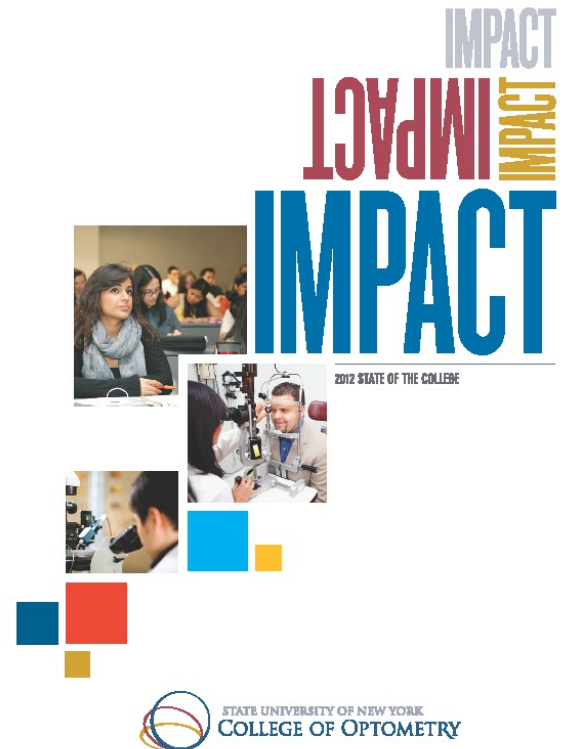


# State of the College

20 December 2012

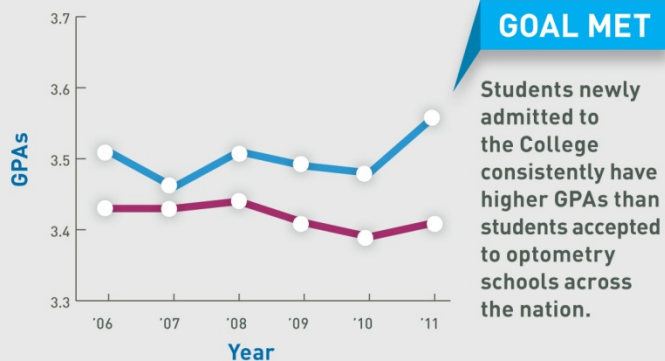


# Student Quality

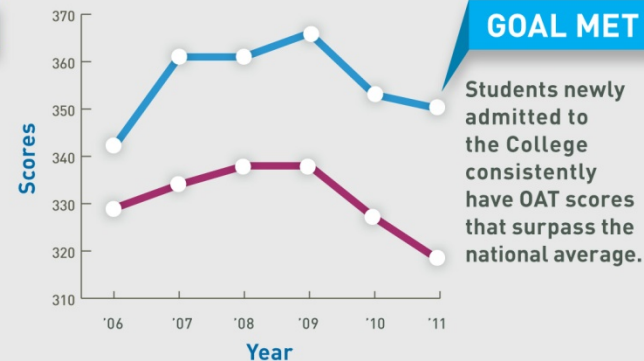
## LEGEND

SUNY Opt Students    National Average

### GPAs of Incoming Students



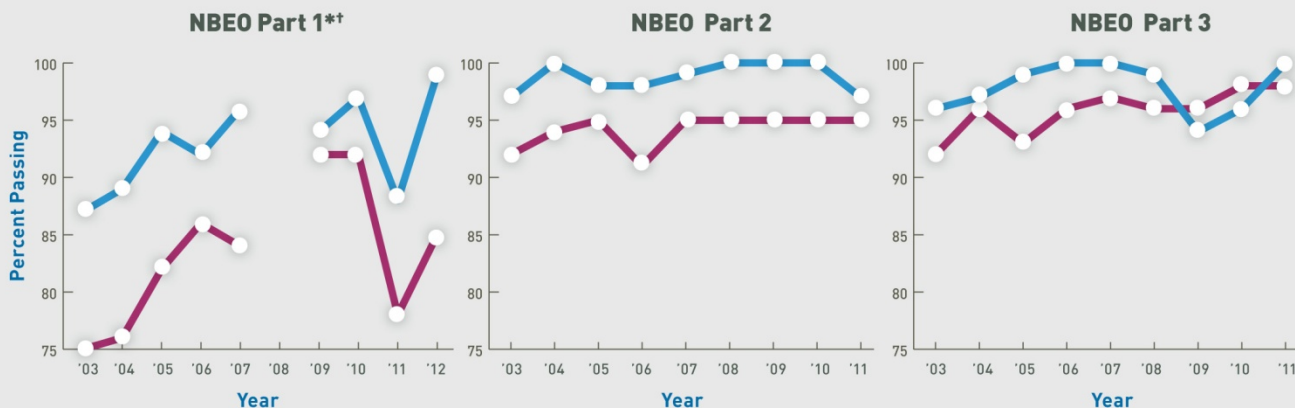
### Optometry Admission Test (OAT) Scores of Incoming Students



### National Board of Examiners in Optometry (NBE0) Scores of Enrolled Students

#### GOAL MET

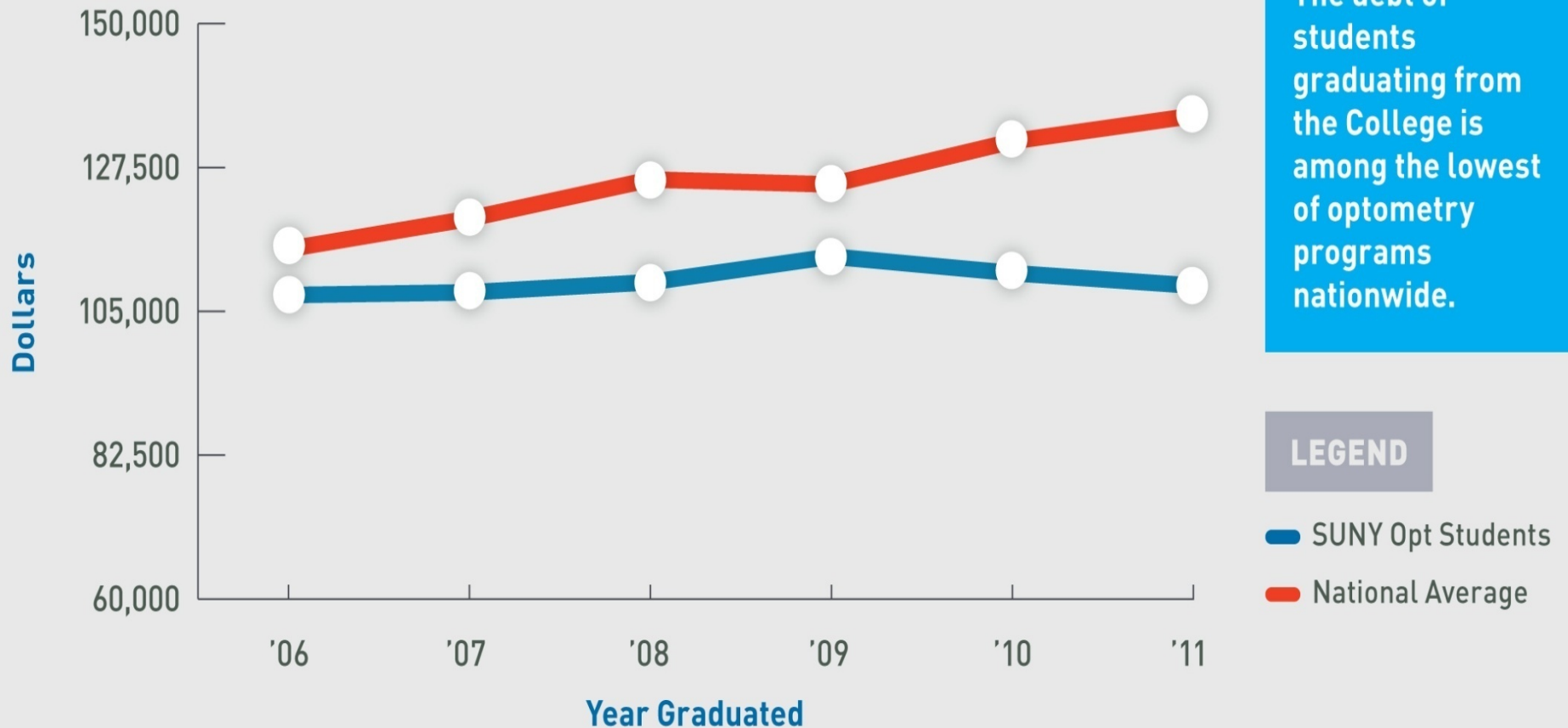
Students at the College generally score higher than the national average on the NBE0.



\*Through 2007, Part I was named "Basic Sciences." In 2009 it was restructured and renamed "Applied Basic Sciences." It was not given to first-time takers in 2008. \*In 2011, for the first time, questions with multiple correct answers were included in the examination.

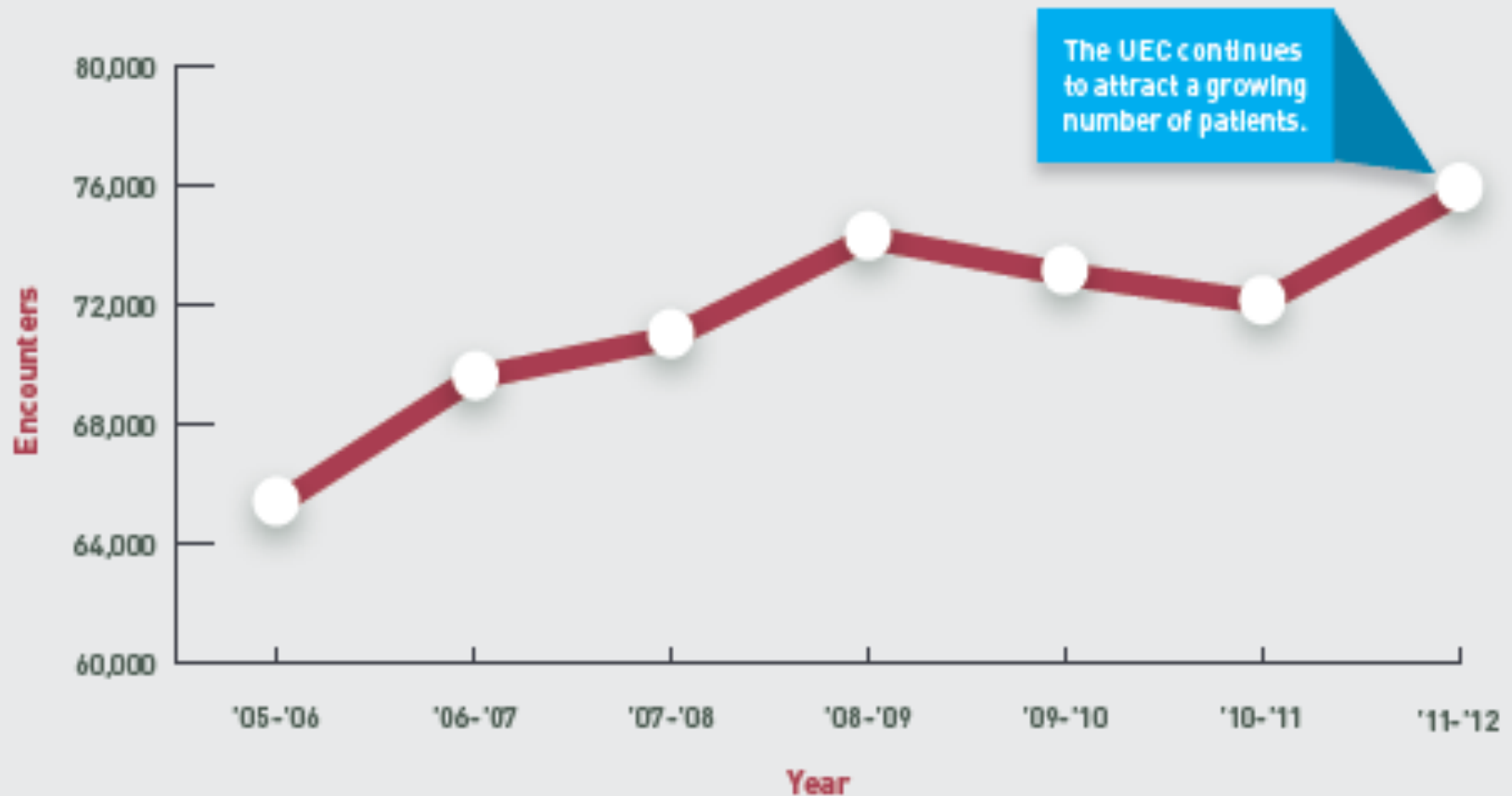
# The Cost of Education

## Average Indebtedness of Graduating Students



# University Eye Center

**Total Patient Encounters at the University Eye Center (UEC)**

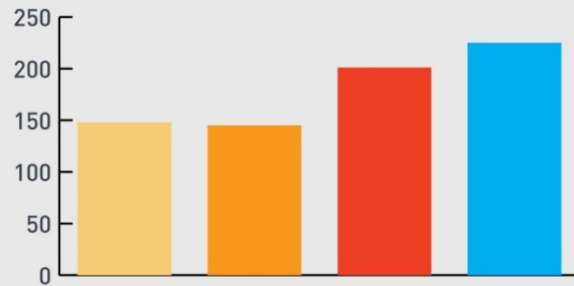


# University Eye Center

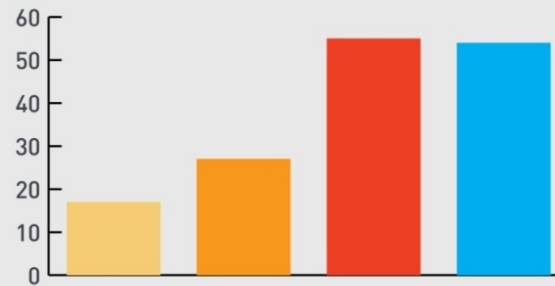
## Public Service

The University Eye Center has an ever-expanding presence in the community through an increasing number of outreach programs and groups.

HOMEBOUND VISITS



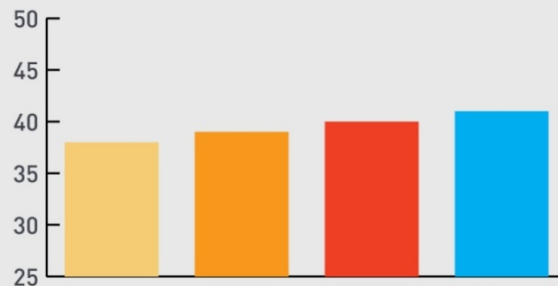
VISION SCREENINGS



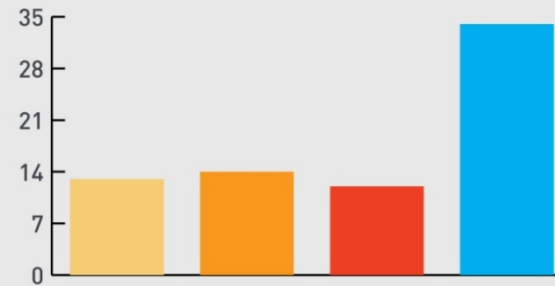
LEGEND



SUPPORT GROUPS

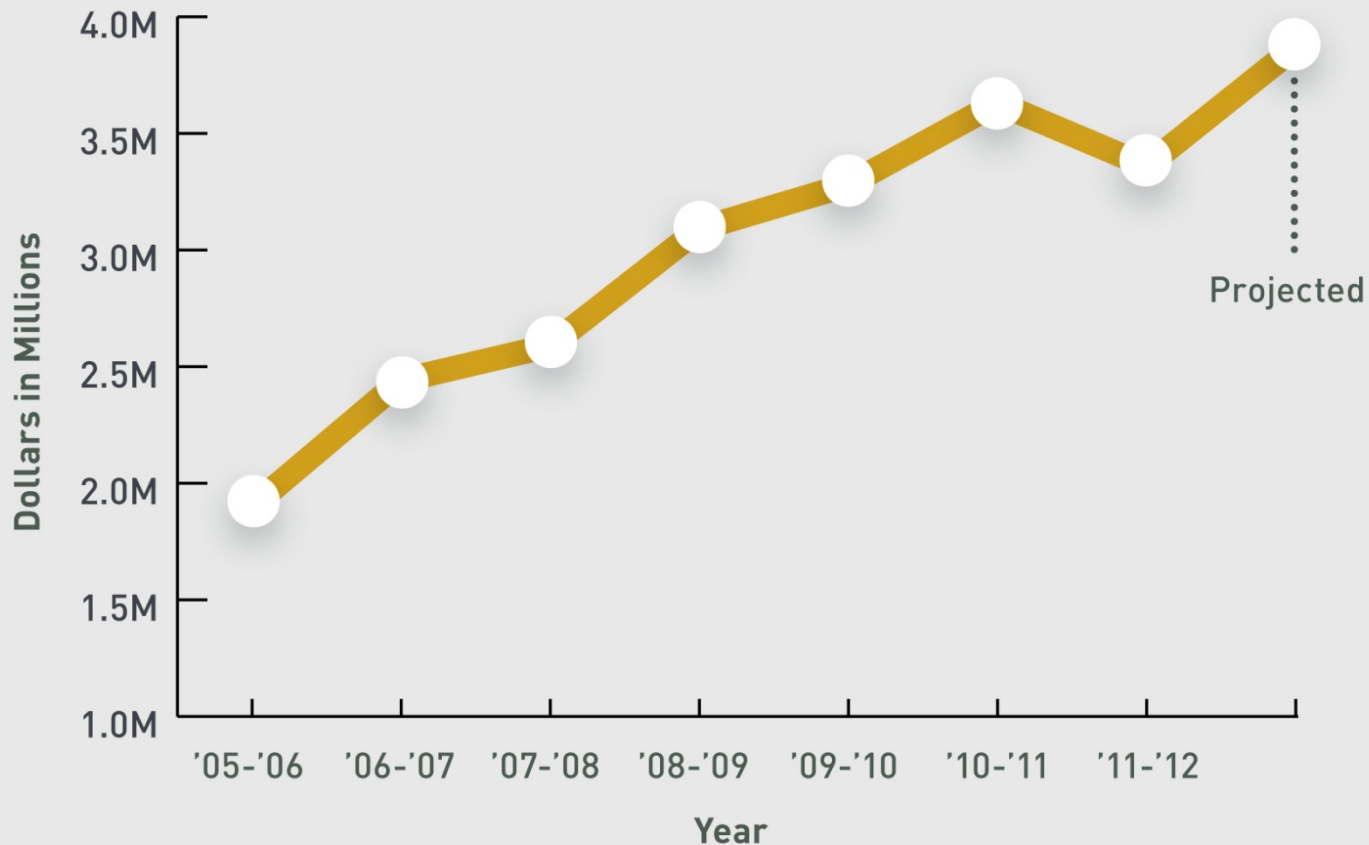


COMMUNITY LECTURES/EVENTS



# Research

## Grant Activity



The College's grant activity continues to increase, with a projected \$3.8 million in 2012 to 2013.



# Facilities



## SUNY College of Optometry 2008-13 Capital Projects

	Beneficial Occupancy*	Total Budget**
<b>In Design:</b>		
Rehab 1st Floor Lecture Halls	12/31/13	\$2,193,000
<b>Design Complete - To Be Bid:</b>		
Lobby Renovations	8/14/14	\$3,510,000
<b>Under Construction:</b>		
Center for Student Life and Learning	2/6/13	\$9,776,146
Rehab Research Floors 16 & 17	5/19/13	\$2,578,625
Rehab Electrical Systems	4/20/14	\$8,448,458
<b>Projects in Beneficial Occupancy:</b>		
Rehab Elevators	11/18/09	\$1,749,898
Upgrade Fire Alarm System	4/30/10	\$2,359,725
Building Entry Improvements	1/16/12	\$133,172
HVAC Controls & Balancing	2/3/11	\$3,436,000
Rehab 2nd Floor Lecture Hall	8/1/12	\$70,000

\* Space usable but project not officially closed out. \*\* Includes design, construction, and equipment and is not necessarily final project cost. Note: Capital funds are also used for varied minor repair and rehab jobs.

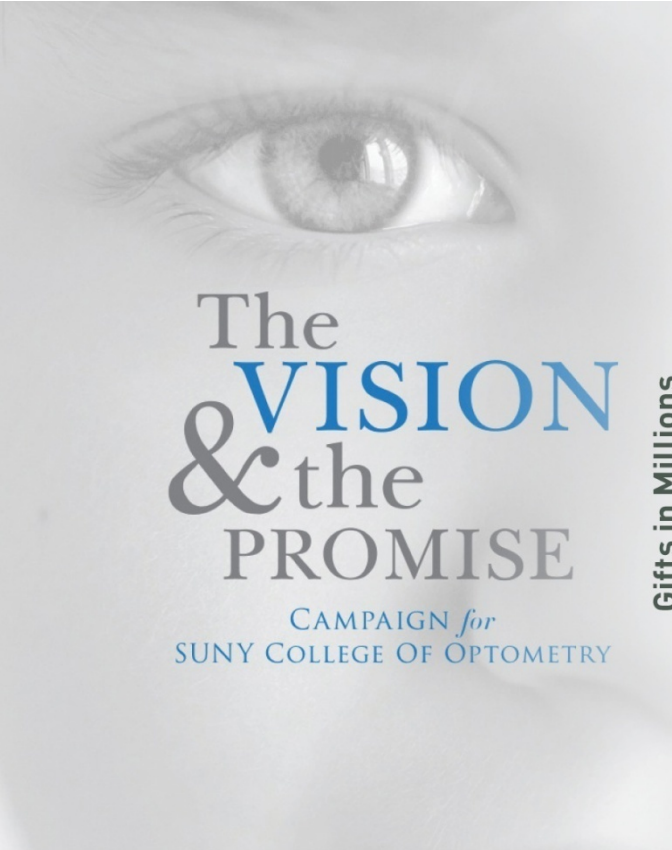
# *A Shared Vision: New Initiatives*

- Curriculum Reform
- Career Development Center
- Clinical Vision Research Center
- UEC Referral Center & Focused Care Units
- Office of International Programs (Confucius Inst)
- Center of Excellence in Low Vision & Vision Rehabilitation (China)
- The Vision & the Promise Campaign



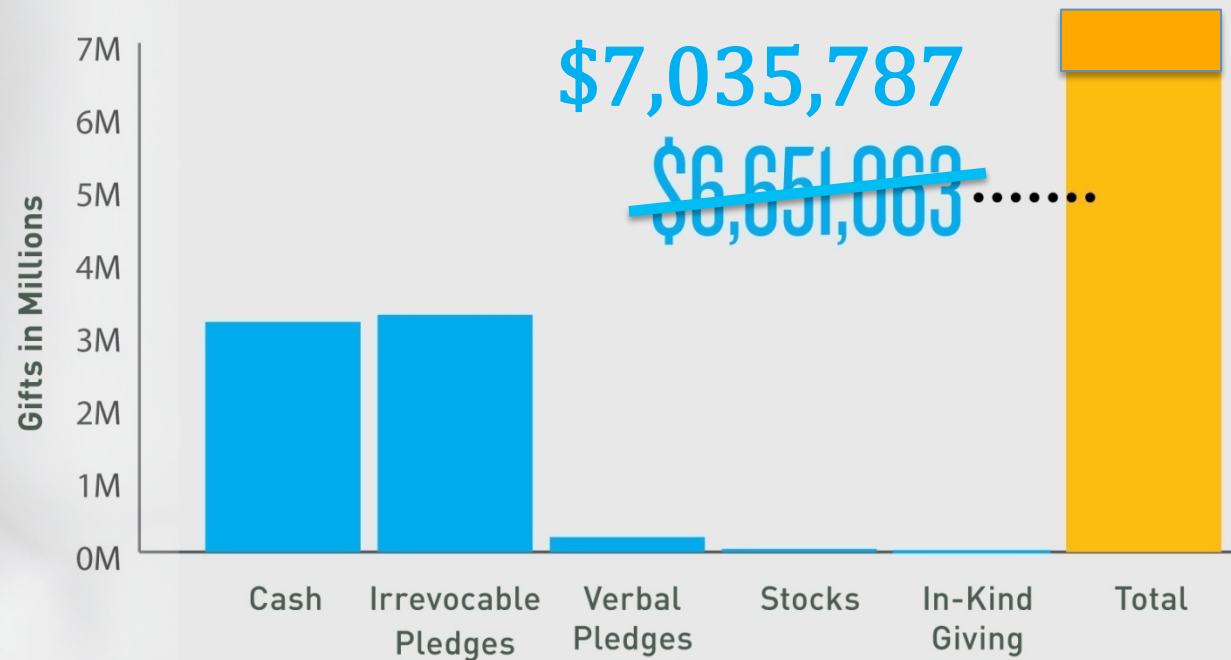


# The Campaign



The  
**VISION**  
& the  
PROMISE  
CAMPAIGN for  
SUNY COLLEGE OF OPTOMETRY

Total Amount Raised in *The Vision and the Promise* Campaign (through ~~9/4/12~~ 12/18/12)



# *Challenges for 2014 - 2018*

- State of New York Developments
  - > Super Storm *SANDY*
- **SUNY Developments - Resource Allocation Method**
- Strategic Planning Process
- Capital Improvements



# Resource Allocation Method

- Enrollment (+)
- Research (+)
- Geographic Differential (Location Pay) (-\$ 90K)
- Small Campus Adjustment (- \$1.2M)
- Mission/ Other Adjustment (- \$ 780K)
- Decrease in funding = - **\$1.891M**



# Enrollment (+): \$690 Million

- Strategic Enrollment Management
  - Approved Student FTE:  $287 > 317 > 400(?)$
  - Cost per student estimate:
    - Indexing
    - Relative to other health professions
    - Old BAP formulas adjusted for inflation from 2004
    - $\$45,666 \times 59.44\% = \$27,147/\text{student}$  in direct state support



# Research (+): \$63.5 Million

- Shifts focus to indirect cost recovery from federally sponsored research grants (70%)
- Support for students in doctoral study (20%)
- Fund the SUNY Research Excellence Fund (10%)
- Allocation for SUNY Optometry
  - Old (2007) = \$277.4K
  - New = \$413.1K



# Enrollment is the driving factor

- Workforce Analysis
- Enrollment & Deployment Management Plan
- Reviewed and Approved by SUNY
- Provides for increased enrollment phased in through Fall of 2017 for up to 400 professional degree students, but all may not be funded!
- Financial modeling as an essential part of planning.





# Standing out.....

## The SUNY Report Card

- Using an standardized all-funds approach, System calculates the annual public support for a student at SUNY Optometry = \$80,025
- This “appears” to be 3 – 4 times higher than any other campus.
- SUNY Optometry Tuition 2<sup>nd</sup> lowest in the country & low compared to the other doctoral health
- My own discussion w/in Optometry .....

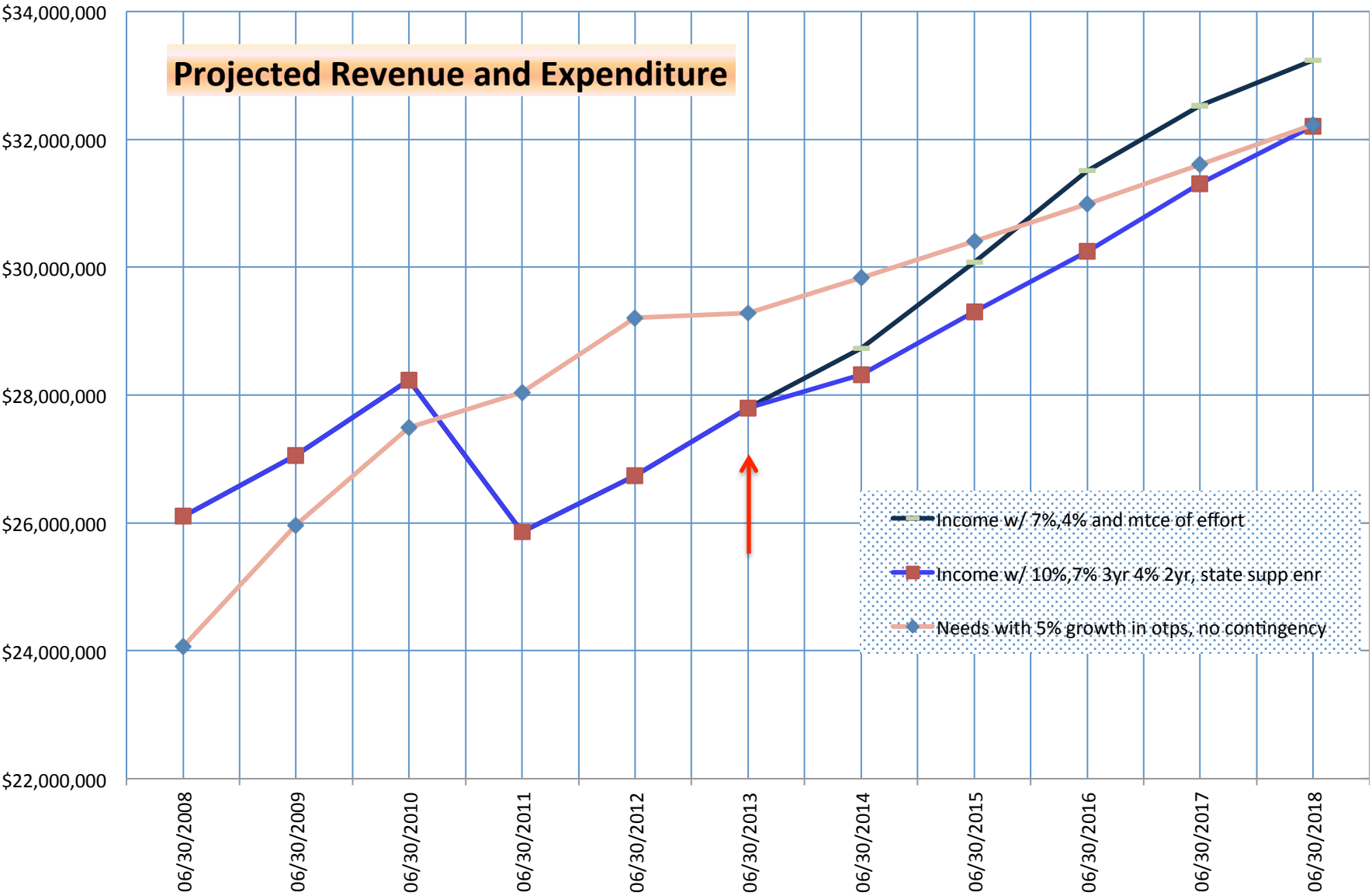


# The Bottom line.....

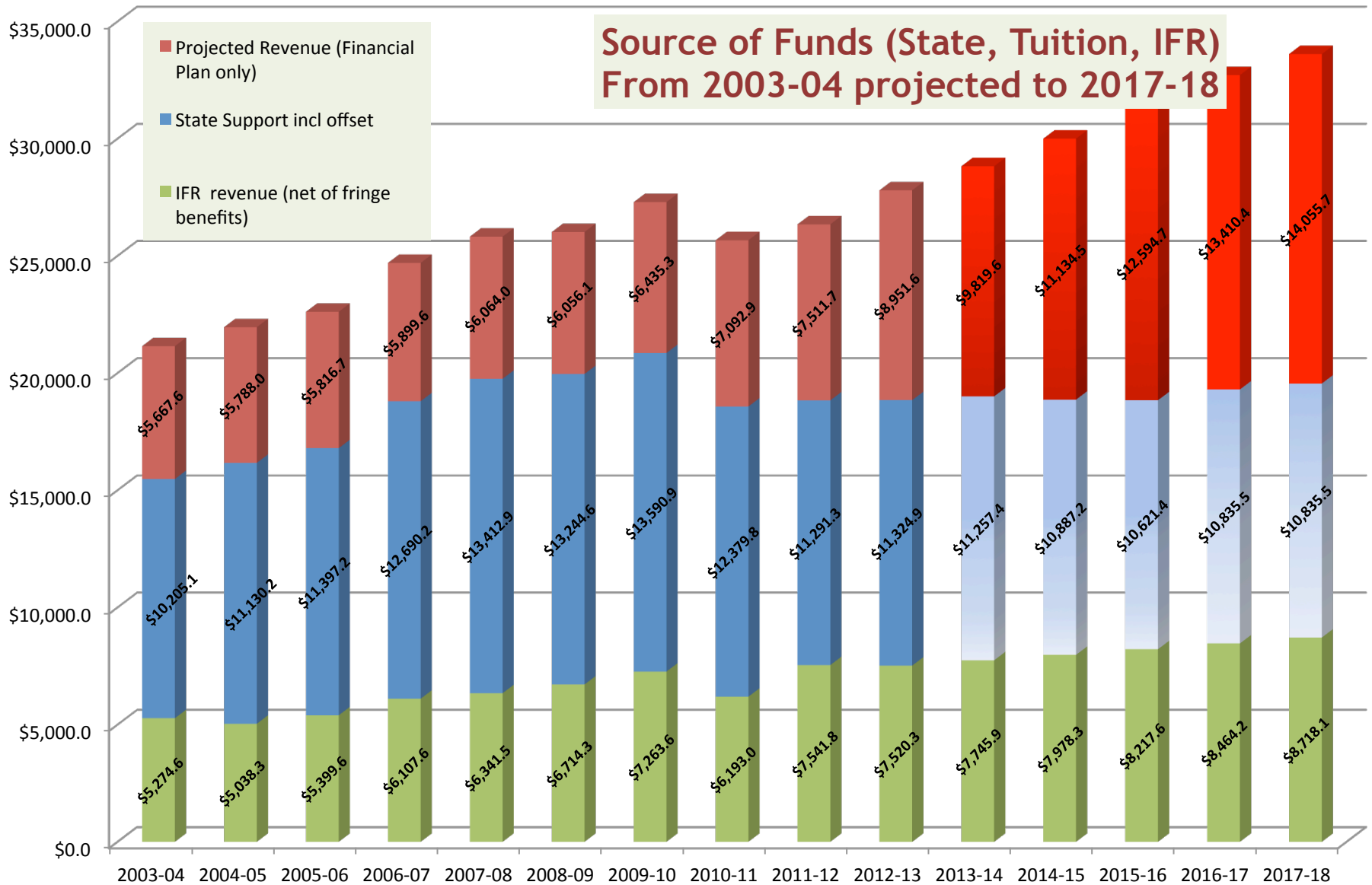
- There will be a cut of \$1,900,000 in state support.
- For 3 years, there **may** be some transition funding to allow the campus to implement a compensatory financial strategy
  - 2013/14 > \$500K
  - 2014.15 > \$350K
  - 2015/16 > \$175K



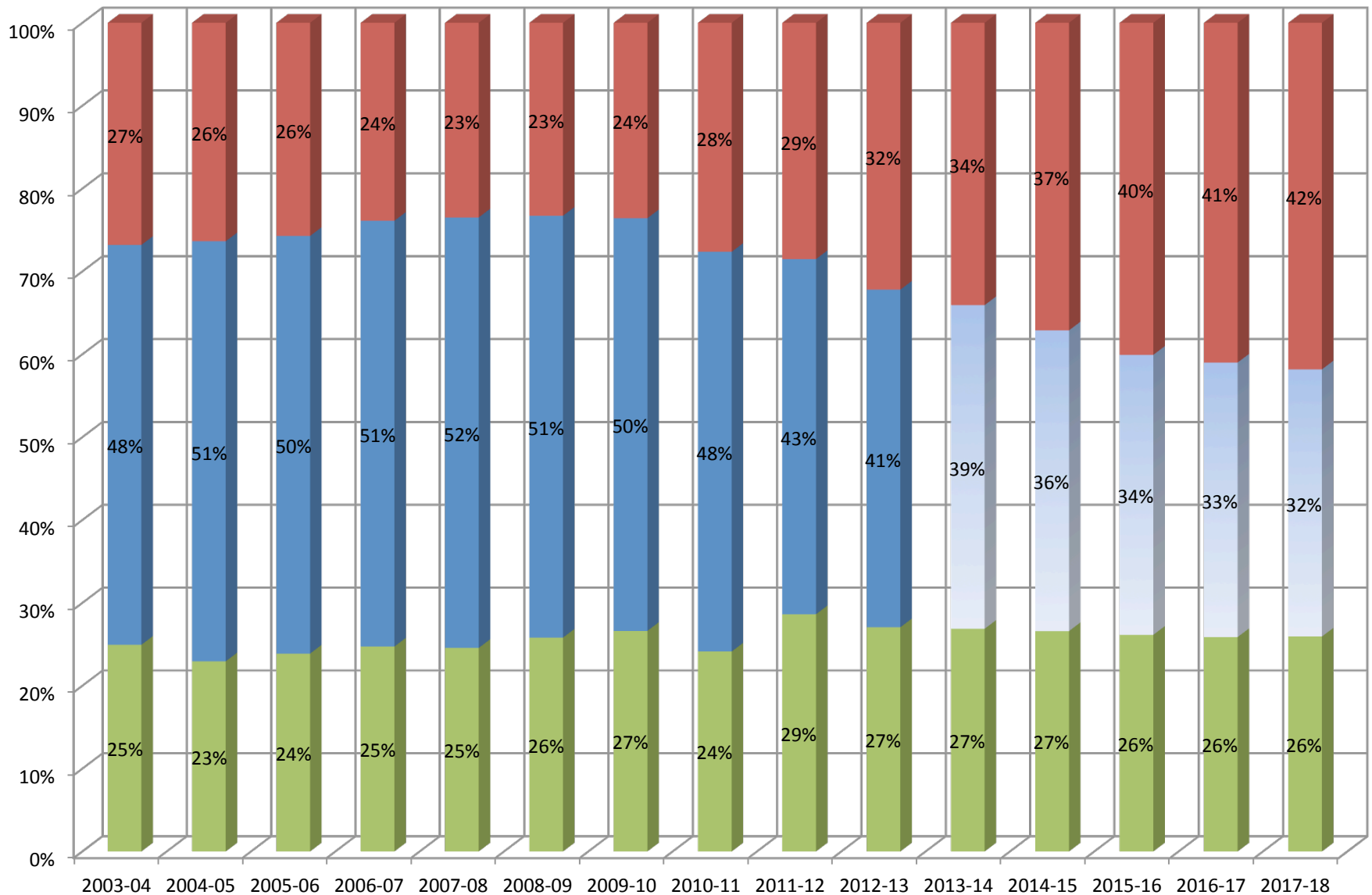
# Budget Condition Overview – 5 Year Projections



# Sources of Revenues – 5 Year Projections



# Sources of Revenues – 5 Year Projections



# Budget Gap

- Existing Strategic Deficit = \$1.5M (2012/13)
- SUNY System RAM cut = \$1.9M (by 2015/16)
- **Prospective Budget Gap = \$3.4M**





# The Plan:

**Addressing a potential \$3.4M  
budget gap**



STATE UNIVERSITY OF NEW YORK  
COLLEGE OF OPTOMETRY

# Key Trends Impacting Strategy

- The State is clearly increasing the responsibility for the cost of higher education to the student
- SUNY System is accentuating that trend for professions-based educational programs
- To maintain our leadership position we will need to continue to fund our strategic priorities.
- There is some evidence that SUNY Optometry maybe less efficient than other optometry and health professions programs.
- The economic impact of events like Super Storm Sandy is unknown.



# Strategies

- Enrollment increases: Total 380 w attrition
  - Tuition
  - Expand State Supported FTE (\$27,147/student)
- Tuition Adjustments: 7% v. 10% (\$600/student)
- Other Revenue Enhancements = Caution
- **Improved use of current resources – Efficiencies**
- **Spending Reductions**



# Best Use of Resources

- Zero-based Resource Assessment:
  - College-wide effort to review our programs as if we were starting with a clean slate.
  - First to be reviewed is the University Eye Center
- Value Analysis
  - Cost of program v. Value
  - Students, Patients & Faculty
  - Revenues Generated



# UEC: Zero-Based Analysis Process

- Problem: Complexity, Communication and Redundancy
- What is assumed:
  - The General Organization
  - The Patient Census as of the 2011/12 FY
  - Optometric Education: Standard Practices
- Development of Patient demand matrix
- Statement of Educational Core Requirements



# Patient Demand Matrix

*The predicted patient demand for appointments will define both staffing needs and facilities requirements.*

- *Serving Patients*
- *Aligning skills w/ demand*
- *No over scheduling of students/faculty*
- *Consolidating infrastructure*

Zero-Based Resource Development Project				
Patient Visits 2012	15,338			
	Vision Rehabilitation			
	Vison Therapy	Head Trauma	Low Vision	LDU
Monday AM				
Monday PM				
Monday Eve				
Tuesday AM				
Tuesday PM				
Tuesday Eve				
Wednesday AM				
Wednesday PM				
Wednesday Eve				
Thursday AM				
Thursday PM				
Thursday Eve				
Friday AM				
Friday PM				
Saturday AM				
Saturday PM				
Total Projected				
X 20%				
.05% Growth				
Appointments needed				
Patients 2012	11,724	2,500	830	284



# Needs-based staffing

*Staffing patterns will be defined by both Patient demand and educational core requirements.*

- *Patient Centered*
- *Standardized Appts.*
- *Simplicity*
- *Local control*
- *Local accountability*
- *Integrated Teams*
- *Support education goals*
- *Cross-training*
- *Floats(?)*

Rehabilitation Service					
Session =	Monday AM				
Appts. Needed =		Planned =	0		
Assumptions	Teaching Ratio =				
	Appointments per team =				
STAFFING PLAN					
	Team 1	Team 2	Team 3	Team 4	Team 5
Faculty					
Faculty					
Resident					
Student 1					
Student 2					
Student 3					
Student 4					
Student 5					
Student 6					
Student 7					
Student 8					
# Appointments:					
# of Rooms Req:					

# Savings must be used wisely with an eye to the future

- Allocations for Record Keeping & Scholarship
- Improved staffing for patient support
- Support for growth
- Reductions in overall FTE
  - Reclamation through attrition
  - Non-renewal of contracts



# *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 innovation and creativity.
- The cost of education will increasingly shift from the state to the student.
- We must control spending to protect and advance our leadership position.
- Every program and function must be reviewed.
- Resources must be linked to our priorities.





***“Five years ago, about half of the doctors in New York were in private practice. Now they are in the minority: About 70% are employed either by a hospital, a health system or a large doctors’ group, according to the Medical Society of the State of New York.”***

*Crain’s New York Business/November 26, 2012*