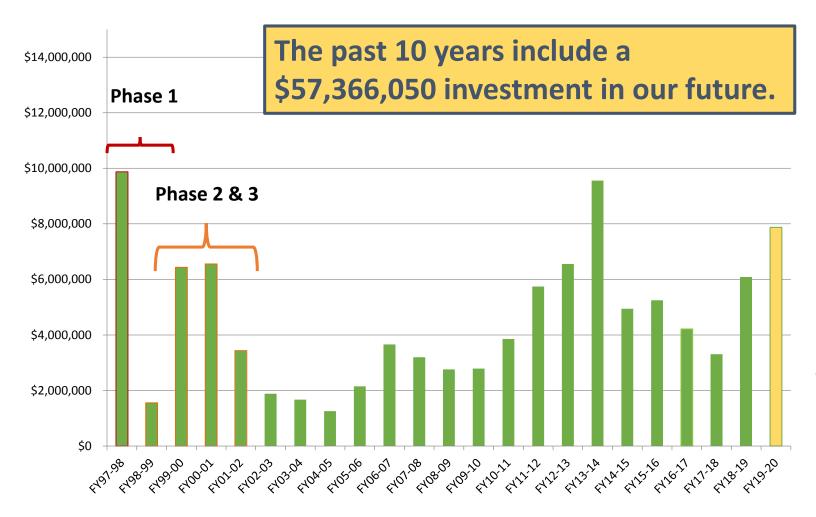


## Capital Projects 1997 - 2020: Cash Disbursements by FY

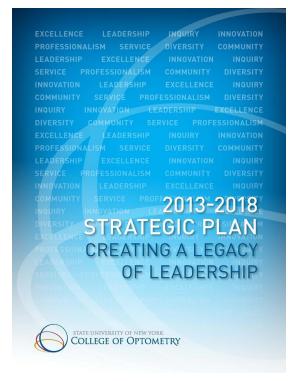


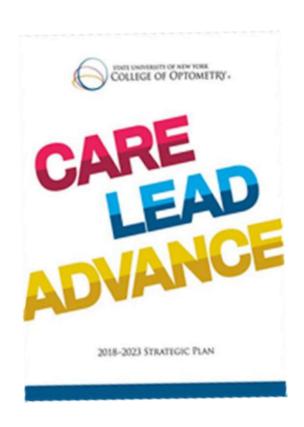




## Strategic Planning Paves the Way







2008 - 2013

2013 - 2018

2018 - 2023



#### **Securing Our Future**

What is the best long-term (20+ years) strategy for the SUNY College of Optometry to insure both sustainability and an optimal educational and research environment from which to prepare future doctors of optometry?







#### 2018-2023 Strategic Plan: Care • Lead • Advance



#### **Student-Centered Experience**

 Enhance the student experience through programs that promote student and alumni success



#### **Academic Excellence**

- Deliver a dynamic curriculum that engages students and advances contemporary optometry
- Grow the graduate and research programs to increase the institutional impact on the advancement of knowledge and to produce leaders in vision research



#### **Community and People**

- Cultivate institutional culture that encourages a sense of community, inclusion, institutional pride, collective purpose and shared responsibility
- Promote the growth and development of all members of the College community



#### -

## Service to Our Patients and Community

- Deliver unparalleled care to our University Eye Center patients
  - Provide service to the greater community



## Effective Foundational Support

- Attract the brightest and most motivated students with demonstrated leadership potential
  - Provide the financial foundation, administrative support and environment to achieve the College's mission

## Highlights - 2019

- Class of 2023 continue to reflect overall high quality indicators
- NOA's "School of the Year" for its commitment to diversity
- Co-Sponsor of "Eyes of the World" mural at AAO Meeting
- Introduction of Micro-credentials into the OD program
- Full Implementation of Gap Examination(s)
- Approval of transition to quarter-based academic calendar for the 3<sup>rd</sup> year of the OD program
- Improved first-time pass rates on the NBEO by the class of 2020
- Residency Programs created Statements of Advanced Competency
- Research funding at \$3.63M (ASCO data)
- Licensing agreement with Connexin to advance glaucoma tx (Dr. Bloomfield)



## Highlights - 2019

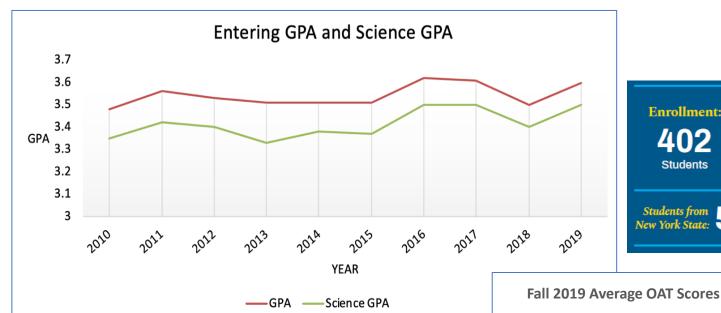
- Signed Master Agreement with NYC H+H
- Partnered with Community Health Network on

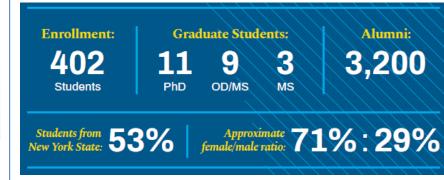
Mobile Eye Van to support 12 community health centers

- Facilities improvements
  - Library renovations completed
  - Lower Lobby teaching laboratory suite
  - Barbara Saltzman Center for Pediatric Eye Care
- SUNY College of Optometry received a higher DOE Composite Score rating (financial strength) than any other SUNY campus
- The College ended FY 2019 with an increase in fund balances for the seventh consecutive year (Total balance = \$19.04M)
- Received a major gift from Barbara Saltzman (\$1.30M)
- Major bequest from Dr. William C. Folsom, Jr. (\$1.5M+)



#### Goal 8: Attract the brightest and most motivated...





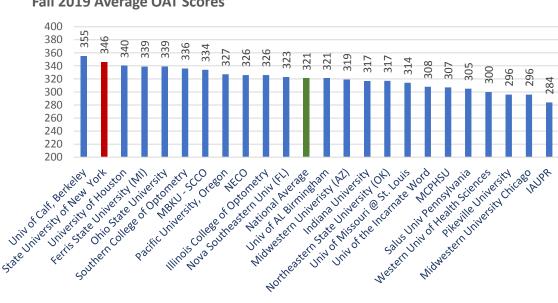
Degrees
Awarded:
OD
PhD
OD/MS
OD/PhD

Average GPA of entering classes:

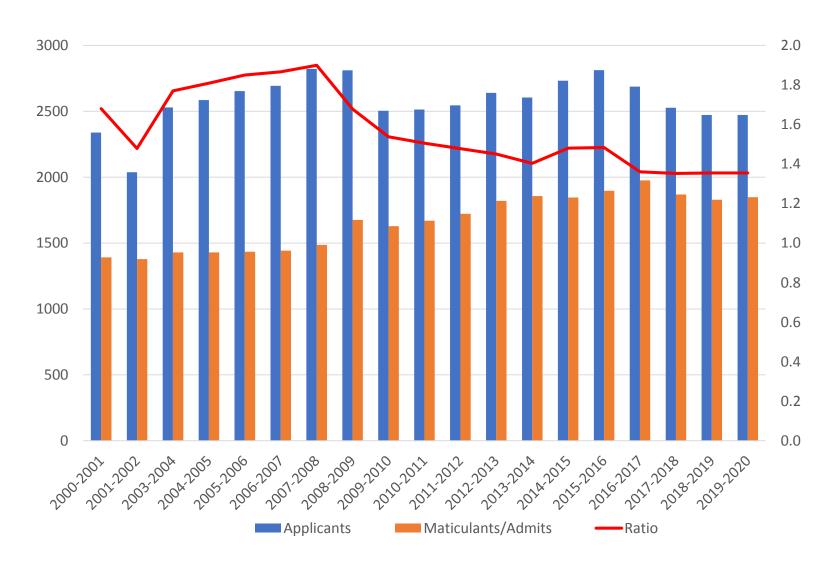
3.59

National Board
3-year average pass rate

OD Applicants (Class of 2023): 436 applicants; 100 enrolled



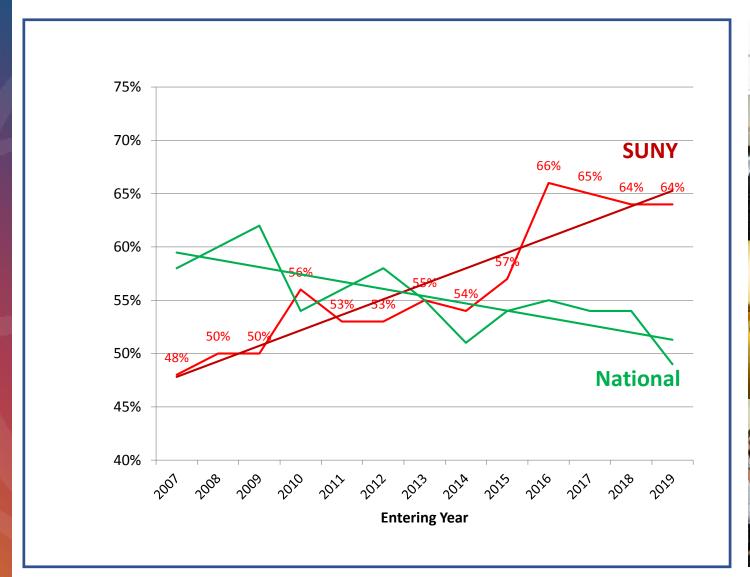
### National Trends in the Applicant Pool





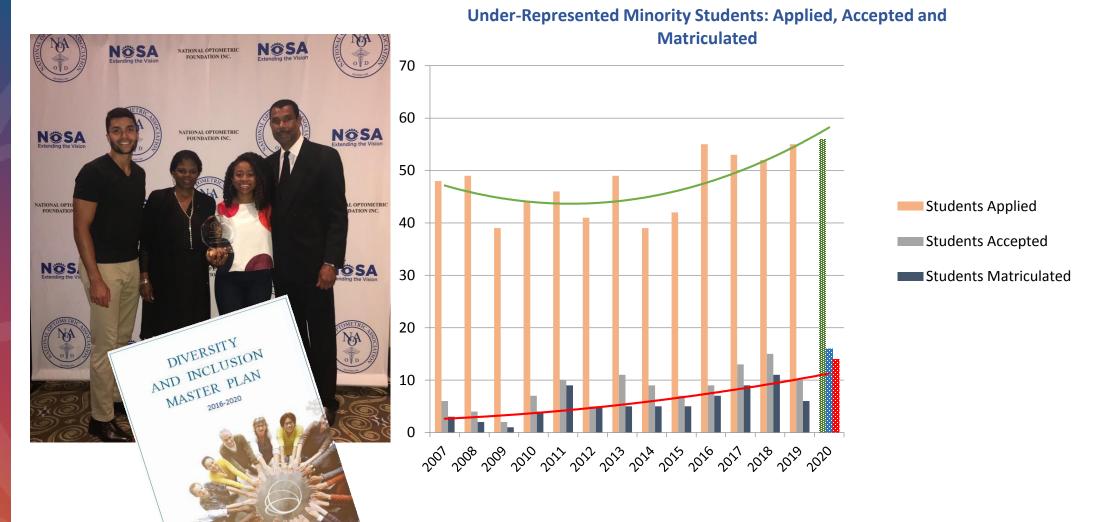
#### **Admission Yield**

## The College has the 3<sup>rd</sup> highest yield among all ASCO institutions!



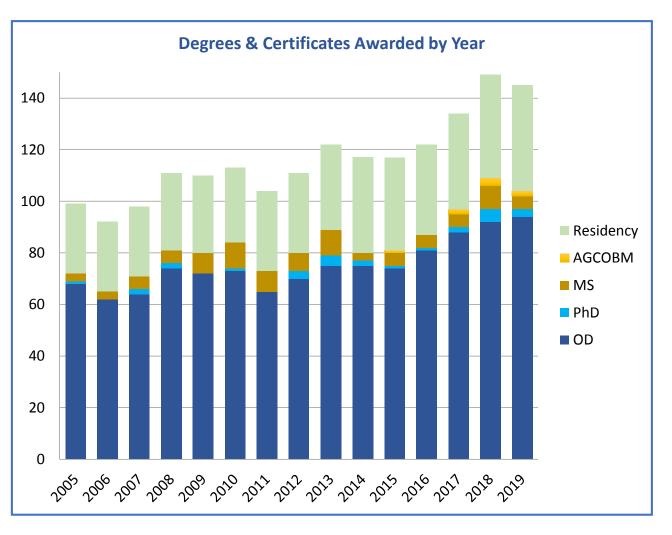


#### **Under-Represented Minority Students**





## Degree & Certificates Granted



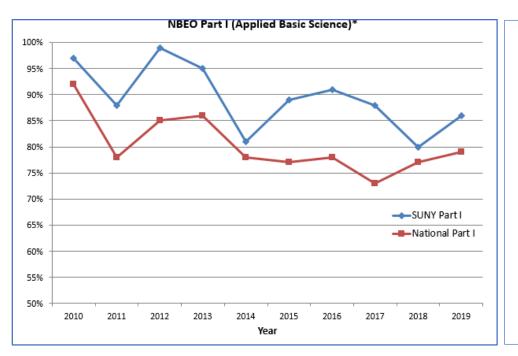
## One out of every two ODs in NY State are SUNY Optometry Alums!

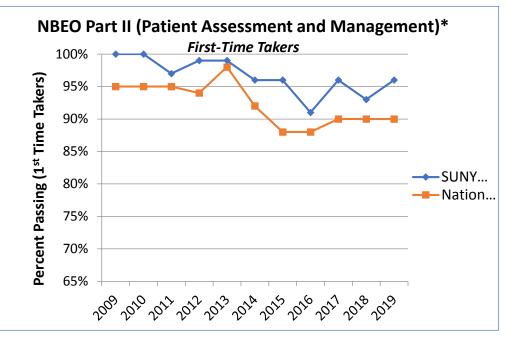






#### **Educational Outcomes: NBEO**





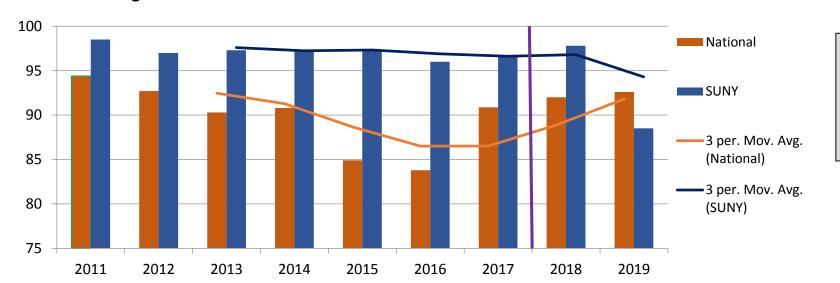
2017 Format

**Graduates** who

have taken all 3

parts of the exams

#### Percentage of Candidates who Passed all NBEO Parts at Graduation



## **National Benchmarks: Research Expenditures**

School Name	Organizational Structure	Total research funding	NEI Funding	NIH Funding	Industry
University of California Berkeley school of Optometry	Part of a Larger Campus	\$ 9,523,123	\$ 7,132,803	\$ 27,680	\$ 1,762,457
Indiana University School of Optometry	Part of a Larger Campus	\$ 4,547,490	\$ 2,299,244	\$ -	\$ 2,132,599
State University of New York College of Optometry	Part of a Larger System	\$ 3,623,514	\$ 1,461,862	\$ -	\$ 1,882,579
University of Alabama at Birmingham School of Optometry	Part of a Larger Campus	\$ 3,447,952	\$ 2,561,964	\$ 250,000	\$ 307,092
University of Houston College of Optometry	Part of a Larger Campus	\$ 3,365,336	\$ 2,574,364	\$ -	\$ 483,048
Ohio State University College of Optometry	Part of a Larger Campus	\$ 1,771,248	\$ 1,179,569	\$ -	\$ 147,096
New England College of Optometry	Stand Alone	\$ 773,097	\$ 671,999	\$ -	\$ 84,395
Salus University Pennsylvania College of Optometry	Part of a Larger Campus	\$ 513,540	\$ 289,031	\$ -	\$ 49,178
Nova Southeast University College of Optometry	Part of a Larger Campus	\$ 320,806	\$ 137,000	\$ -	\$ 35,000
Midwest University - Arizona College of Optometry	Part of a Larger Campus	\$ 234,418	\$ 32,188	\$ -	\$ 196,930
Illinois College of Optometry	Stand Alone	\$ 215,897	\$ 98,000	\$ 34,800	\$ 93,497
Sothern California College of Optometry at Marshall B. Ketchum University	Stand Alone	\$ 159,292	\$ 39,870	\$ 12,600	\$ 106,822
Southern College of Optometry	Stand Alone	\$ 102,642	\$ 35,753	\$ -	\$ 61,331
Western University of Health Sciences	Part of a Larger Campus	\$ 100,577	\$ -	\$ -	\$ 94,024
Pacific University College of Optometry	Part of a Larger Campus	\$ 99,613	\$ 759	\$ -	\$ 87,951
University of the Incarnate Word Rosenberg School of Optometry	Part of a Larger Campus	\$ 70,000	\$ -	\$ -	\$ 70,000
Inter American University of Puerto Rico	Stand Alone	\$ 40,000	\$ -	\$ -	\$ 40,000
Michigan College of Optometry at Ferris State University	Part of a Larger Campus	\$ 26,574	\$ -	\$ -	\$ 19,134
University of Pikeville Kentucky College of Optometry	Stand Alone	\$ 13,200	\$ -	\$ -	\$ -
MCPHSU School of Optometry	Part of a Larger Campus	\$ 6,610	\$ -	\$ -	\$ 2,200
Midwestern U Chicago College of Optometry	Part of a Larger Campus	\$ -	\$ -	\$ -	\$ -
University of Missouri at St. Louis College of Optometry	Part of a Larger Campus	\$ -	\$ -	\$ -	\$ -
Northeastern State University- Oklahoma College of Optometry	Part of a Larger Campus	\$ -	\$ -	\$ -	\$ -



#### Goal 3: "Grow the Graduate & Research..."

- Overall Funding: 3<sup>rd</sup> highest in the nation within Optometry
- Industry Support: 2<sup>nd</sup> highest in the nation within Optometry
- Breaking news: T-35 Training Grant is being renewed!
- Licensing agreement with Connexin Therapuetics (Dr. Bloomfield)

**Research Activity and Grants** 



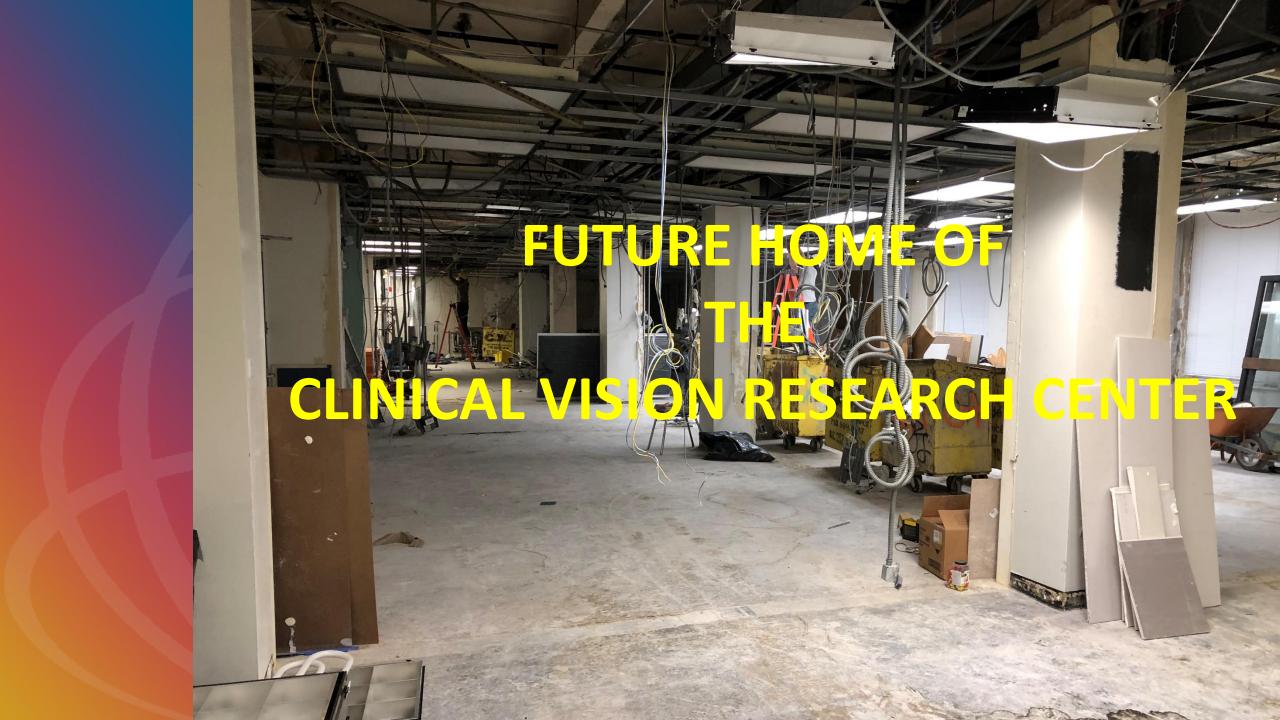
**72** Presentations

13 Invited talks and lectures

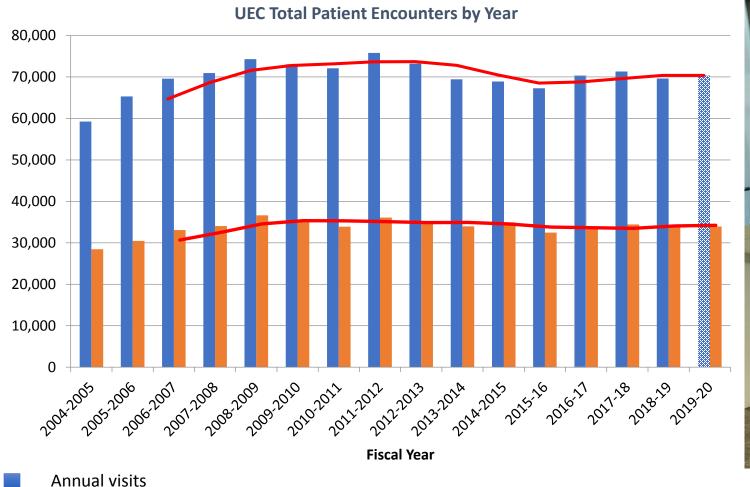
33
Grants totaling

\$3.62 MILLION





#### Goal 4: "Deliver unparalleled care to our University **Eye Center patients**"





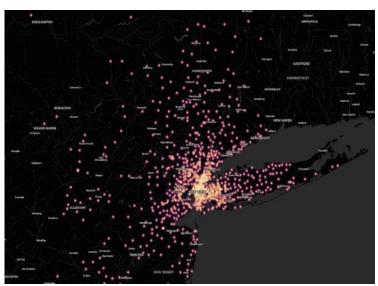
- Mid-year visits

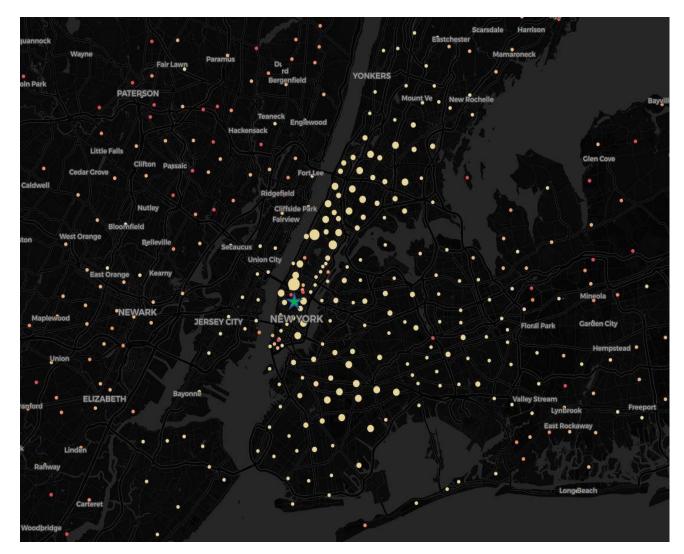




#### UEC Patients - Geographic Distribution

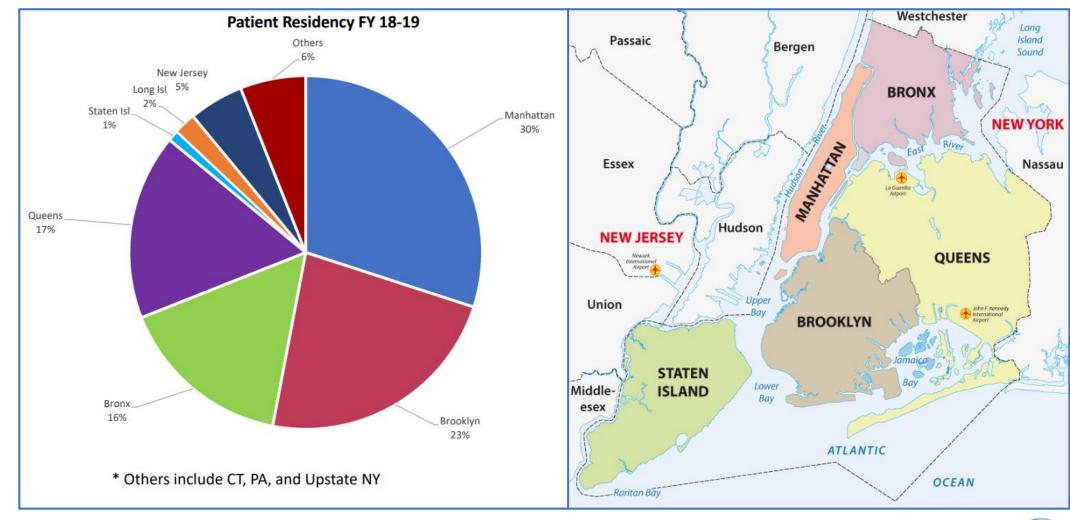








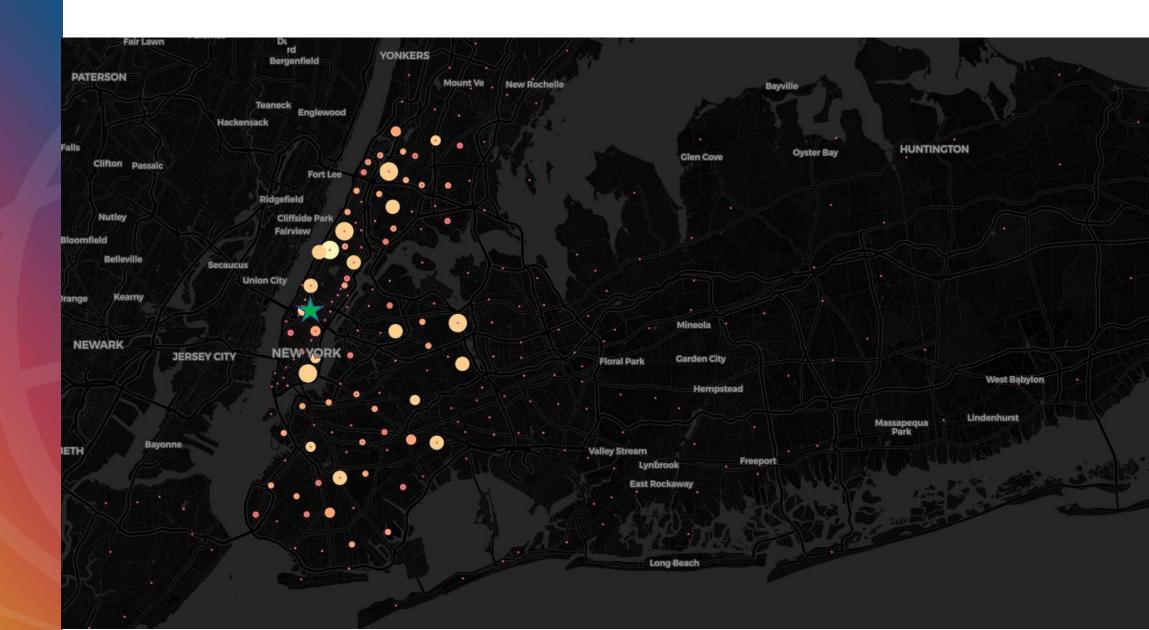
#### **UEC Patients – Geographic Distribution**

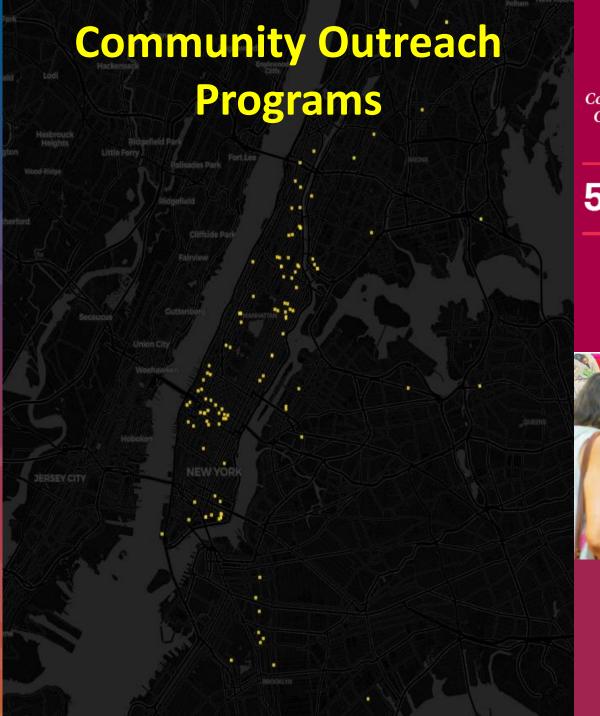






#### **UEC Vision Rehabilitation Service**





118

Community Screenings and Outreach Events in 2019

Community members served through outreach programs:

9,766

52 Health and Wellness Partners

NICAL VISION RESEARCH CENTER

Community Members served at Health and Wellness Expo

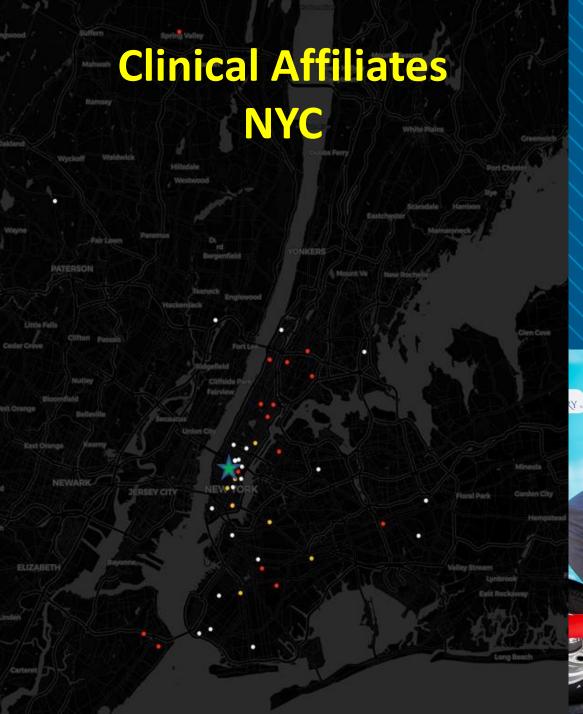
3,738 Hours of community service performed by students in 2019



## Clinical Affiliates – Geographic Distribution







2,400

Hours of clinical experience for each OD student over four years

- Primary Care
- Advanced Care
- Rehabilitation
- Social Work Services
- Eyewear Center
- Community Outreach

>240,000

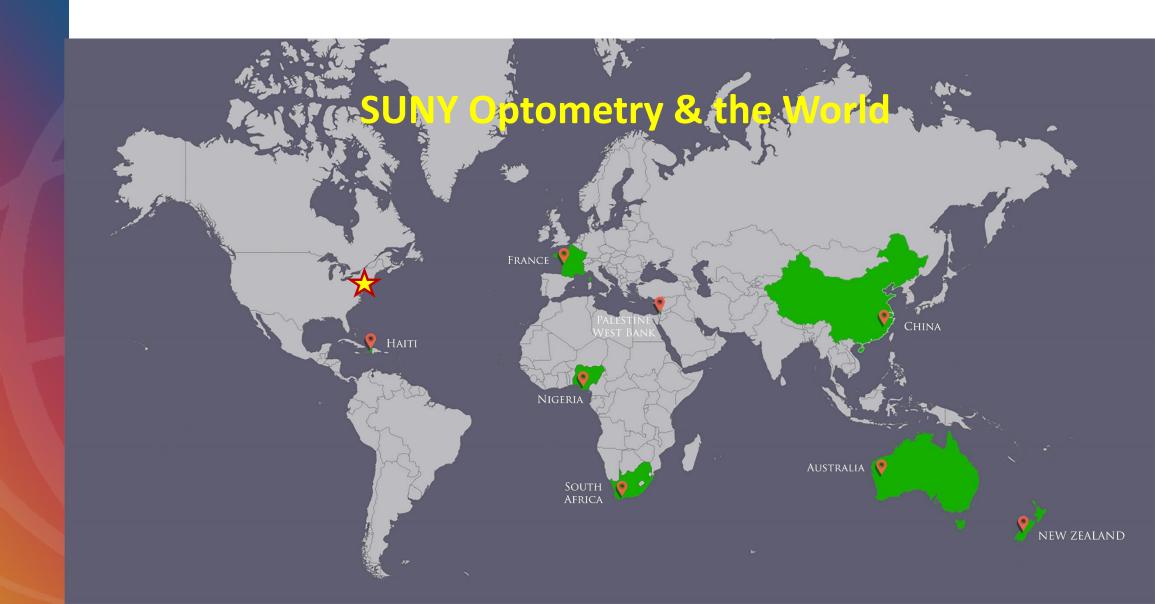
**Total Patient Encounters** 

69,626

UEC Patient visits FY 2018-19



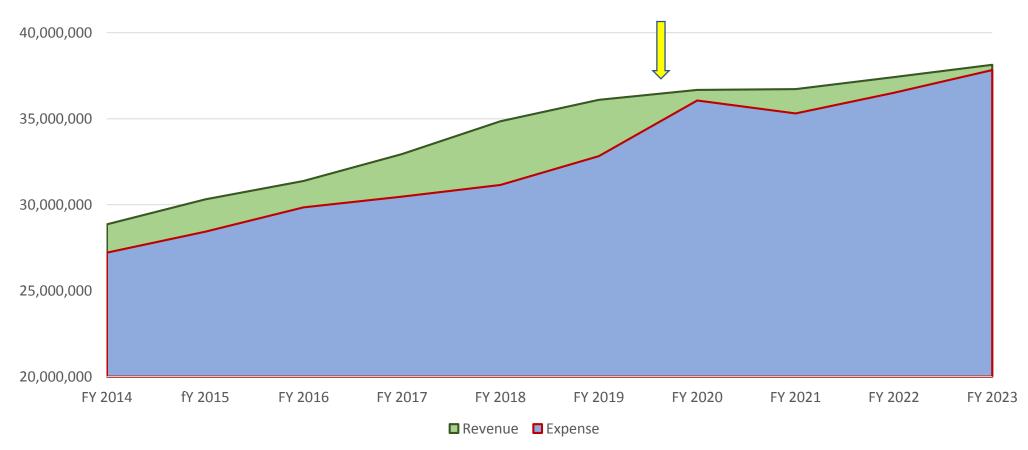
#### Goal 5: "Provide Service to the Greater Community"





#### Goal 9: "Providing the financial foundation..."

**Operating Budget FY 2008 – FY 2023 (Projections)** 

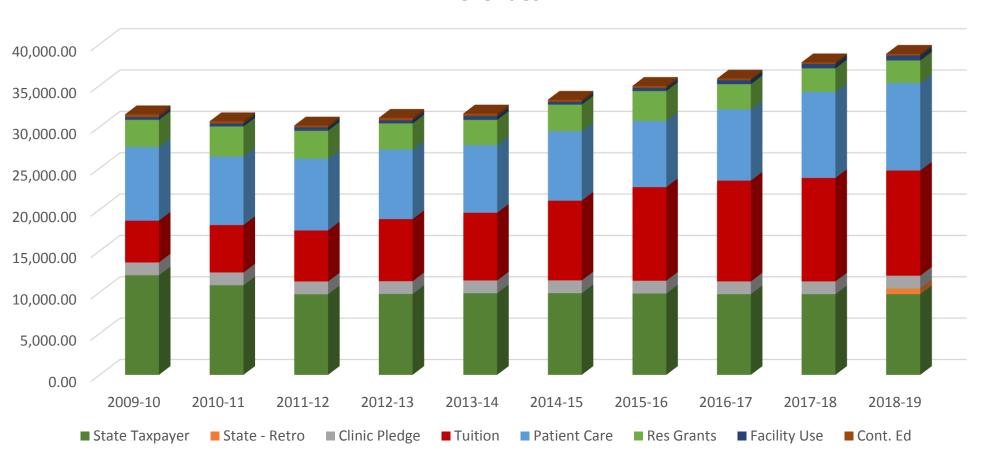


Note: Does not include Research Foundation Revenues & Expenses or Capital Investment



#### All Revenues by Year (in \$,000)

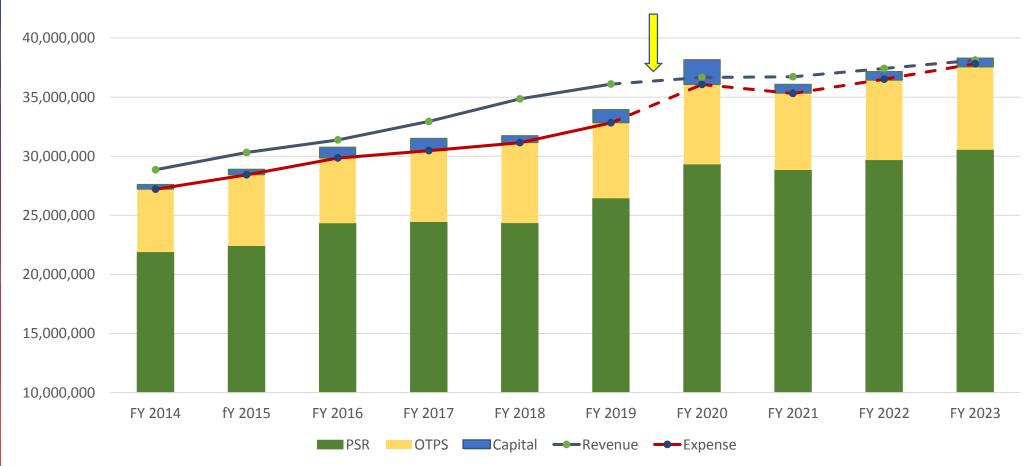
#### Revenues





#### Providing the financial foundation...

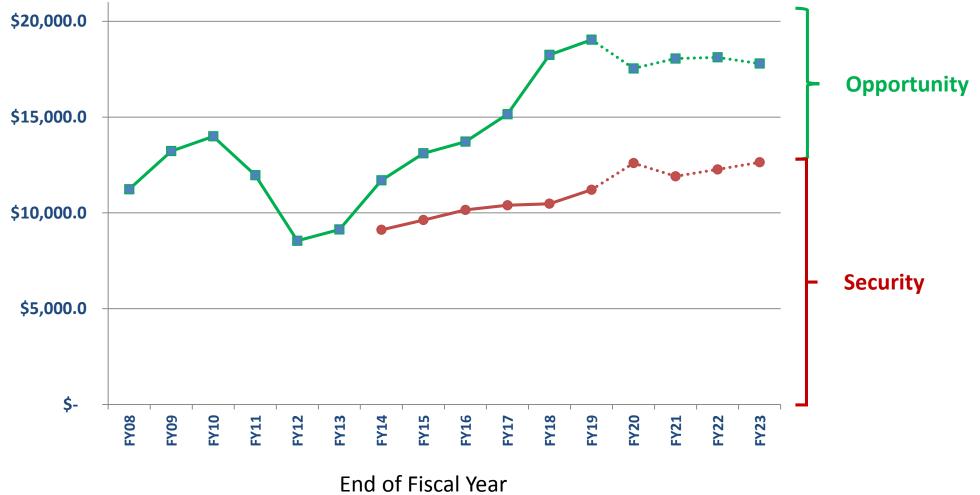
**Operating Budget FY 2008 – FY 2023 (Projections)** 



**Note: Does not include Research Foundation Revenues & Expenses** 



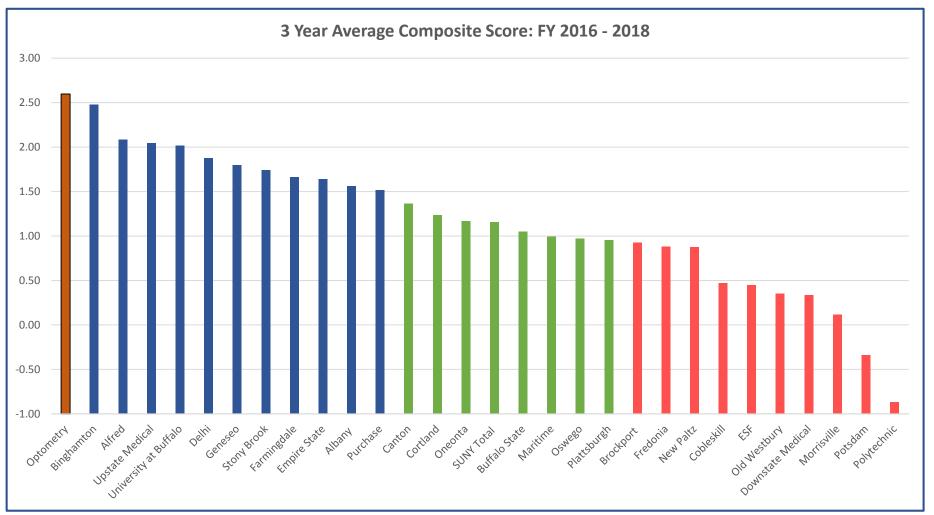
#### **Financial Foundation - Fund Balances**



<sup>\*</sup>Fund Balance is cash balance in IFR, SUTRA and Stabilization (if any) as of the June 30 of each year.



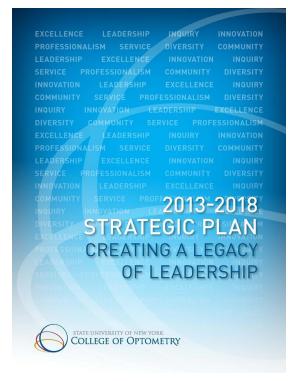
## Composite Financial Scores for Financial Performance Across SUNY Campuses

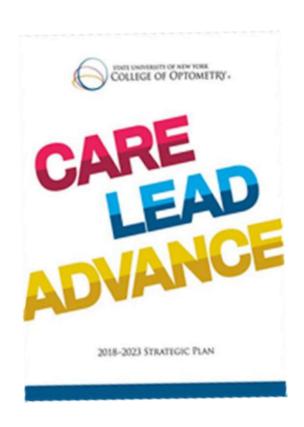




## Strategic Planning Paves the Way







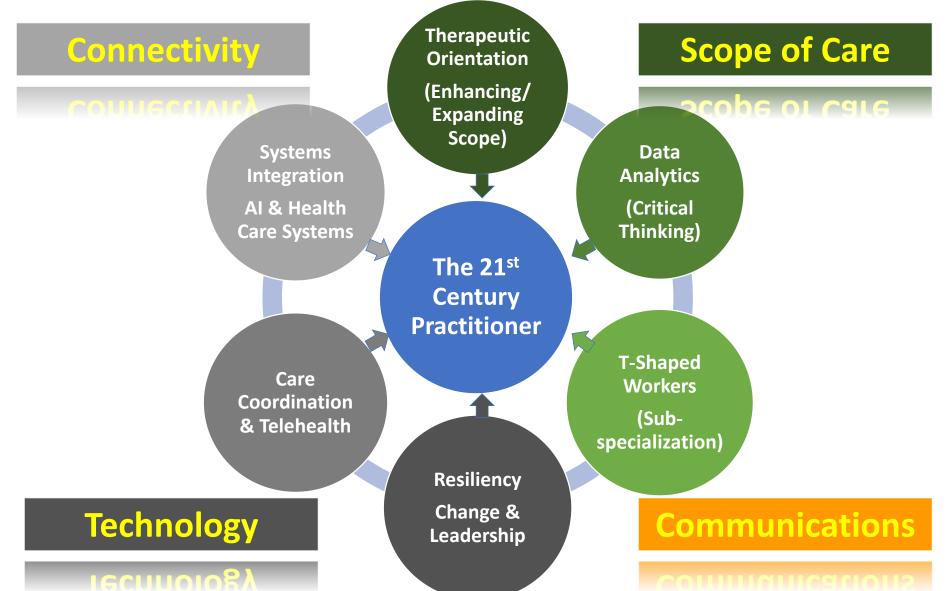
2008 - 2013

2013 - 2018

2018 - 2023

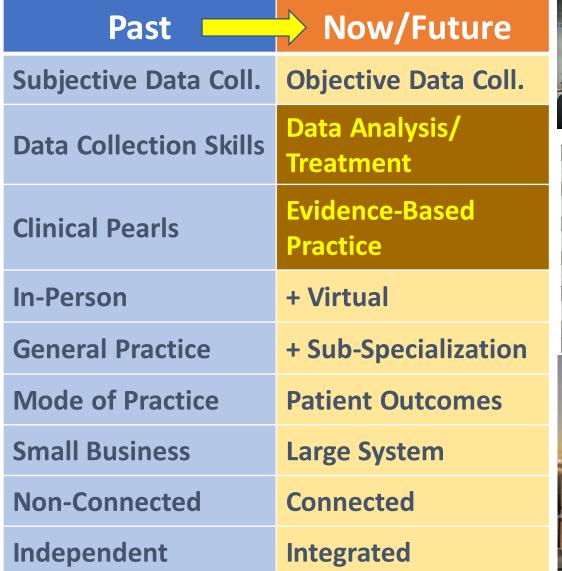


#### Educating the Practitioner of the Future





#### The Future of Optometric Education













#### **Environmental Forces: The future...?**

- Integration into the health care delivery system
- Connectivity: Health Information Exchanges, big data and the integration of all things
- The primacy of population health in health care policy considerations
- Patient/Consumer-Centeredness: The Internet of Things
- The economics of public higher education in NYS
- Post Graduate Education, Residency & Subspecialization
- Expanding Scope of Practice: Advanced In- Office Primary Care Ophthalmic Procedures
- Enhancing Scope of Practice (e.g. myopia management, gene therapy, wearable technology)



Contact Lenses

### **Securing Our Future**

What is the best long-term (20+ years) strategy for the **SUNY College of Optometry** to insure both sustainability and an optimal educational and research environment from which to prepare future doctors of optometry?

10 February 2020 - Confidential Draft



Framework for the Future

Draft

10 February 2020



#### Framework for the Future

- Phase 1: Current Infrastructure and Program Impact
- Phase 2: Increasing Campus Capacity and Impact: Options
- Phase 3: Organizational & Structural Alternatives to Explore





## **42<sup>nd</sup> Street: Current Program Activity**

Constituency	Organization	Program	Numbers	Notes
				Total Candidates for the OD is 393
				Including combined degree/cerficate
Students	SUNY College of Optometry	Doctor of Optometry	373	programs
				Estimate based on last year, 1st year
Students	SUNY College of Optometry	MS/OD	16	enrollment underway
Students	SUNY College of Optometry	PhD	14	
Students	SUNY College of Optometry	MS	2	
				NADA /A duran and Constitute Constitue
C. I.	5	00/0 1:5: 1 /0404		MBA/Advanced Graduate Certificate
Students	Empire State/SUNY Optometry	OD/Certificate/MBA	4	in Optometric Business Management
				Manahattan home for the School of
Students	Stony Brook University	MSW	90	Social Welfare
Students	Binghamton Univeristy	Exec. MBA	30	Saturdays
				Post-Graduate (Certificate of
Students/Residents	SUNY College of Optometry	Residents	41	Advanced Competency)
Total Campus Enrollment in Degree and Certificate Programs		rams	570	
Prospective Students	SUNY System Welcome Center	Recruitment	9,064	Estimate based upon security records
				Adult Students enrolled in semester
Non-Degree Students	NYU	Center for Cont. Prof. Ed.	30	long non-dgree course.
				Total # of Practioners attending on-
				campus Cont. Prof. Ed. Programs -
Non-Degree Students	SUNY College of Optometry	Center for Cont. Prof. Ed.	1,441	9,295 contact hours
				International Students/ODs/MDs in 2
International Students	SUNY College of Optometry	International Visiting Scholars	114	week to 6 month programs
Total Non-Degree "Student" Users			10,649	
				Provides patient care experience for
Patients	Univeristy Eye Center	Patient Care (# of visits)	69,626	OD students and residents
Employees	SUNY College of Optometry		324	
Employees	Stony Brook Univeristy		3	
Employees	SUNY System		16	
Total # of Empoyees	33 West 42nd St.	All Programs	343	

 570 Degree and Certificate
 Candidates

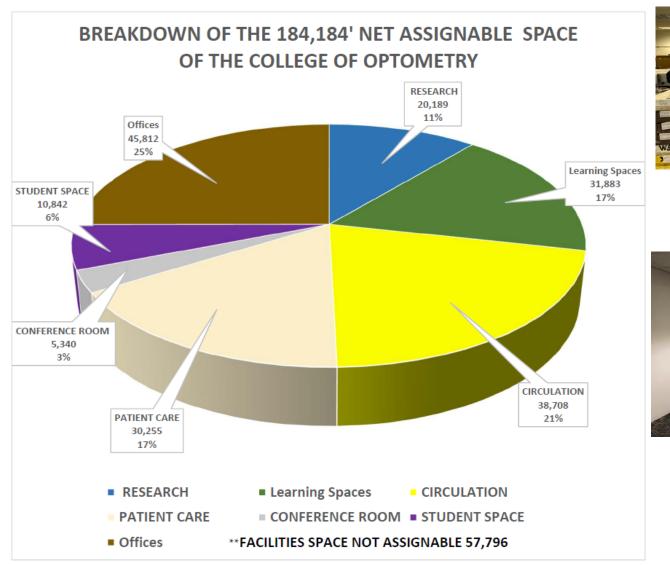
 10,649 Non-degree student users

• 69,626 Patient visits

• 343 Employees



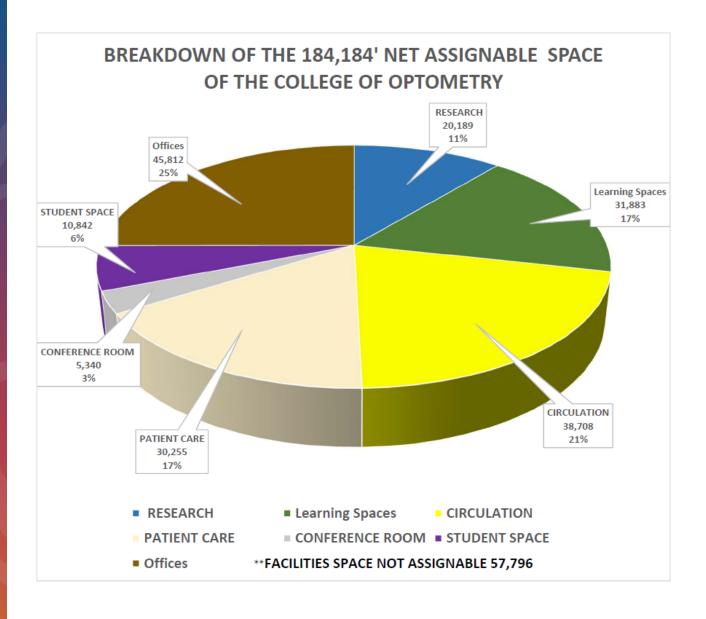
### **Space Utilization Analysis: Assignable Space**





7<sup>th</sup> FI.

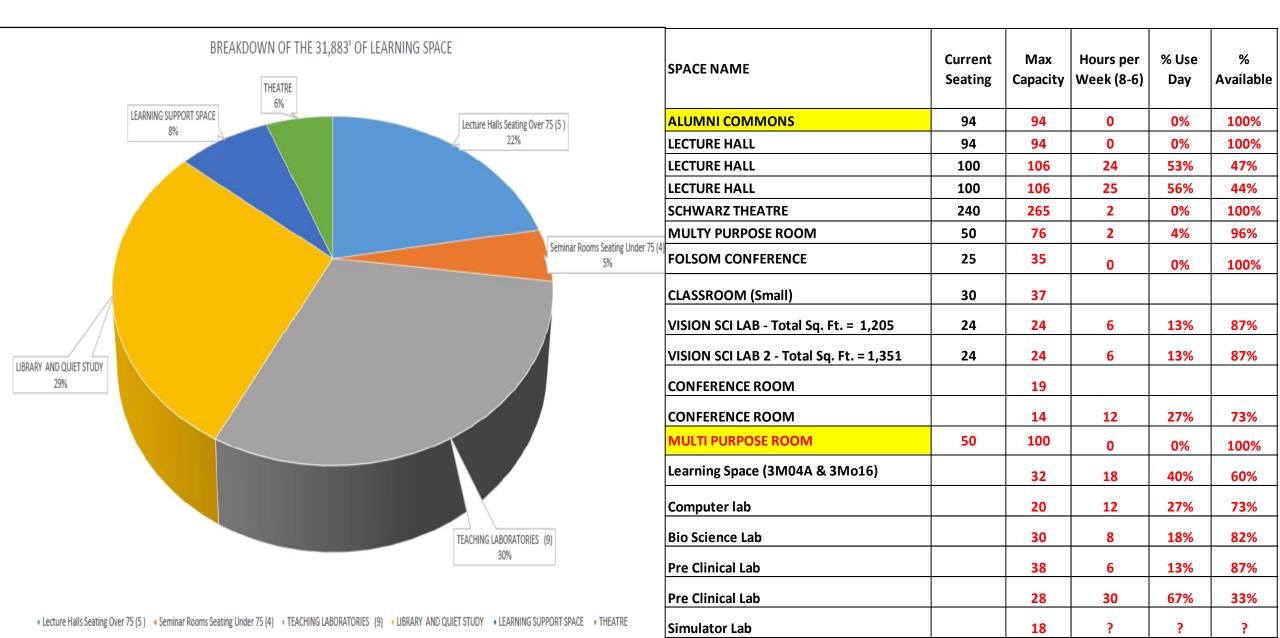
#### **Space Utilization Analysis: Assignable Space**



- Assumptions
  - Only College of Optometry degree and/or certificate programs are assumed.
  - The entire facility, including the 18<sup>th</sup> floor, is available for College use.



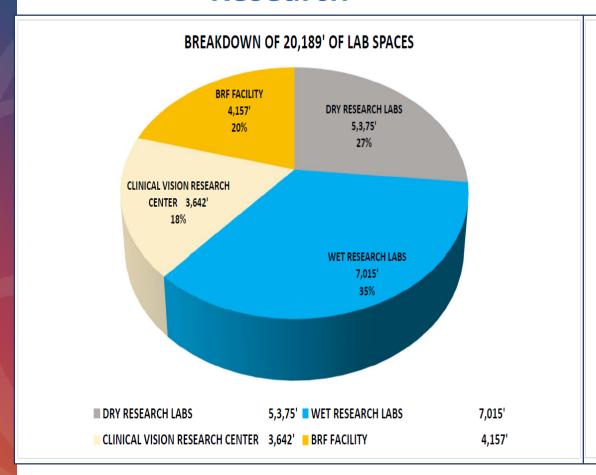
### Space Utilization Analysis: Teaching & Learning

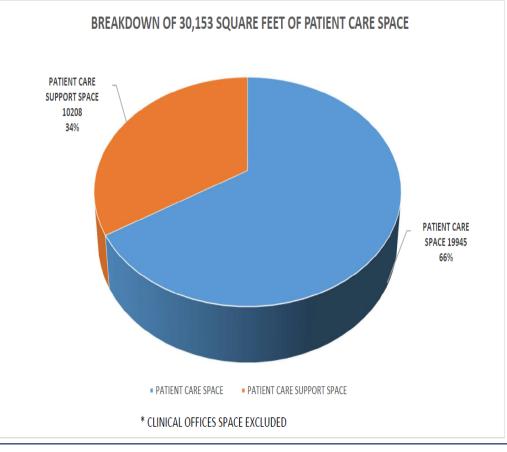


## Capacity - Space Utilization Analysis

#### Research

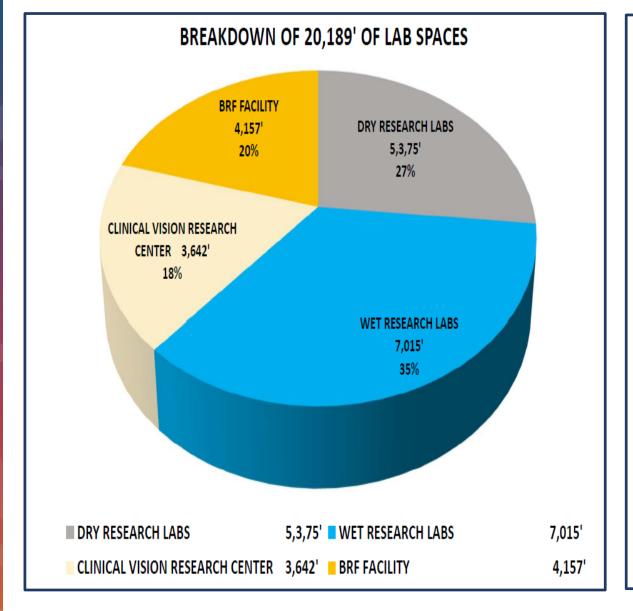
#### **Patient Care**







#### **Capacity - Research**

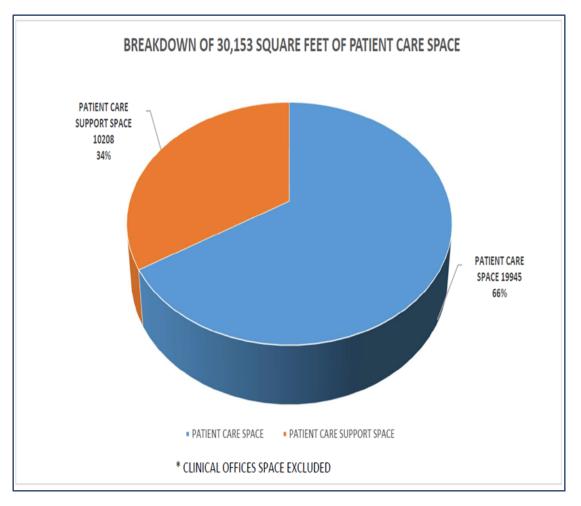


- 20,189 sq. ft.
- Includes new CVRC and 16<sup>th</sup> floor conversion of teaching labs to research
- CVRC relocation & expansion
- 2 3 addt'l wet labs on 16<sup>th</sup> floor.
- Optics & BV Dry Labbased research may be increased
- Review of Funded v. Unfunded

#### **Capacity (Theoretical) – Patient Care**

#### Assumptions

- Renovations of 7<sup>th</sup> and 10<sup>th</sup> floors
- Adjusted weeks of operation = 44
- All units available for 15 Sessions pre week
- Same teaching ratios
- Same Appointment Sched.
- Same No-Show Rates
- Tuesday Mornings Closed
- Theoretical Maximum Visits = 139,073





#### **Capacity - Key Conclusions**

- We are financially strong and have the ability to chart new directions
- Our campus can support a significant increase in existing programs and/or accommodate new complementary initiatives.
- Degree programs We have an ability to increase our educational program offerings based on current use patterns of lecture halls, seminar rooms and teaching laboratories.
- Research With the expansion of the CVRC, the use of currently vacant space on 16 and the judicious examination of unfunded research space we have the ability to add several funded research laboratories to our existing program and to increase clinical research.
- Patient Care The UEC has the capacity to significantly increase the patient census.
- Associated with all opportunities to expand and to increase our impact are significant costs that will require careful planning.



#### **BUT.....**

- Is it enough, there are still limits to the facility?
- What is the relationship between our success and our location?
- Can we sufficiently address the need for inter-professional education (IPE)?
- Can we provide our students and our faculty with the personal and profession resources needed to thrive in a ever changing professional and educational environment?
- Can we avoid the dangers of being "Siloed" in an era of integrated health care?
- What are the opportunities available through partnership with other health professions programs?
- Other questions?



#### Framework for the Future

- Phase 1: Current Infrastructure and Program Impact
- Phase 2: Increasing Campus Capacity and Impact: Options
- Phase 3: Organizational & Structural Alternatives to Explore







# 50 Years! 1971 - 2021