State of the College Address 2018

President David A. Heath 7 February 2018





SUNY by the numbers: Overview

- 33 West 42nd St., New York, NY
- 298,000 sq. ft. (27,685 sq. m.)
- 20 Floors
- Annual Revenues: \$ 36.0 M
- Tuition: In State \$ 28,390
- Patient Revenues \$ 8.004 M
- *Research Grants 31 (\$3.1 M)*
- *Students 415*
- Employees 356
- *Faculty 108*

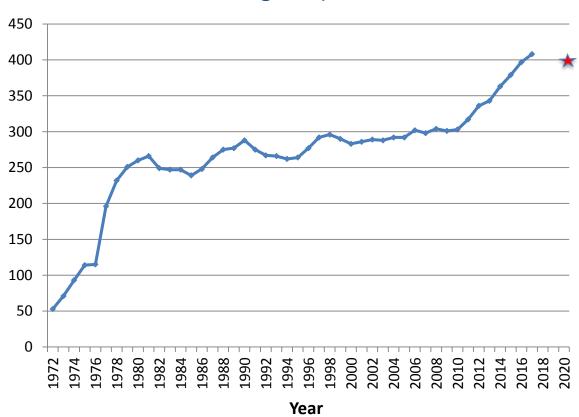




Total Student Enrollment



Enrollment (Professional and Graduate Programs)



Admissions Committee

Dr. Audra Steiner (Chair)

Dr. Amy Steinway

Dr. Kim Poirier

Ms. Nancy Kirsch

Dr. Tracy Nguyen

Dr. Erica Schulman

Dr. Ann Beaton

Dr. Yianni Gialousakis

Dr. Hal Sedgwick

Ayah Ahamed '18

Mr. Brandon Or '18

Ms. Sara Ahdoot '21

Mr. Jason Gebran '19

Ms. Abigail Cash '20

Staff:

Dr. Gui Albieri

Mr. Christian Alberto

Mr. Zach Levi-Epstein



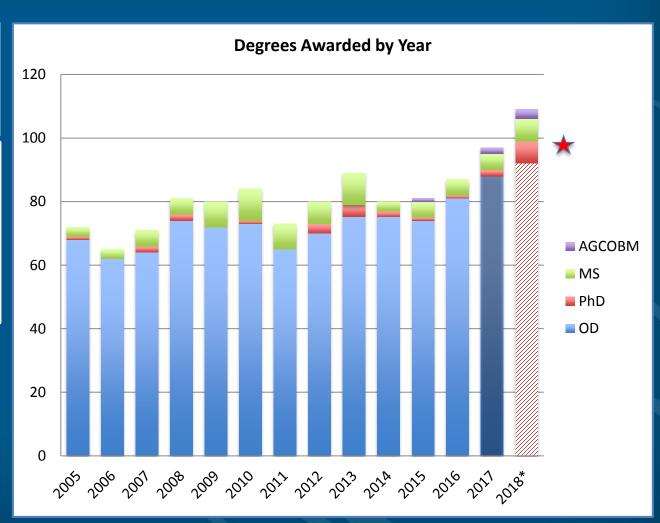
Educational Outcomes; Degree & Certificates Granted



2018 will represent the first graduation for an entering class with 100 students.

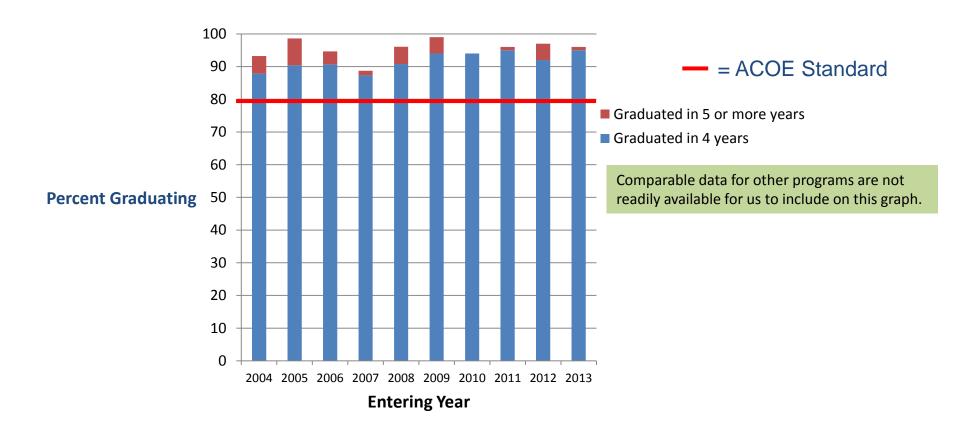






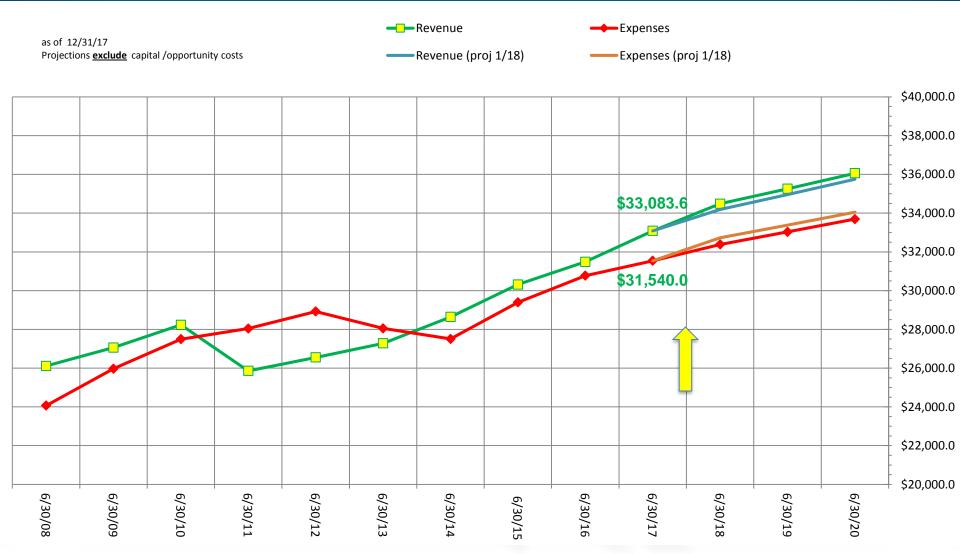


ACOE: Percent of Entering Students who Graduate



Percent of Entering Students who:	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Graduated in 4 years*	88	90	91	87	91	94	94	95	92	95
Graduated in 5 or more years	5	8	4	1	5	5	0	1	5	1
Graduated at any time	93	99	95	89	96	99	94	96	97	97
Left for Academic Reasons	3	0	3	6	1	0	5	1	1	2
Left for Personal Reasons	4	1	3	6	3	1	1	3	2	1

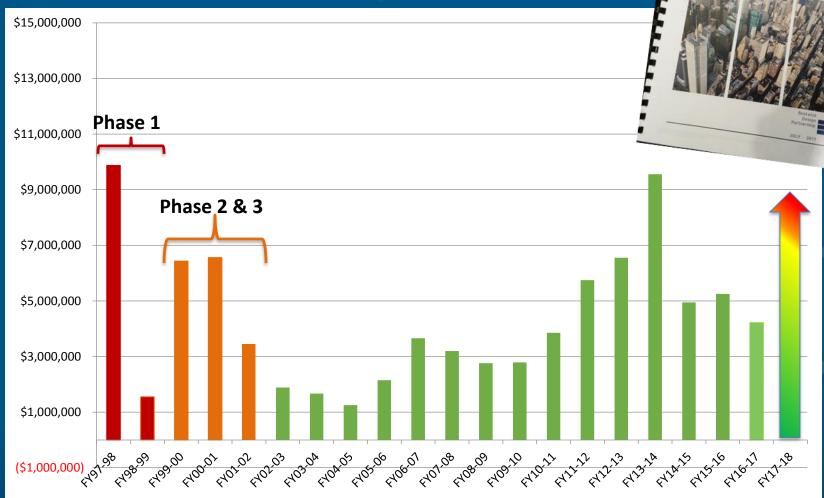
Resources: Core Operating Budget - Projections



Fund Balances (June 30, 2017) = \$13,440,400 (+\$ 1.543M)



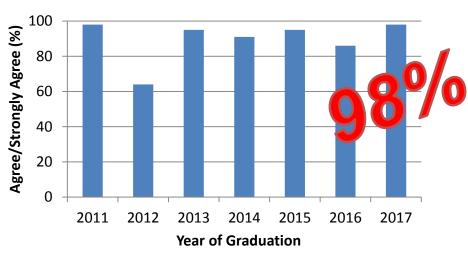
Capital Projects 1997 - 2017: Cash Disbursements by FY



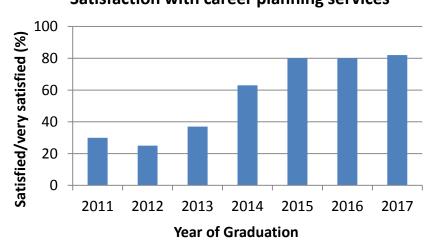


Student Satisfaction - Exit Survey

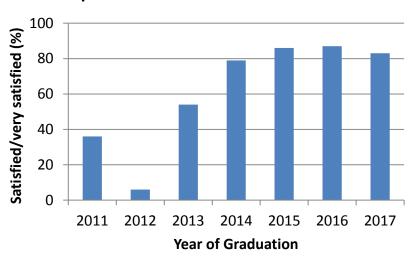
Overall, I am satisfied with the quality of the optometric education I received at SUNY



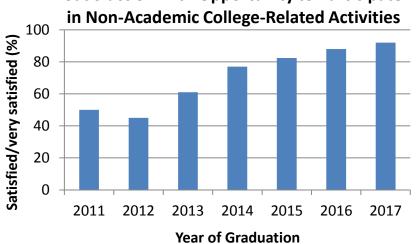
Satisfaction with career planning services



Satisfaction with On-Campus Relaxation Space

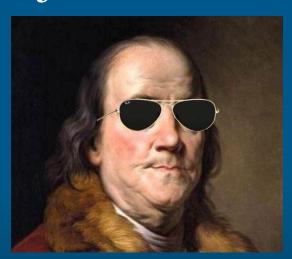


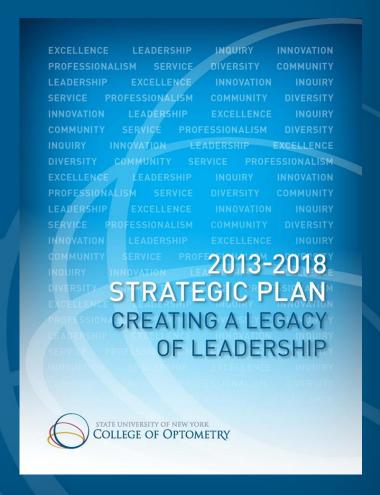
Satisfaction with Opportunity to Participate in Non-Academic College-Related Activities



The State of the College is Strong!

"By failing to prepare, your are preparing to fail." — Benjamin Franklin









Strategic Planning: 2018 - 2023

- Institutional Research & Planning Committee
- Process
 - Institutional Values
 - Mission & Vision
 - Environmental Scan
 - SWOT Analysis
 - Goal & Objectives In process
 - Community Review
 - Approvals

<u>IRPC</u>

Dr. Steven Schwartz (Chair)

Mr. Vito Cavallaro

Mr. Marcel Catafago

Dr. Ann Beaton

Dr. Julia Appel

Dr. Richard Soden

Dr. Michael McGovern

Dr. Stewart Bloomfield

Dr. Jennifer Gould

Ms. Carol Lin '20

Ex-Officio

- Vice Presidents



Strategic Planning: 2018 - 2023

Mission & Values

Ms. Amber Hopkins-Jenkins (Co-Chair) Ms. Jennifer Kelly-Campbell (Co-Chair)

Dr. Richard Soden

Dr. Jennifer Gould

Ms. Liduvina Martinez-Gonzalez

Ms. Ann Warwick

Mr. Marcel Catafago

Ms. Susan Lee-Shareef

Dr. Quy Nguyen

Mr. Vito Cavallaro

Dr. Suresh Viswanathan

Dr. Sandra Benavente

Mr. Max Paschall '20

Mr. Jason Grygier '19

Evironmental Scan & SWOT

Dr. Gui Albieri (Chair)

Dr. Richard Madonna

Dr. Ann Beaton

Dr. Julia Appel

Dr. Michael McGovern

Dr. Stewart Bloomfield

Dr. David Troilo

Mr. David Bowers

Ms. Andrea Brunhoelzl

Dr. Tom Wong

Dr. Mort Soroka

Dr. Anu Laul

Dr. Matthew Bovenzi

Ms. Nicole Mercho '20

Ms. Jana Widell '19



Academic Programs: Doctor of Optometry



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:



Doctor of Optometry Degree Program:

- Core clinical competencies
- Advanced standing program
- MBA/Certificate program
- Lecture Capture
- Electives
- VR/Simulation lab
- Moodle
- Course evaluation system
- ExamSoft
- Clinical Advisor Program
- Didactic Advisor Program



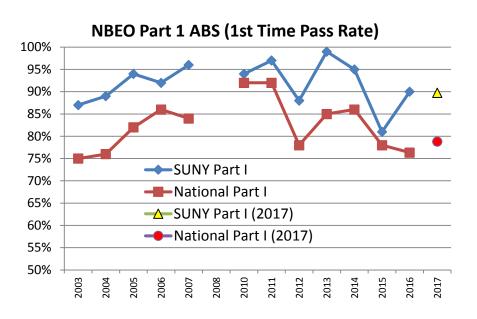
- Clinical Optometry
- POVD
- Clinical Medicine
- Low Vision
- Advanced Procedures Workshops
- Expanded externship rotations
- IPE/CP
 - CUNY BSN
 - Stony Brook MSW
 - CHN NP Residents
- Capstone

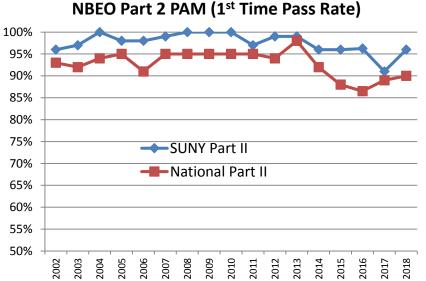




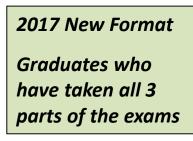
Educational Outcomes: Class of 2017

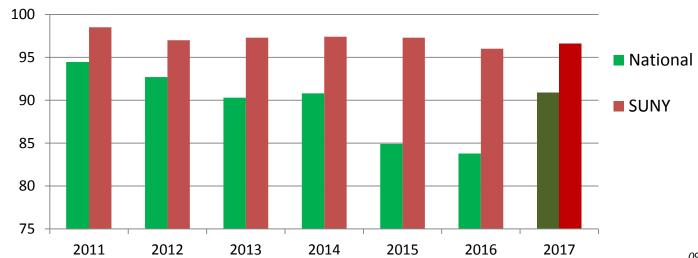




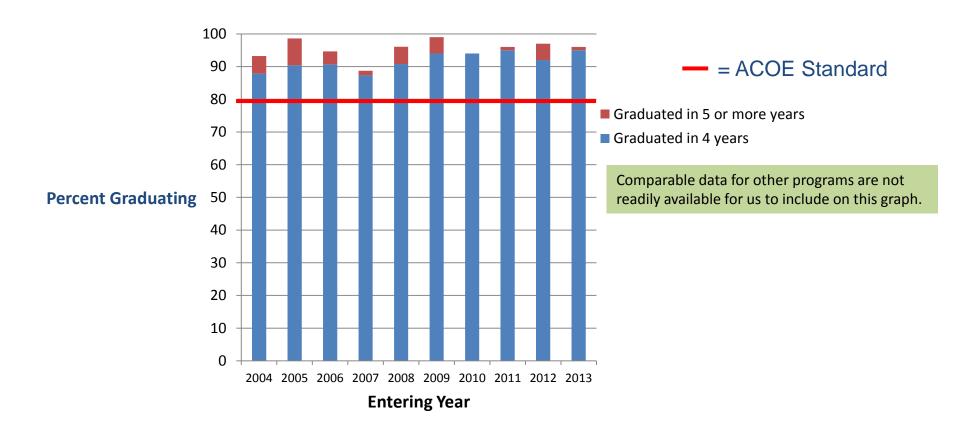


Percentage of Candidates who Passed all NBEO Parts at Graduation





ACOE: Percent of Entering Students who Graduate



Percent of Entering Students who:	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Graduated in 4 years*	88	90	91	87	91	94	94	95	92	95
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Left for Academic Reasons	3	0	3	6	1	0	5	1	1	2
Left for Personal Reasons	4	1	3	6	3	1	1	3	2	1

Optometric Curriculum: Key Trends

- Health professions education will focus increasingly on clinical reasoning, communications and care coordination
- Advancing development of sub-specialization....
- Increasing interest in "micro-crednetials"
- Ongoing need to adapt the curriculum for a <u>rapidly</u> evolving profession and changing delivery models
- Technology in health care will shape changes in the curriculum and focus of education
- New educational technologies.....more interactive, digitally delivered and asynchronous.

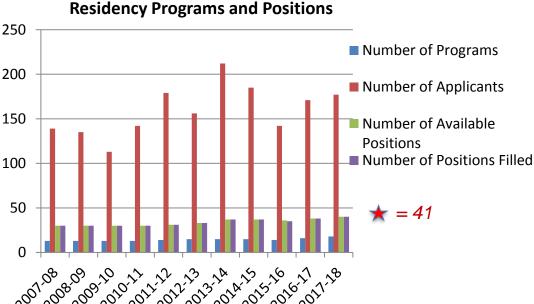


Education - Residency Programs

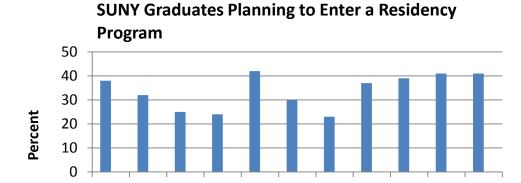












Year of Graduation

2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

09.04.13

Residency Education: Environmental Scan

- Development of sub-specialization with defined advanced competencies and validation processes
- Ongoing need to adapt the curriculum for a <u>rapidly</u> evolving profession....
- > Increasing demand for residency-trained optometrists
- > Expanded scope of practice: Surgical Residency?



Research, Scholarship & Graduate Education



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:



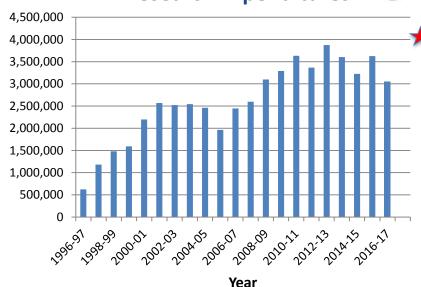
Research Highlights

- AAHRPP accreditation of our human subject research program.
- Empire Innovation Award to recruit new faculty:
 - negotiating with a molecular geneticist...
 - first step in the creation of a new Center for Translational Vision Research.
- Began the process to obtain AALAC accreditation for the animal research program.
- Graduated 7 Ph.D. students within a one year period - the largest number ever.
- Dr. Benavente received Zeiss Young
 Investigator Award in Myopia Research



Research Expenditures





	Number of Grants								
	Federal	Non-Federal	Foreign						
2008-09	13	14	1						
2009-10	18	8	1						
2010-11	20	10	1						
2011-12	20	11	0						
2012-13	24	11	1						
2013-14	19	22	3						
2014-15	16	15	4						
2015-16	16	14	3						
2016-17	13	15	3						

Research: Highlights

- Highly Productive Research Program
- Clinical Vision Research Center
- \$750,000 Empire Innovation Fund Award Translational Res.
- Able to maintain funding in spite of the environment
- Diversified funding sources (Federal/Corporate/State)
- Re-design of MS/OD Program
- Creation of new MS/Residency Program
- Re-funding of T-35 Grant
- Increasingly competitive graduate program
- Significantly improved graduation rates in the PhD program
- AAHRPP Accreditation





Graduate Program: PhD

G-4 Committee

Dr. Miduturu Srinivas

Dr. Suresh Viswanathan

Dr. Robert McPeek (Chair)

Dr. Jose-Manuel Alonso

Dr. Sandra Benavente

Dr. Kevin Willeford

(Student)

GCVR Staff:

Mr. Cyrus Vivar

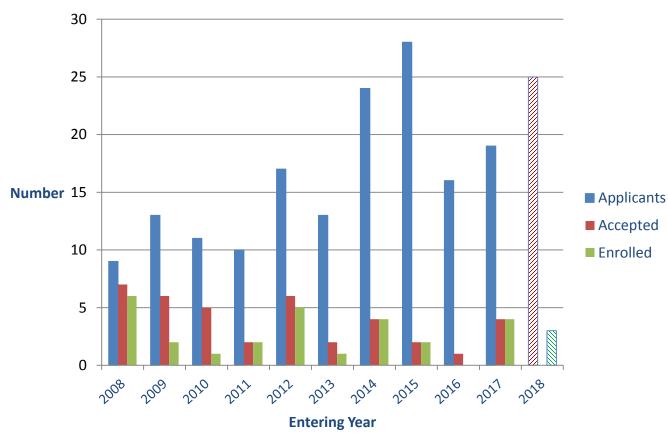
Ms. Debra Berger

Dr. Stewart Bloomfield

Admissions Staff:

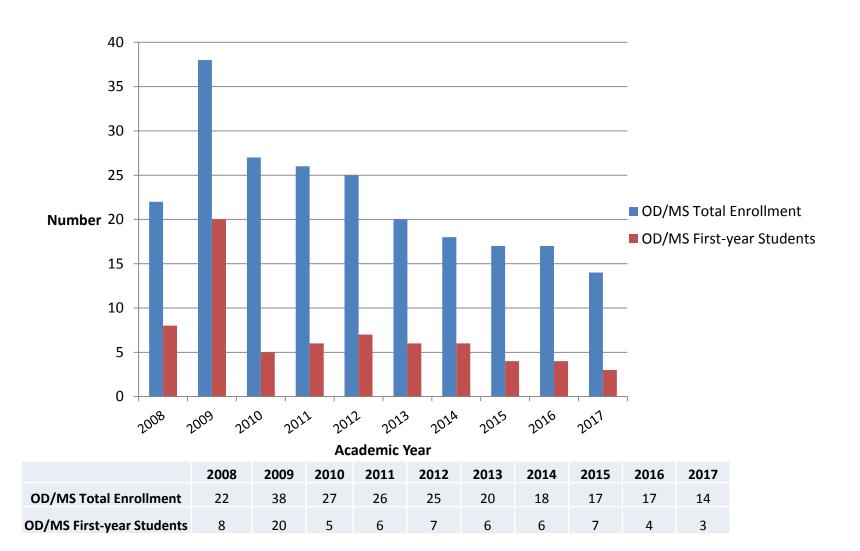
Mr. Christian Alberto

Applicants, Accepted and Enrolled (PhD Program)



^{* 2018} YTD applications with positions available

Graduate Program: MS/OD



Research – Key Trends

- College has a successful research program with world renowned faculty who attract extra-mural funding
- Uncertainty in Federal Research Support...
- Finding faculty for open research position has been difficult
- New SUNY Admin views research as a system-wide priority
- Increasing importance of translational research focused on NEI priorities
- Competition and uncertainties in federal funding continue to increase the need for diversification in sources of funding
- The CVRC has been very successful at meeting subject recruitment goals
- Industry is demonstrating increased interest in supporting research at the College.



Patient Care & Community Outreach



Goal 5 - Make the University Eye Center (UEC) more accessible:

Goal 6 - Increase UEC patient visits and develop new revenue streams while providing the highest quality of care with the context of the Affordable Care Act of 2010



Patient Care:

- Administrative Transition
- Professional Coder(s)
- Updating contracts
- NextGen
- Patient Portal
- UEC Website
- Acquisition of new technologies
- Designing for the future
 - Exam Rooms
 - Pediatrics
 - 7th Floor

- Research CVRC
- "Bovenzi Metrics"
- "Exam of the Future"
 - Examination sequence
 - Auxillary personnel
 - Evidence-based care
 - Integrating Technology
- Improved Compliance
- Collaborative Care
 - Social Work
 - Nursing
- Expanded Footprint
 - Gouveneur
 - Community Health Network
 - Staten Island: Vanderbilt (?)
- Expanded outreach

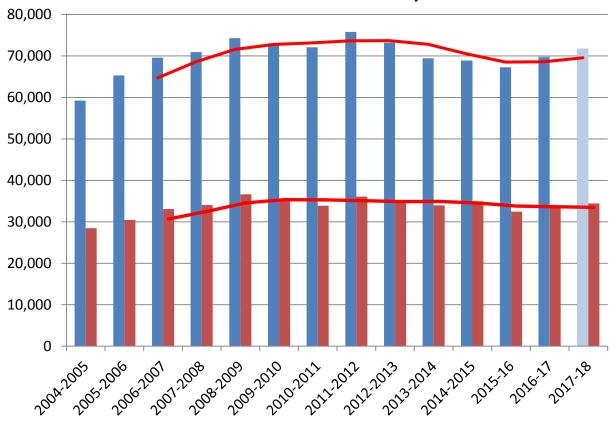




University Eye Center







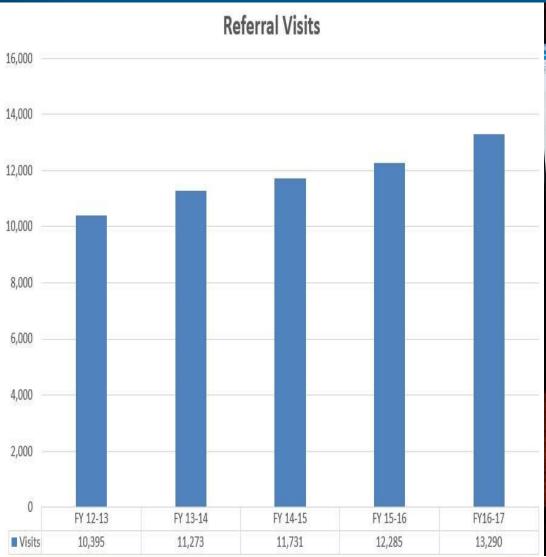
Fiscal Year

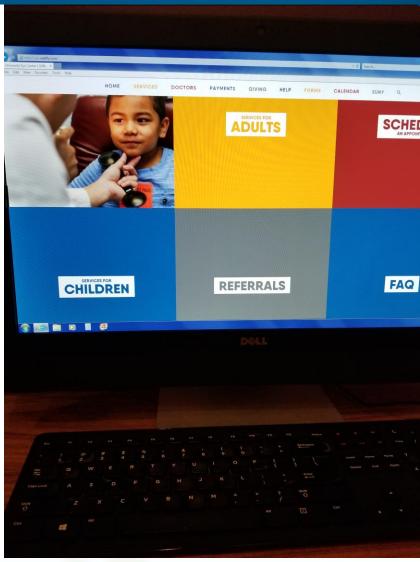
- Annual visits
- Mid-year visits





UEC – Referral Visits



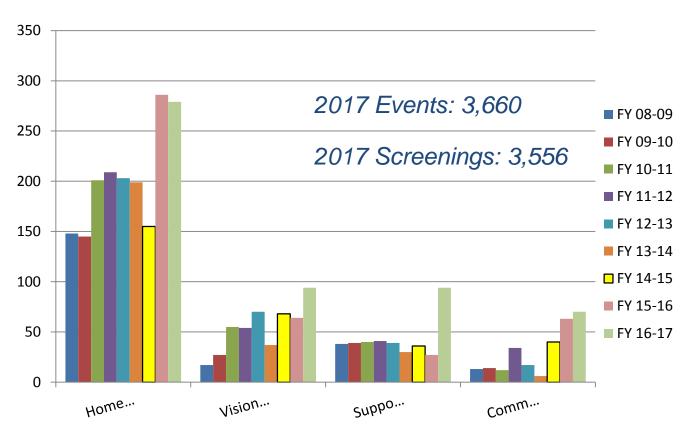




UEC – Public Service



Health Expo!

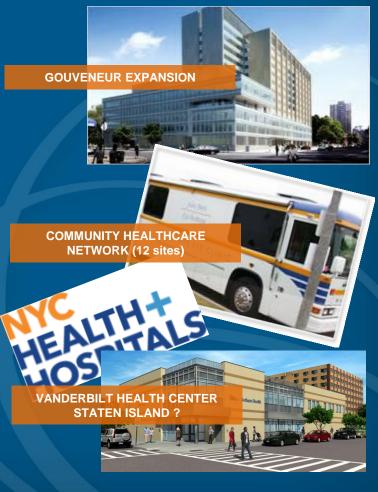


	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Homebound Visits	148	145	201	209	203	199	155	286	279
Vision Screenings	17	27	55	54	70	37	68	64	94
Support Groups	38	39	40	41	39	30	36	27	22
Community									
Lectures/Events	13	14	12	34	17	6	40	63	70



Little Ferry Fort Lee Bronx Zoo Palisades Park City Island Moonachie (5) (63) Ridgefield **BRONX HOMEBOUND** PS 180 Lafayette Ave etLife Stadium **MANHATTAN BOWERY MISSION HOMEBOUND** Rikers Island WHITESTONE West New Secaucus York COLLEGE POINT (9) (495) PAMEL UEC MURRAY HILL Astoria Blvd (25A) JACKSON **BIRCH** Hoboken Corona Park 495 QUEENS St John's University **BOWERY MISSION** Queens Campus MIDDLE VILLAGE York WOODHULL State Park JAMAICA GLENDALE GOUVENEUR RICHMOND HILL 478 BEDFORD-STUYVESANT SOUTH JAMAICA OZONE PARK SOUTH Brooklyn Museum OZONE PARK (27) EAST NEW YORK HOWARD BEACH Clarkson Ave 278 John F. Kennedy International Airport EZRA FLATLANDS BAY RIDGE National Recreation Area **Aviator Sports** ARVERNE ROCKAWAY BRIGHTON MANHATTAN

SUNY Optometry Eye Care System





Health Care – Key Trends

- Increasing demand for eye care services
- Ongoing structural changes in the delivery eye care
 - Sub-specialization
 - Telemedicine
- Uncertainties and complexities of the health care system
 - Collaborative Practice
 - Health care reimbursement system in flux
- Disruptive forces in eye care
 - Telehealth
 - New technologies
- Consumerism in health care Patient centered experience
- Alliances and verticalization in health care
 - Large hospital-centered systems
 - Private Equity investment in eye care practices



Community

Goal 7 – Strengthen workforce engagement:

Goal 8 – Create a vibrant sense of community that promotes student and alumni engagement, academic success and the development of personal and professional competencies:





Community

- Career Development Center
- Faculty Development Programs
- Clinical Workshops for Faculty & Staff
- Recognition Committee
- SUNY Eye Network: Engaging Alumni Students
- Campus Climate Surveys







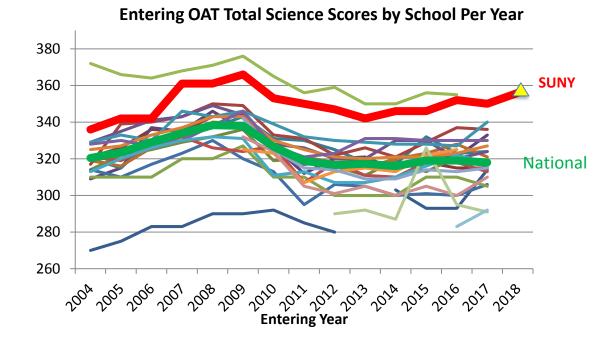
Goal 9 – Enroll a highly qualified and diverse student body:

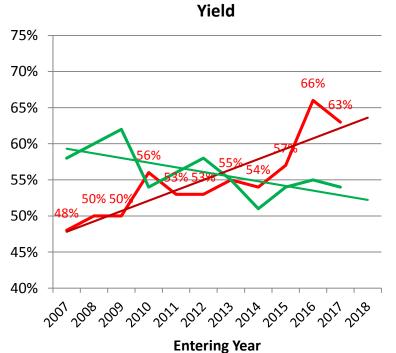
Goal 10 –Provide students, residents and alumni with the services needs to succeed in their careers:

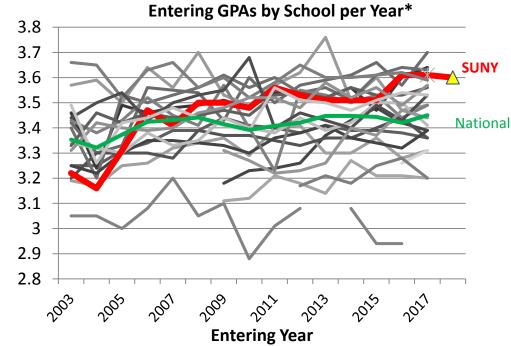


Students

Benchmarking our incoming student body

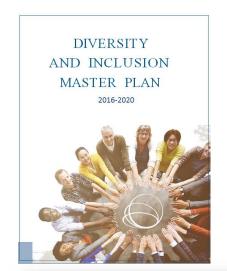




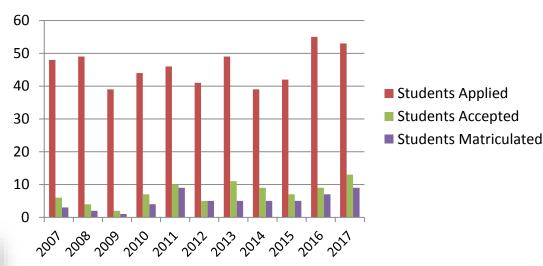


Under-Represented Minority Students





Under-Represented Minority Students: Applied, Accepted and **Matriculated**

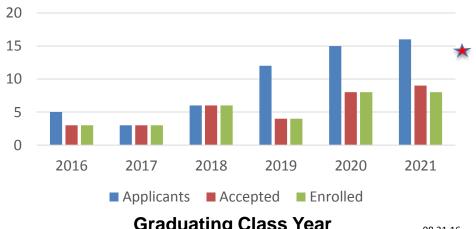


Number



Awarded 3 grants (\$120,000) for diversity through SUNY Performance Improvement Fund

CSTEP Students Applied, Accepted & Enrolled

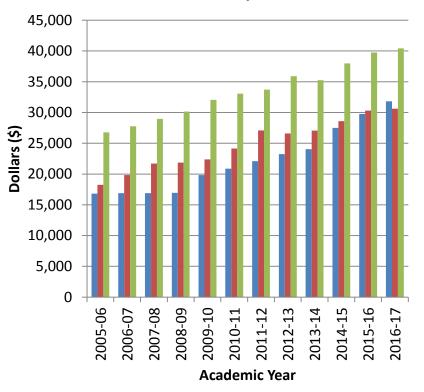


Graduating Class Year

08.31.16

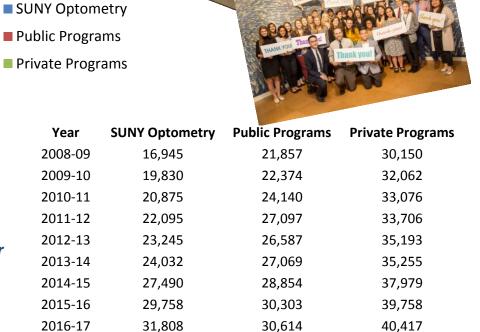
Affordability: Direct Expenses* for In-State Students



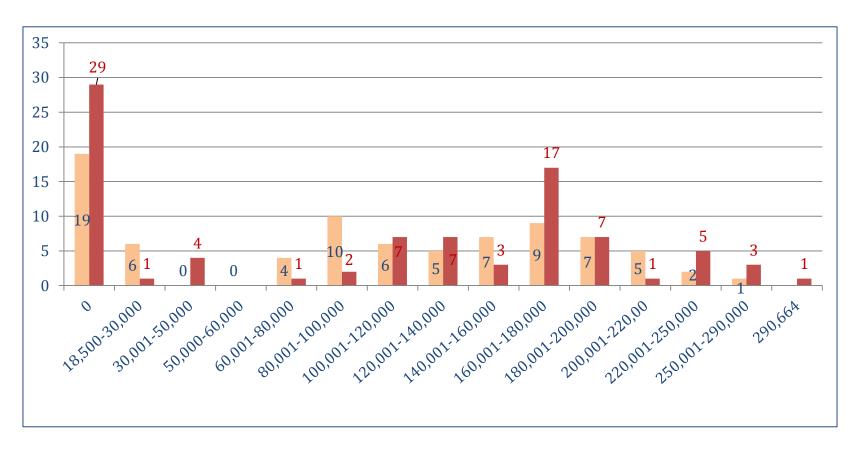


Tuition increase limited to 3% for residents & 2% for non-residents in 2017-18

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



Affordability: Debt Profile



Borrowed Amount:

Average Debt All Students:

Average Debt All Students w/ Debt:

Class of 2016

\$8,309,586

\$102,588

\$134,026

Class of 2017

\$9,261,918

\$105,250

\$156,982

Students: Key Trends

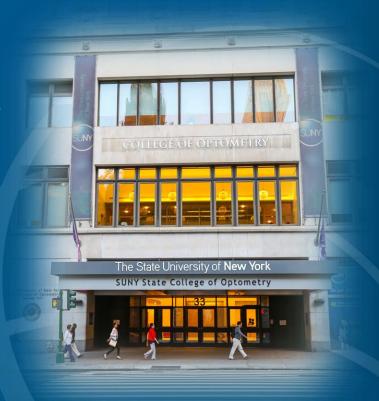
- The College is a national leader relative to the quality of the students it attracts
- Flat or Decreasing Applicant Pool!
- Increasing # of O.D. programs?
- Affordability/Student Indebtedness
- Limited visibility for optometry as a career path
- State support for higher ed operations Flat!
- Optometry lags other health professions in diversity as reflected by URM enrollment



Establishing a Strong Foundation:

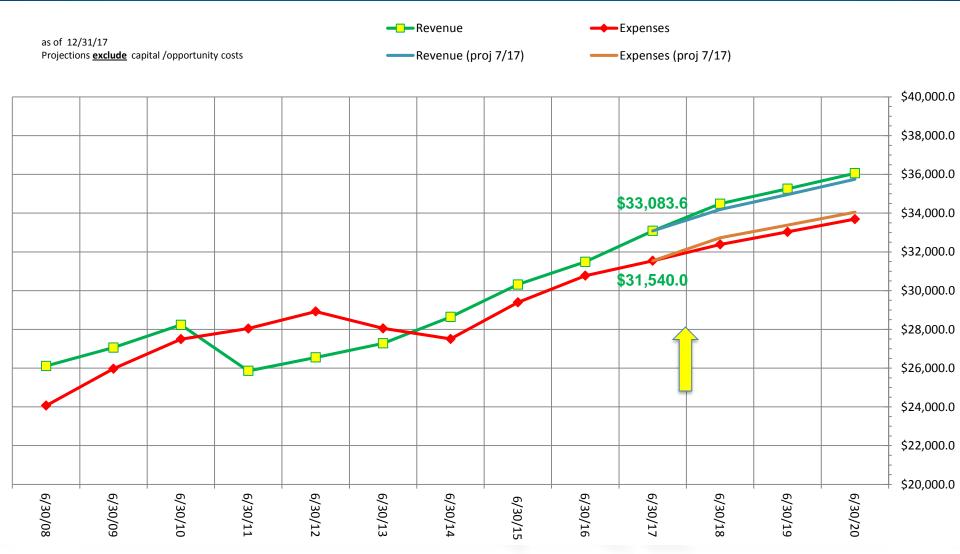


Goal 11: Assure the College's programs and strategic goals are achieved through ongoing, responsible, effective long-term financial planning, resource allocation and infrastructure development:





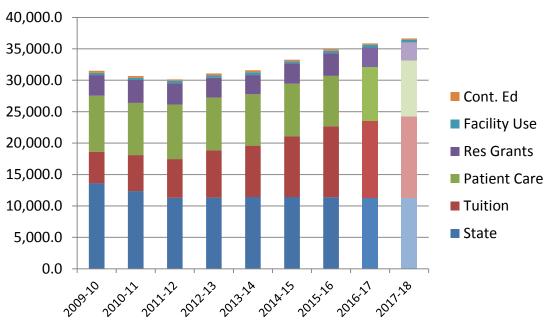
Resources: Core Operating Budget - Projections



Fund Balances (June 30, 2017) = \$13,440,400 (+\$ 1.543M)



Revenues by Year (in \$,000)



	Revenues (in \$,000)						
	State	Tuition	Patient Care	Res Grants	Facility Use	Cont. Ed	TOTAL
2009-10	13,590.9	5,049.0	8,902.7	3,289.2	339.7	336.4	31,507.9
2010-11	12,379.8	5,728.3	8,294.9	3,631.5	352.8	277.6	30,664.9
2011-12	11,291.3	6,162.4	8,679.9	3,381.3	414.7	219.7	30,149.3
2012-13	11,324.9	7,500.8	8,406.0	3,173.9	370.7	306.9	31,083.2
2013-14	11,415.3	8,184.2	8,169.5	3,058.8	454.5	319.4	31,601.7
2014-15	11,420.7	9,638.2	8,397.7	3,222.9	332.1	259.4	33,271.0
2015-16	11,382.9	11,306.3	8,003.5	3,625.0	385.0	241.7	34,944.3
2016-17	11,324.9	12,184.8	8,618.3	3,046.4	481.7	204.5	35,860.6
2017-18	11,324.9	12,933.0	8,900.0	2,900.0	400.0	200.0	36,657.9

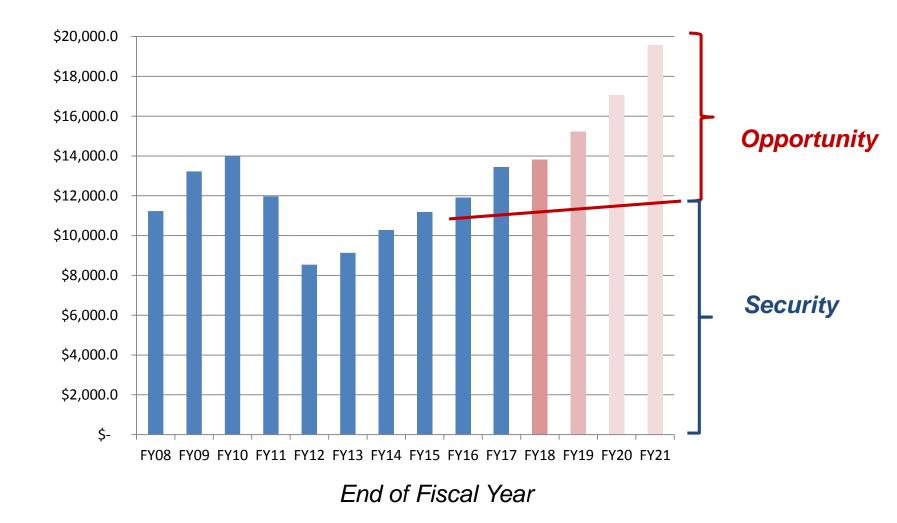
^{*}Tuition includes tuition and fees.

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.

Fund Balances

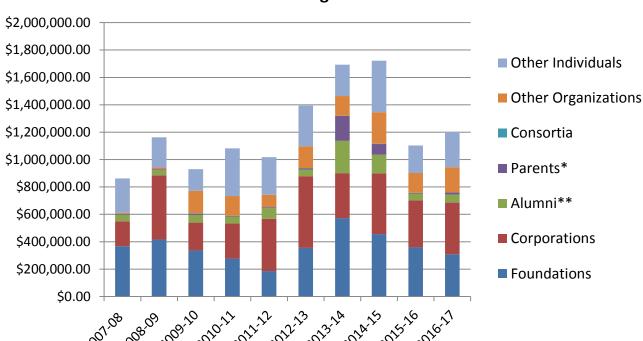


^{*}Fund Balance is cash balance in IFR, SUTRA and Stabilization (if any) as of the June 30 of each year.

Institutional Advancement

SUNY Excels







Institutional Advancement

Ms. Ann Warwick

Ms. Jennifer K. Campbell

Ms. Pam Lederman

Ms. Nicole Totans

Ms. Jessica Sosa

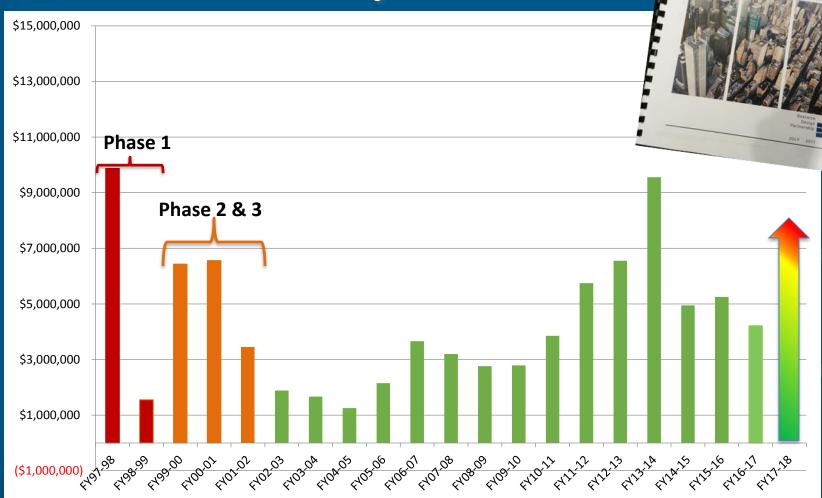
The OCNY
Alumni Association

- Our Vision for Children Campaign
- \$125K for Rehabilitation Equip: Rep. Samotis
- Technology upgrades
- SUNY Eye Network
- Merger of OCNY/Alumni Association





Capital Projects 1997 - 2017: Cash Disbursements by FY









Library Renovation Project Phase II – Summer 2018 Self-Funded

Lower Lobby Project (\$ 4.2) 8,000+ sq. ft. teaching lab facility Approved: \$ 4.2M + \$ 387K Construction: AY 2018/19

10th Floor: Ctr. for Ped. Eye Care 4,900 sq. ft. patient care facility Approved: \$ 2.35M Construction: AY 2018/19



2018-19 Executive Budget

- Key Budget Issues
 - Excelsior Program Continued + \$110,000 elig.
 - DREAM Act
 - "Hold Harmless" funding model (Flat Funding Operations)
 - Maintenance of Effort (No support for salary increases)
 - Predictable tuition plan (\$200 per/year undergrad)
 - Decrease in Community College support: Decreased enrollment
 - Shift of \$78.6K for Hospitals from operations to capital
 - 5-year Capital Plan reduced: (\$800M requested by SUNY)
 - \$350M v. \$550M for the next year
 - \$153M distributed by formula and \$196.6 for critical maintenance
 - + \$100M for UpState and Stony Brook Hospitals
 - Additional adjustments for the hospitals



2018-19 SUNY Concerns

- Stabilization
 - Community Colleges: Shifting from a volume-based State funding model:
 "Maintenance of Effort"
 - Charge differential tuition at State-operated campuses along the so-called "border states" and for professional master's programs;
 - Include collective bargaining increases and provide additional support for full-time faculty through matching grants.
- Health and Safety
 - Mitigate redirection of \$78.6MM in tax-support of the Hospital Operations;
 - Restoring the capital infrastructure fund for critical maintenance to insure the safety in the 2,346 buildings owned and operated by SUNY - back to \$550MM plus the an additional \$80MM for deep energy retrofits.
- Restoration of reductions made to EOP, EOC, SBDC, Child Care, Tele-counseling, Cornell Veterinary College, and the GAP Program.



"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



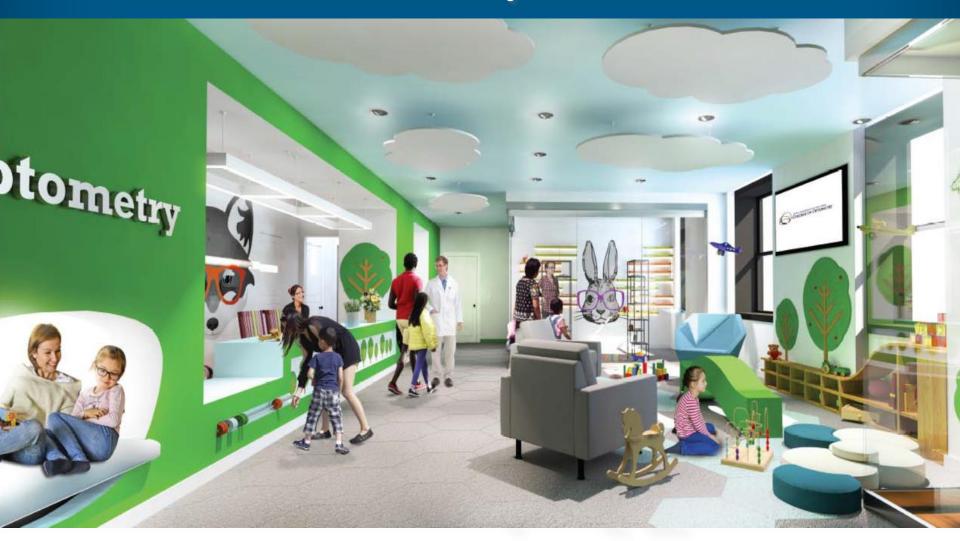


10th Floor Primary Care – Pediatrics Unit





Intentional Planning: The Center for Pediatric Eye Care





VISION AND GOALS

- "Future Directed Design": Create a new model of Child/Family Centered pediatric eye care facility
- Breakdown segregation of rooms and functions flexibility
- Change model of care delivery: bring staff and services to patient
- Patient/family experience is central; everything should be easily accessible
- New modes of communication before/during/after visit
- Transparency and light





CENTER FOR PEDIATRIC EYE CARE: PROGRAM INNOVATION

- Patient-focused/Family-centered experience One-Stop: Bringing staff and providers to the patient
- Enhanced care coordination/patient navigation/patient advocacy
- Access to multi-disciplinary, team-based care
 - Social Work*
 - Nursing*
 - Vision Rehabilitation*
 - Clinical Research Opportunities to participate in clinical trials*
 - Expanded access: Occupational Therapy, Physical Therapy, Audiology, Others?
- Integrated technology for information management
- **Seamless patient communication** system for before, during and after care is provided.
- Enhanced patient access to multi-media educational materials

^{*} Currently available it different areas with the facility

CENTER FOR PEDIATRIC EYE CARE: DESIGN FEATURES

- 4,900 Sq. Ft. (Expanded from original 3,500 sq. ft. plan)
- Public Spaces:
 - Interactive educational/technological for patients/parents
 - Integration of waiting room/optical
 - Less desk personalizing staff & patients interaction throughout the care process
 - Visual access to examination areas demystifying care
 - "Chill Room" for children with special needs (low stimulus area/quiet room)
- Flexible room design & consult areas to realize collaborative practice potential
- Central Collaboration Zone (CZ) for multi-disciplinary, team-based care
- Visual and auditory access to examination rooms within the Collaboration
 Zone for *improved teaching/learning*

10th Floor Center for Pediatrics Eye Care





SUNY COPT - 10TH FLOOR PEDIATRIC UNIT

33 West 42nd Street New York, NY 10036



19

1/16" = 1'-0"

01/08/2018









10th Floor Center for Pediatric Eye Care



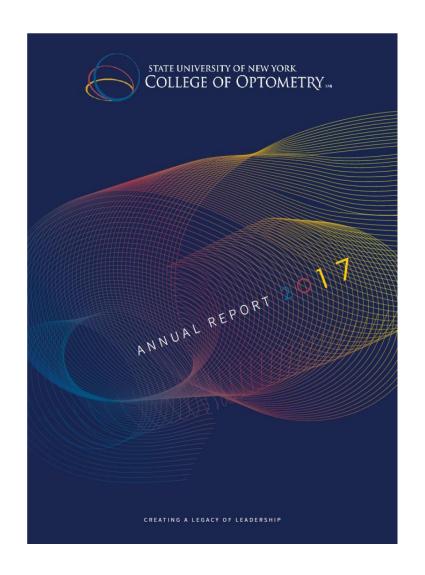


The State of the College is Strong!

"I don't know anything about luck. I've never banked on it and I'm afraid of people who do. Luck to me is something else: Hard work - and realizing what is opportunity and what isn't." Lucille Ball







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Thank you!