.9%</td>
</tr>
</tbody>
</table>

Percentage of Candidates who Passed all NBEO Parts at Graduation

3 parts (96%) until 2016, then 4 parts (92.5%) with TMOD added
Educational Outcomes; Degree & Certificates Granted

2016 represents the first year in which we are seeing the impact of the increase in class size.
Overall, I am satisfied with the quality of the optometric education I received at SUNY

Satisfaction with On-Campus Relaxation Space

Satisfaction with career planning services

Satisfaction with Opportunity to Participate in Non-Academic College-Related Activities
... a community achieves through shared values, common goals and a solid foundation of support!

- Faculty & Staff
- Revenues
- Opportunity funds
- Philanthropic support
- Alumni support
- New York State
  - Operating budget
  - Capital Support
- Community
Faculty Serving Our Community

New FT Faculty
- Dr. Amy Steinway
- Dr. Sarah Zuckerman
- Dr. Matthew Vaughn
- Dr. Anupam Laul
- Dr. Nikki Cotler

FT Departed
- Dr. Nera Kapoor
- Dr. Prashat Ankola
- Dr. Rahul Gupta
- Dr. Kimia Letafat

Total # of Faculty = 108
### FTE – Fulltime and Part-time Faculty

**Part-Time Appointments**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>24</td>
<td>16</td>
<td>16</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>%</td>
<td>30%</td>
<td>22%</td>
<td>21%</td>
<td>20%</td>
<td>21%</td>
</tr>
</tbody>
</table>

**Full-Time Appointments**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>57</td>
<td>56</td>
<td>59</td>
<td>62</td>
<td>63</td>
</tr>
<tr>
<td>%</td>
<td>70%</td>
<td>78%</td>
<td>79%</td>
<td>80%</td>
<td>79%</td>
</tr>
</tbody>
</table>

**TOTAL FTE**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE</td>
<td>81</td>
<td>72</td>
<td>75</td>
<td>77</td>
<td>79</td>
</tr>
<tr>
<td>%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Does not include adjuncts or MC employees.

For 2014, 2015 & 2016, 2 FT librarians included.
Faculty FTE by Department

AY 2016

- Clinical Ed: 40%
- BVS: 24%
- Satellites: 16%
- UEC: 20%
Faculty: Highlights

• Focus on faculty development
  – Expanding Faculty Development Programs
  – Faculty retreats reconsidered
  – Sabbaticals (Kruger & Backus)

• Improved compensation and support strategies
  – Completed 2-year salary enhancement strategy
  – Periodic Review of the market and equity
Staff & Administration Serving Our Community

Destination – SUNY

Student Admissions - Yield

<table>
<thead>
<tr>
<th>Entering Year</th>
<th>2007</th>
<th>2009</th>
<th>2011</th>
<th>2013</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yield</td>
<td>48%</td>
<td>50%</td>
<td>53%</td>
<td>53%</td>
<td>55%</td>
</tr>
<tr>
<td></td>
<td>54%</td>
<td>57%</td>
<td>56%</td>
<td>66%</td>
<td></td>
</tr>
</tbody>
</table>

Graph showing the percentage of students admitted to SUNY for each entering year from 2007 to 2015.
Resources: Core Operating Budget - Projections

*as of 12/31/16
Projections exclude capital /opportunity costs/Research Foundation

Fund Balances (June 30, 2016) = $11,896,800 (+$714K)
## Revenues by Year (in $,000)

<table>
<thead>
<tr>
<th>Year</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>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</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>
</tr>
<tr>
<td>2010-11</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>
</tr>
<tr>
<td>2011-12</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>2012-13</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>2013-14</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>2014-15</td>
<td>11,420.7</td>
<td>9,638.2</td>
<td>8,397.7</td>
<td>3,222.9</td>
<td>332.1</td>
<td>259.4</td>
<td>33,271.0</td>
</tr>
<tr>
<td>2015-16</td>
<td>11,382.9</td>
<td>11,306.3</td>
<td>8,003.5</td>
<td>3,625.0</td>
<td>385.0</td>
<td>241.7</td>
<td>34,944.3</td>
</tr>
<tr>
<td>2016-17</td>
<td>11,324.9</td>
<td>12,064.3</td>
<td>8,164.8</td>
<td>3,703.0</td>
<td>394.6</td>
<td>247.7</td>
<td>35,899.3</td>
</tr>
</tbody>
</table>

* Tuition includes tuition and fees.
  State includes state appropriation and pooled offset, and excludes clinic commitment.
  Patient Care includes in-house and satellite revenues in IFR as well as clinic commitment.
  Total does not include some minor or pass-through items.

9/27/16
Fund Balances

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

Fundraising†

- Other Individuals
- Other Organizations
- Consortia
- *Parents
- Alumni
- Corporations
- Foundations

*Includes class gifts
**Includes alumni who are also parents
†These values do not include pledges.
Engaging our Alumni

• Merger of the Alumni Association into the Optometric Center of New York (OCNY)

• 2017-2020 strategic plan for alumni relations.
  - Build long term relationships: Develop outreach strategies to connect with alumni
  - Enhance alumni communications to deliver scheduled, branded and measurable messages.
  - Expand awareness of and support for the alumni association.
  - Identify and recognize alumni involvement.
  - Assess impact: Establish pre and post event procedures to research attendees, collect data and report outcomes.

• Campaign for Primary Care Pediatric Unit
Excelsior Scholarship – Tuition-free College
- Community or 4-year Colleges
- Focuses on Completion
- Requires full-time enrollment

Budget Priorities
- “Hold Harmless” funding model (Flat Funding – 1 year)
  - No future Commitment
  - Maintenance of Effort not included
- 5-year Capital Plan ($550M – Increase of $350M)
  - + $100M for UpState and Stony Brook Hospitals
- Tuition Plan (Undergrad max. inc. $250/year x 5 yrs)

Red = Executive Budget Proposal
Strategic Plan: 2018 - 2023

Making Eye Health a Population Health Imperative: Vision for Tomorrow

Destination – The SUNY College of Optometry

Admissions - 10 Year Yield Data

- SUNY: 48%, 50%, 50%, 56%, 53%, 53%, 55%, 54%, 57%, 66%
- National: 40%, 45%, 50%, 55%, 60%, 65%, 70%, 75%

President’s Council

Dr. Gui Albeiri
Mr. David Bowers
Ms. Amber Hopkins-Jenkins
Ms. Liduvina Martinez-Gonzalez
Mr. Doug Schading
Dr. Steven Schwartz
Dr. Richard Soden
Dr. David Troilo
Ms. Ann Warwick
Ms. Karen DeGazon

Thank you!