



STATE UNIVERSITY OF NEW YORK
COLLEGE OF OPTOMETRY

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 OCNYS must be steady or growing.
 - OCNYS 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

<u>Source</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>
Core Budget (State)	11,046,677	9,812,291	9,822,291
Tuition & Fees	5,728,322	6,162,440	7,500,816
Clinic Pledge & Pooled Offset	2,887,677	2,945,560	3,043,784
Campus-Generated Revenue	6,196,264	7,631,770	6,912,112
Research Foundation	3,631,454	3,381,262	3,173,941
From (to) Fund Reserves	1,696,838	1,678,232	1,138,005
Total	31,187,232	31,611,555	31,590,949







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



EO 88 – ASHRAE Level II Report

- “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

• <u>Savings Categories</u>	2012	2013	2014
– 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.	\$21.5M	\$22.7M	\$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.

