State of the College

21 January 2014

“We [our Community] are committed to excellence in everything we do; we are dedicated to providing a premier education for our students, superb evidence-based care to our patients and outstanding basic and clinical research that embraces understanding and improving lives.”
Education

Patient Care

Research
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 inter-professional 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.
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.

2013-2018 STRATEGIC PLAN CREATING A LEGACY OF LEADERSHIP

STATE UNIVERSITY OF NEW YORK COLLEGE OF OPTOMETRY
Construction is underway for the "Lecture Hall expansion project".
1st Floor Lecture Halls
1st Floor Lecture Halls
Sub-Basement Electrical Power Infrastructure
Goal:*

20% Energy Savings by 2020

*Governor Cuomo’s Build Smart Initiative
## Capital Improvements

<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>8.5 M</td>
</tr>
<tr>
<td>Rehab Mechanical Systems</td>
<td>In design</td>
<td>9.8 M</td>
</tr>
<tr>
<td>Upgrade Fire Alarm System</td>
<td>Finished</td>
<td>2.3 M</td>
</tr>
<tr>
<td>Minor Critical Maintenance</td>
<td>On-going</td>
<td>100 K/yr</td>
</tr>
<tr>
<td>Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Center for Student Life/Learning</td>
<td>Finished</td>
<td>10 M</td>
</tr>
<tr>
<td>Rehab Research Spaces</td>
<td>Finished</td>
<td>2.6 M</td>
</tr>
<tr>
<td>Rehab Lecture Halls 101 &amp; 103</td>
<td>In construction</td>
<td>2.2 M</td>
</tr>
<tr>
<td>Rehab Lecture Hall 206</td>
<td>Finished</td>
<td>70 K</td>
</tr>
<tr>
<td>Building Entry Improvements</td>
<td>Finished</td>
<td>133 K</td>
</tr>
<tr>
<td>Renovate Clinic Spaces</td>
<td>On-going</td>
<td>450 K</td>
</tr>
</tbody>
</table>
2014-15 SUNY Capital Budget Requests

Slides selected from:

Finance and Administration Committee
November 14, 2013
Fashion Institute of Technology
## Summary of Capital Plan & Budget Request

### 2014-15 Capital Plan & Request
(in millions)

<table>
<thead>
<tr>
<th>Program*</th>
<th>2014/15 Request</th>
<th>2014/15 Plan Need</th>
<th>5-Year Request</th>
<th>5-Year Plan Need</th>
<th>Appropriation Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Facilities</td>
<td>$750.0</td>
<td>$2,680.0</td>
<td>$3,750.0</td>
<td>$8,560.0</td>
<td>Bonded</td>
</tr>
<tr>
<td>Hospitals</td>
<td>600.0</td>
<td>600.0</td>
<td>1,205.0</td>
<td>1,205.0</td>
<td>Bonded, Debt Repaid</td>
</tr>
<tr>
<td>Residence Halls</td>
<td>50.0</td>
<td>50.0</td>
<td>250.0</td>
<td>250.0</td>
<td>Hard Dollar, Self Pay</td>
</tr>
<tr>
<td>Community Colleges</td>
<td>91.0</td>
<td>134.0</td>
<td>575.0</td>
<td>575.0</td>
<td>Bonded, 50% State Share</td>
</tr>
</tbody>
</table>

**SUNY-Wide Capital Initiatives:**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>2014/15 Request</th>
<th>2014/15 Plan Need</th>
<th>5-Year Request</th>
<th>5-Year Plan Need</th>
<th>Appropriation Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Information Technology Initiative</td>
<td>189.0</td>
<td>189.0</td>
<td>189.0</td>
<td>189.0</td>
<td>Bonded</td>
</tr>
<tr>
<td>Research Initiative</td>
<td>200.0</td>
<td>200.0</td>
<td>200.0</td>
<td>1,587.0</td>
<td>Bonded, Competitive Based</td>
</tr>
<tr>
<td>Energy Initiative</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>50% Bonded, 50% Dry</td>
</tr>
</tbody>
</table>

**Total** $1,980.0 $3,953.0 $6,269.0 $12,466.0

*Request includes reappropriations totaling $4.7B in support of all four programs and an appropriation to support campus-funded capital projects of $100M.
Other SUNY-Wide Capital Initiatives

• **Transformational Information Technology Initiative:** A total of $189M is requested to support the infrastructure necessary to support several System-wide academic, research and operational initiatives.

  **Open SUNY**
  - Student Access, Completion and Success ($93M): SUNY Recruitment and Application Processing System, SUNY-wide student identity tracking and management, seamless student information system, degree planning system, course equivalency system, academic data integration system, data warehousing and decision support system, Open SUNY Student Access Platform, student internship and experiential learning management system, student ePortfolio system, next generation SUNY classrooms, open digital library and content system.

  **Operational Efficiency**
  - SUNY Electronic Procurement Platform ($10M): Establish an electronic procurement system, transaction processing center, and strategic sourcing, potentially producing annual savings of $100M.
  - SUNY Shared Data Centers and Telecom ($33M): Shared regional data centers, network operation center, and security operation center, reducing number of data centers from hundreds to six. Creating SUNY-wide, cloud-based unified communication and reducing telecom costs by 25%.
  - SUNY Self-Service Platform ($4M): Self-service functions for HR, financial, and other operational transactions, reducing administrative expenses.

  **Research, Innovation and Economic Development**
  - SUNY Collaboration Platform ($22M): SUNY-wide Intranet SUNY Blue, portal for networks for excellence, and telepresence video conference network. Will reduce communication and travel costs and enable widespread collaboration for research and innovation.
  - SUNY Knowledge Center ($27M): Housed at University of Albany, shared by 64 campuses, this Center includes high performance computing facilities and smart data transport and storage optimized to support large scale data analysis and decision support, shared by SUNY-wide communities of researchers for algorithm design and data visualization, stimulating and supporting SUNY’s research growth of over $500M in the next 10 years.
Other SUNY-Wide Capital Initiatives (Continued)

• **SUNY Research Initiatives:** A total of $200M is requested to provide seed funding for a new competitive program to select projects that will enable SUNY to further advance its goal of doubling the amount of sponsored research System-wide over the next five years.

• **Energy Initiative:** A total of $100M is requested (50% State-funded / 50% “dry”) to support energy efficiency projects and enable campuses to significantly reduce their energy usage. The dry portion of this program could be supported by grants or loans from entities such as the New York Power Authority.
FINANCE

Impact of State Budget Cuts: Between -$3.36 M / -$3.95 M
Revenues: Source as % of All
2014-15 SUNY Operating Budget Request

Slides selected from:

Finance and Administration Committee
November 14, 2013
Fashion Institute of Technology
Economic Environment

Projected State Budget Gaps

- 2014/15: $1.7 B
- 2015/16: $2.9 B
- 2016/17: $2.9 B

Annual Direct State Tax Support for SUNY

- 2010/11: $1.8 B
- 2011/12: $1.7 B
- 2012/13: $1.7 B
- 2013/14: $1.7 B

State Budget

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget (B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/15</td>
<td>$93.8B</td>
</tr>
<tr>
<td>2015/16</td>
<td>$98.2B</td>
</tr>
<tr>
<td>2016/17</td>
<td>$101.5B</td>
</tr>
</tbody>
</table>

1. Excludes capital, federal, and off-budget items
2. Excludes State paid fringe benefits, debt service, and State funded grant programs (TAP)
## 2014-15 Operating Budget Request

(\$ millions)

<table>
<thead>
<tr>
<th>Sector / Area</th>
<th>2013-14 Enacted</th>
<th>State Tax Support</th>
<th>Self-Generated Revenue</th>
<th>2014-15 Budget Request</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>State-operated Campuses</td>
<td>$841.9</td>
<td>$94.2</td>
<td>-</td>
<td>$936.2</td>
<td>$94.2</td>
<td>11.2%</td>
</tr>
<tr>
<td>Tuition Revenue</td>
<td>1,573.2</td>
<td>-</td>
<td>95.0</td>
<td>1,668.2</td>
<td>95.0</td>
<td>6.0%</td>
</tr>
<tr>
<td>General State Charges (Fringe benefits)</td>
<td>213.0</td>
<td>15.8</td>
<td>-</td>
<td>228.8</td>
<td>15.8</td>
<td>7.4%</td>
</tr>
<tr>
<td>General IFR</td>
<td>837.8</td>
<td>-</td>
<td>-</td>
<td>837.8</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>State Univ. Tuition Reimbursable (SUTRA)</td>
<td>151.9</td>
<td>-</td>
<td>-</td>
<td>151.9</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Stabilization</td>
<td>-</td>
<td>15.0</td>
<td>15.0</td>
<td>-</td>
<td>15.0</td>
<td>*</td>
</tr>
<tr>
<td>Dormitory Operating</td>
<td>343.4</td>
<td>-</td>
<td>-</td>
<td>343.4</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td><strong>State-operated Subtotal</strong></td>
<td><strong>$3,961.2</strong></td>
<td><strong>$110.0</strong></td>
<td><strong>$110.0</strong></td>
<td><strong>$4,181.2</strong></td>
<td><strong>$220.0</strong></td>
<td><strong>5.6%</strong></td>
</tr>
<tr>
<td>Statutory Campuses</td>
<td>$129.3</td>
<td>$7.2</td>
<td>-</td>
<td>$136.5</td>
<td>$7.2</td>
<td>5.6%</td>
</tr>
<tr>
<td>Cornell Cooperative Extension</td>
<td>4.2</td>
<td>2.2</td>
<td>-</td>
<td>6.5</td>
<td>2.2</td>
<td>53.2%</td>
</tr>
<tr>
<td><strong>Statutory Subtotal</strong></td>
<td><strong>$133.5</strong></td>
<td><strong>$9.4</strong></td>
<td>-</td>
<td><strong>$143.0</strong></td>
<td><strong>$9.4</strong></td>
<td><strong>7.1%</strong></td>
</tr>
<tr>
<td>Community Colleges</td>
<td>$472.1</td>
<td>$30.9</td>
<td>-</td>
<td>$503.0</td>
<td>$30.9</td>
<td>6.5%</td>
</tr>
<tr>
<td>Direct Hospital Support</td>
<td>$60.0</td>
<td>$30.0</td>
<td>-</td>
<td>$90.0</td>
<td>$30.0</td>
<td>50.0%</td>
</tr>
<tr>
<td>Hospital Operating</td>
<td>2,839.5</td>
<td>-</td>
<td>(267.5)</td>
<td>2,572.1</td>
<td>(267.5)</td>
<td>-9.4%</td>
</tr>
<tr>
<td>Hospital Sponsored Programs</td>
<td>100.0</td>
<td>-</td>
<td>-</td>
<td>100.0</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Long Island Veterans Home</td>
<td>44.1</td>
<td>-</td>
<td>0.8</td>
<td>44.9</td>
<td>0.8</td>
<td>1.8%</td>
</tr>
<tr>
<td><strong>Hospital Subtotal</strong></td>
<td><strong>$3,043.6</strong></td>
<td><strong>$30.0</strong></td>
<td>(266.7)</td>
<td><strong>$2,807.0</strong></td>
<td><strong>(236.7)</strong></td>
<td><strong>-7.8%</strong></td>
</tr>
<tr>
<td>Grand Total</td>
<td><strong>$7,610.4</strong></td>
<td><strong>$180.3</strong></td>
<td>(156.7)</td>
<td><strong>$7,634.1</strong></td>
<td><strong>$23.7</strong></td>
<td><strong>0.3%</strong></td>
</tr>
</tbody>
</table>

* 2013-14 was Year 2 of the SUNY Stabilization Account Two Year Appropriation made in 2012-13. As per State Finance Law, 2014-15 would be the first year of the new two year appropriation.
State-operated Campuses

• State-operated Campuses: $220.0M net increase
  • $94.2M State tax support for contractual costs / initiatives*
  • $15.8M State tax support for fringe benefits
  • $95.0M Rational Tuition Spending Authority
  • $15.0M Stabilization appropriation

  – State funding request focuses on costs to continue / key initiatives to improve SUNY operations and support mission
    • $98.0M: Contractual salary costs / fringe benefit costs
    • $  6.0M: Open SUNY – Strategic Enrollment Growth Program
    • $  4.0M: SUNY Innovators Program
    • $  2.0M: Expanded U-Wide Flexibility and Support for Initiatives

*Estimated value of increased contractual costs at Optometry = $320,000
College’s Operating Budget:

**Annual Operating Budget**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expense</th>
<th>Net</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1, 2013</td>
<td>$ 28,721.4</td>
<td>$ 29,312.1</td>
<td>$( 590.7)</td>
</tr>
<tr>
<td>Jan. 1, 2014</td>
<td>$ 28,907.2</td>
<td>$ 29,466.5</td>
<td>$( 559.3)</td>
</tr>
</tbody>
</table>
Securing our future: Fiscal Challenges

- Level Funding in terms of Tax Payer Support or will negotiated contract increase be funded?
- New State funding will require competitive applications
- **Down-State Medical Center/LICH remains unresolved and could directly impact on our Fund Balances**
- Increased dependence upon Campus-based revenues
- Continued capital funding is uncertain and will be tied to:
  - Critical Maintenance
  - Research & Economic Development
Securing our future: Strategic Planning

• In the quest for excellence, it is imperative that we become efficient and nimble as an organization: This requires ongoing timely innovation and creativity.
• We must control spending to protect and advance our leadership position.
• Every program and function must be reviewed periodically.
• Program development needs to include an understanding of both expenses and revenues.
• Resources must be linked to the strategic priorities of the College and the University as a whole.

“It is not the strongest of species that survives, nor the most intelligent, but the one that is most responsive to change.”

(L. Megginson – ref – Chancellor Zimpher)
Key conclusion:

• Based on what we know today, the College will no longer need to access Fund Balances to support deficits in its Operating Fund.

• The College will move into a surplus all-funds operating position in 2014/15 and will be able to begin to invest more aggressively in achieving our strategic priorities.
Students

GPA & OAT TS
SUNY GPA: 3.51
National GPA: 3.45
SUNY OAT TS: 342
National OAT TS: 317

2014 applications are up 7% compared to 2013 and deposits are up 42%

1st Time Takers
SUNY Part 1: 95%
National Part 1: 86%
SUNY Part 2: 99%
National Part 2: 94%
SUNY Part 3: 92%
National Part 3: 79%
Total Cost* for In-State Students

*Includes tuition, fees, books, equipment, room and board. Source: ASCO
Student Debt

Optometry School Indebtedness of Students Who Took Out Loans by School*

[Chart showing the indebtedness of students who took out loans by school from 2006 to 2013. The chart includes a line graph with debt ($) on the y-axis and year of graduation on the x-axis. There are multiple lines representing different schools, with SUNY standing out with a significant increase in debt from 2012 onwards.]
• **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: Key Challenges

- Maintain or enhance quality of incoming students in an increasingly competitive environment.
- Continue to ensure affordability, limiting tuition increases to keep SUNY Optometry in the lowest quartile among programs nationally.
- Increase the enrollment of under-represented minorities into our educational programs.
- Fulfill our commitment to career development and student success through the provision of exemplary services.
Faculty
Academic Degrees Held By Faculty*

* There are an additional 147 adjunct faculty members including 16 MDs, 119 ODs and 7 PhDs.

<table>
<thead>
<tr>
<th>Degree(s)</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>OD</td>
<td>64</td>
<td>63</td>
</tr>
<tr>
<td>OD, MS</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>OD, PhD</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>PhD*</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>MLS</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>101</td>
<td>100</td>
</tr>
</tbody>
</table>

*Includes one faculty member who holds both a PhD and MD
FTE By Department*

2012

- Biological and Vision Sciences: 21%
- Clinical Education: 18%
- University Eye Center: 61%

<table>
<thead>
<tr>
<th>Department</th>
<th>FTE</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biol/Vis Sci</td>
<td>16.8</td>
<td>20.7%</td>
</tr>
<tr>
<td>Clinical Ed</td>
<td>14.7</td>
<td>18.1%</td>
</tr>
<tr>
<td>UEC</td>
<td>49.585</td>
<td>61.2%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>81.085</td>
<td>100%</td>
</tr>
</tbody>
</table>

2013

- Biological and Vision Sciences: 21%
- Clinical Education: 19%
- University Eye Center: 60%

<table>
<thead>
<tr>
<th>Department</th>
<th>FTE</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biol/Vis Sci</td>
<td>15.3</td>
<td>21.4%</td>
</tr>
<tr>
<td>Clinical Ed</td>
<td>13.7</td>
<td>19.1%</td>
</tr>
<tr>
<td>UEC</td>
<td>42.655</td>
<td>59.5%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>71.655</td>
<td>100%</td>
</tr>
</tbody>
</table>

*SUNY TL. FTE = 71.66
National Mean FTE = 38.79
Next largest (UCB) = 63.68

*Does not include adjuncts or MC employees.
Full- and Part-Time FTE by Department*

**Biological and Vision Sciences**

<table>
<thead>
<tr>
<th></th>
<th>Full-Time FTE</th>
<th>Part-Time FTE</th>
<th>TOTAL FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>14</td>
<td>2.8</td>
<td>16.8</td>
</tr>
<tr>
<td>2013</td>
<td>14</td>
<td>1.3</td>
<td>15.3</td>
</tr>
</tbody>
</table>

**Clinical Education**

<table>
<thead>
<tr>
<th></th>
<th>Full-Time FTE</th>
<th>Part-Time FTE</th>
<th>TOTAL FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>14</td>
<td>0.7</td>
<td>14.7</td>
</tr>
<tr>
<td>2013</td>
<td>13</td>
<td>0.7</td>
<td>13.7</td>
</tr>
</tbody>
</table>

**University Eye Center**

<table>
<thead>
<tr>
<th></th>
<th>Full-Time FTE</th>
<th>Part-Time FTE</th>
<th>TOTAL FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>29</td>
<td>20.585</td>
<td>49.585</td>
</tr>
<tr>
<td>2013</td>
<td>29</td>
<td>13.655</td>
<td>42.655</td>
</tr>
</tbody>
</table>

*Does not include adjuncts or MC employees.

November 8, 2013
Faculty: Strategic Goals

• **Goal #1:** Develop a customizable professional degree program that ensures active integrated learning while preparing students for problem-oriented health care.

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

• **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 translations research.

• **Goals #7:** Strengthen workforce engagement.
Faculty: Challenges

- Recruitment
- Compensation
- Shifting sands in health care education
  - Competency driven
  - Evidence-based
  - Customizable education
  - Technology & Simulation
- Shifting sands in health care delivery
  - Efficiency
  - Quality
- Compliance
- Understanding the 21st Century faculty member
Patient Care
UEC - Patient Encounters

* 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>5354</td>
<td></td>
</tr>
</tbody>
</table>

**Chart Description:**
- **Y-axis:** Patient Encounters
- **X-axis:** Fiscal Year (FY07-08 to FY13-14)
- **Graph:** Bar chart showing annual and year-to-date (YTD) patient encounters for each fiscal year.
UEC – Charitable Care

<table>
<thead>
<tr>
<th></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>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Requests Honored</td>
<td>576</td>
<td>581</td>
<td>541</td>
<td>796</td>
<td>802</td>
</tr>
<tr>
<td>Average Request ($)</td>
<td>113</td>
<td>136</td>
<td>184</td>
<td>112</td>
<td>126</td>
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</tbody>
</table>
UEC – Public Service

<table>
<thead>
<tr>
<th></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>
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</thead>
<tbody>
<tr>
<td>Homebound Visits</td>
<td>148</td>
<td>145</td>
<td>201</td>
<td>209</td>
<td>203</td>
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<tr>
<td>Vision Screenings</td>
<td>17</td>
<td>27</td>
<td>55</td>
<td>54</td>
<td>70</td>
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<tr>
<td>Support Groups</td>
<td>38</td>
<td>39</td>
<td>40</td>
<td>41</td>
<td>39</td>
</tr>
<tr>
<td>Community Lectures/Events</td>
<td>13</td>
<td>14</td>
<td>12</td>
<td>34</td>
<td>17</td>
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</tbody>
</table>
University Eye Center: Strategic Goals

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

• **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 #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.

• **Goals #7:** Strengthen workforce engagement.
UEC: Key Challenges

- Balancing competing priorities while assuring a positive patient experience.
  - External Review of Pediatric Service (Drs. Scharre & Cotter)
  - Primary Care Development Corporation Review
- Mission Expansion
  - Research
  - Education
  - Inter-professional Care
- Constantly evolving reimbursement models
- Anticipation of health care quality indicators
- Enhanced compliance requirements
- Electronic Health Records
UEC: Key Opportunities

- **Health Care Reform**
  - Patient Access
  - Pediatric Mandate
  - New Reimbursement Models (ACOs, Medical Homes, Bundled payments)

- **New York City Health Care Opportunities**
  - Gouverneur Hospital (14 lane Eye Care facility)
  - School-based Health Centers (UFT & One Sight)
  - Community Health Centers

- **Faculty Recruitment**

- **Improvements in patient experience may lead to increased patient census**
Research Grant Activity

<table>
<thead>
<tr>
<th>Year</th>
<th>Income ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996-97</td>
<td>622,000</td>
</tr>
<tr>
<td>1997-98</td>
<td>1,183,000</td>
</tr>
<tr>
<td>1998-99</td>
<td>1,480,000</td>
</tr>
<tr>
<td>1999-00</td>
<td>1,591,000</td>
</tr>
<tr>
<td>2000-01</td>
<td>2,197,000</td>
</tr>
<tr>
<td>2001-02</td>
<td>2,567,000</td>
</tr>
<tr>
<td>2002-03</td>
<td>2,523,000</td>
</tr>
<tr>
<td>2003-04</td>
<td>2,545,000</td>
</tr>
<tr>
<td>2004-05</td>
<td>2,459,570</td>
</tr>
<tr>
<td>2005-06</td>
<td>1,963,957</td>
</tr>
<tr>
<td>2006-07</td>
<td>2,446,500</td>
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<tr>
<td>2007-08</td>
<td>2,596,370</td>
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<tr>
<td>2008-09</td>
<td>3,099,755</td>
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<tr>
<td>2009-10</td>
<td>3,289,228</td>
</tr>
<tr>
<td>2010-11</td>
<td>3,631,454</td>
</tr>
<tr>
<td>2011-12</td>
<td>3,363,512</td>
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<tr>
<td>2012-13</td>
<td>3,865,832</td>
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</table>

<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>
</tr>
<tr>
<td>2011-12</td>
<td>20</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>2012-13</td>
<td>24</td>
<td>11</td>
<td>1</td>
</tr>
</tbody>
</table>
**Current annual project potential = $387,332**

<table>
<thead>
<tr>
<th>Project</th>
<th>Sponsor (type of award)</th>
<th>Contract budget</th>
<th>Committed funds</th>
<th>Expected # of subjects completed</th>
<th>Actual # subjects enrolled and current or completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPUS-2</td>
<td>Sarcode/Shire (sponsored)</td>
<td></td>
<td></td>
<td>35</td>
<td>8 completed</td>
</tr>
<tr>
<td>E-reader</td>
<td>Ectaco (IIS)</td>
<td></td>
<td></td>
<td>100</td>
<td>100 completed</td>
</tr>
<tr>
<td>HTS1, CITS</td>
<td>PEDIG/NIH (IIS)</td>
<td></td>
<td></td>
<td>10 HTS1 / 20 CITS</td>
<td>1 HTS1 / 3 CITS</td>
</tr>
<tr>
<td>OCT FDA study</td>
<td>Topcon (sponsored)</td>
<td></td>
<td></td>
<td>70</td>
<td>27 completed</td>
</tr>
<tr>
<td>CLAY ORACL</td>
<td>Alcon (IIS)</td>
<td></td>
<td></td>
<td>24</td>
<td>0</td>
</tr>
<tr>
<td>Limbal CL FDA study</td>
<td>CL company (sponsored)</td>
<td></td>
<td></td>
<td>36</td>
<td>0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td><strong>$387,332</strong></td>
<td><strong>$168,678</strong></td>
<td><strong>295</strong></td>
<td><strong>128</strong></td>
</tr>
</tbody>
</table>

**Current Discussions:** Upcoming projects include larger-scale contact lens, spectacle, myopia, binocular vision, and dry eye studies with potential awards exceeding $3M.
Research: Strategic Goals

- **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: Key Challenges

- Faculty Recruitment
- Expanding the diversity of funding sources
- Compliance
- Accreditation
- Potential budgets exceed $3 million, but most will require clinical referrals of UEC patients (ie, not faculty, staff, students)
Residency Programs

• **Highlights**
  - Exceeded Strategic Expansion Goal (+7)
  - Accreditation Success

• **Challenges**
  - Development of funding strategies
  - Integration into changing UEC care models

• **Opportunities**
  - Alternative Program Designs
    - Residency/MS
    - Residency/PhD
  - Expansion into NYC Health Care System
• **Highlights**
  - Reorganization
  - Strategic Plan development
  - Funding renewed for China Programs
    - Lavelle Foundation for the Blind
    - Confucius Institute (Hanban)
  - OCNY Funding for Mission Trips

• **Challenges**
  - International Rotations
  - Funding Mechanisms

• **Opportunities**
  - Int’l Students for OD Program
  - International Rotations
  - CE Collaboration
    - South Africa
    - France
  - Tuition-based Programming
  - Cultural Competency
Continuing Education

- **Highlights**
  - Envision/Alumni Affairs
  - CE Software

- **Challenges**
  - ↑ Competition
  - ↑ Technology
  - △ Paradigms in Health Care

- **Opportunities**
  - Board Certification/
    Maintenance of Certification
  - International Collaboration
    - South Africa
    - France
  - Open SUNY – Accessing Technology
The Optometric Center of New York
(OCNY)

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*New 2014
Faculty & Staff Giving

52% 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Yearly Total ($)</th>
<th>Cumulative Total ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>14,788</td>
<td>14,788</td>
</tr>
<tr>
<td>2010</td>
<td>18,167</td>
<td>32,955</td>
</tr>
<tr>
<td>2011</td>
<td>25,365</td>
<td>58,320</td>
</tr>
<tr>
<td>2012</td>
<td>69,326</td>
<td>127,646</td>
</tr>
<tr>
<td>2013</td>
<td>44,413</td>
<td>172,059</td>
</tr>
</tbody>
</table>
Fiscal Year 2013-2014:
Total Program Support

Student Programs: $349,525
Faculty & Research: $120,500
Patient Care: $361,205
International: $386,000

Total Program Support: $1,217,230
Institutional Advancement: Strategic Goals

• **Goal #8:** Create a vibrant community that promotes student and alumni engagement.....

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

• **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.
Institutional Advancement: Key Challenges

- **Completion of The Vision & the Promise Campaign**
- Development of post-campaign strategies for solidifying the gains of the Campaign through the annual fund and targeted requests:
  - Alumni
  - Industry
  - Foundations
  - Other Donors
- **Continued development of the Alumni Association and supporting programs**
So where are we?

• The College’s financial position has stabilized. (Barring any surprises.)

• We anticipate that in the 2014 – 15 FY we will begin to realize gains that allow for future growth and investment into our strategic priorities.

• We do not anticipate any further reductions in overall staffing.

• We will continue to evaluate the overall effectiveness of our operations and seek to improve the quality of what we do.

• Our allocation of resources will be driven by our strategic priorities.
The World within which we live:

- Research & Economic Development
- Health Care Reform (ACA) – Efficiency & Value
- Big Data
- Inter-professional Care and Competencies
- Evidence-based Medicine
- Continuing Competency (BC, MOC, MOL)
- The UEC Network......
- Individualized Education
- Research & Graduate Education/Residencies
- Access, Affordability and Success
- Technology in Education & Patient Care
- Student Engagement & Social Networking
- Unfunded Mandates
- Compliance
The University within which we live:

- The Power of SUNY (Refresh)
- Six Big Ideas
- SUNY Shared Services
- NYSUNY 2020
- Startup-NY (Economic Development)
- Open SUNY (Online Education & Access)
- Research Networks of Excellence
- SUNY Works (Internships/Partnerships)
Challenge?

• 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 effective and compassionate eye and vision care in an innovative and accessible way.
• We will cultivate, engage and nurture the next generation of leadership.
• We will invest in a diverse community of health care professionals dedicated to life long learning and the advancement of visual health.
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 inter-professional 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.
Education

Patient Care

Research
Thank you!