



STATE UNIVERSITY OF NEW YORK
UPSTATE
MEDICAL UNIVERSITY



REPORT OF THE PRESIDENT

2020-2021 ACADEMIC YEAR

MANTOSH DEWAN, MD



SUNY Upstate Medical University
Report of the President: 2020-2021 Academic Year
Mantosh Dewan, MD

1. OVERVIEW AND PRESIDENT'S REMARKS

An unprecedented and devastating pandemic required an unprecedented and dramatic response. I am pleased to report that Upstate Medical University's 11,000 amazing faculty, students and staff rose to the occasion, earned national recognition for their exemplary service and innovation, and propelled Upstate to its best year ever- and to the "new" Upstate.

Patient Care

As the region's only academic medical center we never closed. We treated the majority of region's COVID patients, 28% of whom needed ventilators at the pandemic's peaks. COVID patients were less likely to die at Upstate than other academic medical centers.

Despite COVID, we treated more inpatients (+3.1%), outpatients (+15.7%) and grew our high-profit new venture, outpatient pharmacy, by 82.7%. Total hospital revenues increased by 22.1% to \$1.5 billion and, unlike the majority of hospitals, we broke even and increased reserves by 12%.

Despite COVID and the increased clinical service, we achieved Magnet status, joining only 9% of hospitals nationwide to earn this highest award for patient care.

Education

The College of Medicine class matriculated its largest class ever (185 students) in 2021, up from 170 in 2019. 662 MD students and 53 School of Public Health students made up the total of 715 students. There are also 674 medical residents and fellows training in 52 accredited programs alongside 680 academic faculty members. This represents an increase of 43 faculty and 55 residents from the previous year.

Across the four colleges, new courses, micro-credentials and nano-courses were offered. All students completed their programs on time. The Colleges of Nursing and Health Professions received their first joint NIH grant, \$3 million over 5 years.

Underrepresented students in the COM increased from 11% in 2019 to 24%, and Upstate was ranked the 39th best in the nation for diversity. 19% of College of Health Professions students were non-white. We hosted the first SUNY-wide Med-EOP program, and continued the Pre-admission Workshop (PAW) for Native Americans, SURF, PREP and other programs.

We addressed food insecurity by opening an on-site food pantry and offering free and subsidized meals for students.

Students organized Upstate's first TedX program with six exceptional speakers and more than 10,000 views in one month.

Research

We received the most grant funding ever, \$39 million, an increase of 11%. The number of grants increased by 15 percent and the number of papers published grew by 44 percent.

Upstate researchers developed the nation's best COVID saliva test, one so sensitive that it is the only one that can pool 12 samples to test 23,000 people per day. It is now used in ~60 SUNY campuses, with over one million student tests performed in the last academic year.

Commercialization in partnership with Quadrant Biosciences has led to significant royalties that now provide steady support for accelerating research.

An Upstate physician was the world-wide lead principal investigator of the Pfizer vaccine trials for adults and adolescents aged 12-16, and Upstate was one of two sites to test children ages 5-11. Work is underway on vaccines for Lyme's Disease, meningitis, Zika, Heroin, and a "universal" mRNA 'flu vaccine. Despite the focus on COVID and vaccines, impressive successes were seen in the Departments of Biochemistry, Microbiology, Pharmacology, Radiation Oncology, and Urology. Clearly, we are poised for more groundbreaking scientific discoveries and increasing grant funding.

Community Standing

More than ever, Upstate is recognized as the home of the experts. It has a highly visible media and community outreach and serves as a trusted source for health guidance for the local and national audience. We received two commendations from the SUNY Board of Trustees — a first for Upstate and a rare honor for any campus to earn two in a year.

Upstate also ranked #35 in the nation on the Forbes list of 2021 Best Large Employers, making us the 16th best academic medical center in the nation, the best in New York and ahead of Cornell, Harvard/Mass General and Johns Hopkins.

There are so many awards, and recognition of these are included as a 15-page appendix.

A Bright Future:

Despite being buffeted by the pandemic, Upstate excelled in all its missions.

Upstate recruited its largest and most diverse class of medical students and grew its educational programs. There are firm plans to increase access, excellence, and shorten length of training. Upstate received the most grants and most grant funding, and published the most papers. Building on our unique and world-class expertise, we have proposed a center to rapidly detect and categorize emerging threats, and create vaccines and effective treatments. Upstate is the only hospital in the nation to be FAA approved to fly drones carrying biological specimens over populated areas and we have partnered with other pioneers to develop this field.

Upstate treated the most inpatients and outpatients, and served the region with the highest level of expertise and as the safety net. Against all odds, the hospital made a small profit and provided critical support to the academic mission. We are working to enlarge the clinical footprint and increase profit so as to serve more patients, have access to critical clinical sites for trainees, and have money for academics.

Upstate has earned the gratitude and support of the community as never before. Indeed, no academic medical university has done more to tame the COVID pandemic and be available to inform the community. No system can boast having the best saliva diagnostic test and world-wide principal investigator, which has earned Upstate national recognition. For instance, USA Today called Upstate “one of New York State’s most prestigious teaching hospitals.” We must improve on this.

With outstanding leadership provided by four superb Deans and a fabulous hospital CEO, 11,000 amazing faculty, staff and students, and exciting plans already being implemented, I am confident we can build on our unprecedented success and soon be recognized as “one of the *nation’s* most prestigious teaching hospitals.”

A handwritten signature in blue ink, reading "Mantosh Dewan", with a horizontal line underneath.

Mantosh Dewan, MD

President

SUNY Upstate Medical University

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2. EDUCATION

ACADEMIC AFFAIRS

Lynn Cleary, MD – *Vice President for Academic Compliance & University Accreditation*

The Office of Academic Affairs provides support for academic programs to our deans, educational program directors and faculty, including new program approval and major changes to curricula or the infrastructure supporting education at Upstate. The office supports educational innovation, assessment and evaluation, and promotes educational research and scholarship. The office serves as the primary academic liaison with SUNY, the Middle States Commission on Higher Education (MSCHE) and the Liaison Committee on Medical Education (LCME). It is responsible for: Accreditation and Compliance; Evaluation, Assessment and Research; the Clinical Skills Center; Interprofessional Education; and the University Simulation Center. Members support or lead many faculty/student committees in curricula and assessment; develop policy and procedures (e.g., campus responses to COVID-19); identify honorary degree recipients, distinguished professors, SUNY Chancellor's and Upstate President's Awards; and sponsor Fall Faculty Convocation. Academic Affairs produces the annual Academic Catalog and the University Calendar and supports two student honor societies.

2020-21 activities included the following:

Academic Accreditation and Compliance

- Worked with faculty and committees to **develop LCME proposals for 1) a major MD curricular modification and 2) a new accelerated 3-year pathway with direct admission to residency.**
- **Coordinated and submitted a 2021 LCME Status Report**, with information on career advising, financial aid and debt management counseling.
- Submitted **annual accreditation updates to MSCHE and LCME.**
- Provided **oversight of the LCME- required continuous quality improvement plan in the College of Medicine**, monitoring 12 accreditation standards and 93 elements and preparing reports for review by the various committees in order to monitor progress, study effectiveness, and develop corrective actions if necessary.

Academic Affairs

- Provided **project management for the recently established Exceptional Moments in Teaching Initiative in the College of Medicine.** In 2020-21 there were ~ 300 student submissions on how 170 teachers from 16 departments provided an exceptional educational experience. Themes included appreciation, expertise, kindness, empowerment, dedication, and concern for student wellbeing in the pandemic. The program is being adopted in the College of Health Professions.
- **Established a structure to support micro-credentials for students, faculty and staff. Five micro-credentials were created this year:** 1) Neuroanatomy/ Neuroscience

Instruction, 2) Post-Acute Respiratory Care, 3) Rural Medicine, 4) Anatomy Instruction, 5) Faculty Leadership - Essentials for Academic Development

- With faculty, **reviewed existing and created new university-wide academic policies.**
- **Provided administrative support to the SUNY Faculty Senators and Upstate's Faculty Council (faculty governance).**

Evaluation, Assessment and Research

- Continued to lead the **Student Learning Outcomes Committee (SLOC)**, which this year completed assessment portfolio reviews of four degree programs from three colleges, added a student member (an assessment best practice), and met with CCNE visitors. SLOC documentation was used in the successful DNP program site visit in the College of Nursing.
- Partnering with SLOC faculty and a reference librarian, undertook a scoping review of literature on alumni survey response rates across colleges and programs, and presented preliminary findings at the 2021 Association for Institutional Research and Planning Officers conference: **"Evidence-Based Approaches to Increasing Alumni Response Rates."** A paper is forthcoming.
- **Assumed leadership of two electives in the MD program:** Curriculum Reform and Medical Education. Over the year, we worked with twelve medical students who completed a total of three quality improvement projects within the MD curriculum and one poster presentation application which has been submitted to a national conference.
- Contributed to **two successfully funded grant applications:** one from the Macy Foundation and one from the Steven's Initiative.
- **Contributed to multiple Committees and Task Forces:** Institutional-level committees (SLOC, Simulation Advisory Board, Academy of Educators), College-level curriculum/faculty academic governance committees (COGS, CON, COM) and MD program sub-committees (Phase 1, Phase 2 Clinical Skills). Institutional-level planning task forces: Diversity Task Force, Research Strategic Planning Taskforce (Chaired Educational Research section), and the Institutional Readiness Task Force.
- **Collaborated with faculty from seven departments at Upstate and six other institutions on research and scholarship:** published three papers in peer-reviewed journals, made four conferences presentations, and one poster presentation.
- **Took a leadership role in defining and meeting institutional research needs.** Calculated and validated graduation rates in alignment with federal regulations, Middle States accreditation standards and the standards of program level accreditors. Worked in close partnership with IMT and the library to build an accurate, user friendly graduation and retention dataset that will serve every degree program at Upstate.
- **Advanced support for efforts in diversity, equity, and inclusion by:** creating/running statistical models to support modification of eligibility and elections processes for AOA; took a central role on national curricular bias checklist collaborative; joined a national effort to examine and reduce bias in assessments; and continue to co-lead a multi-institutional study of bias in workplace-based assessment narratives in MD programs.

University Simulation Center and the Clinical Skills Center

- **Developed COVID-19 Vaccinator Training Program for MD and PA students**, training over 70 students to help distribute COVID vaccines at Upstate and in the community.
- **Developed/implemented inaugural Educational Opportunity Program for Pre-Medical Scholars** simulation experience introducing dozens of students to the respiratory system through auscultation with task trainers as well as an immersive learning experience.
- **Held three faculty simulation instructor courses**, with a total 49 participants from the various colleges and departments, to develop a cadre of simulation champions
- **Supported most key elements of the month-long “Transition to Residency” course** (College of Medicine) in collaboration with course director and others. Students responded positively to the procedures, skills, and simulation session, the latter of which included a new, interprofessional simulation experience

Clinical Skills Center/Standardized Patient Program

- **Pivoted to fully remote standardized patient encounters while maintaining the integrity of the sessions.**
- **Migrated core recording and information capture system (Simcapture) to cloud-based format.**
- **Installed new ergonomic work stations** in Clinical Skills Center for students.
- **Implemented new program teaching point of care ultrasound (POCUS)** to Medicine Residents.

Interprofessional Education

- **Moved interprofessional education (IPE) programs to virtual platform**, including three sessions largely focused on social determinants of health.
- **Met with each of the college’s leadership (dean and key stakeholders) to inform an updated vision for IPE.**
- Conducted a successful September 2021 **Strategic Retreat to expand and energize IPE work** in the colleges, leveraging the vision and needs of key stakeholders.
- **Initiated a comprehensive assessment of IPE in the College of Medicine curriculum.**

Academic Affairs: Plans for the 2021-2022 Academic Year

- Support college and program-specific curricular innovations and improvements (additional degrees, major curriculum changes, new micro-credentials).
- Resume work of the Committee on Institutional Effectiveness to support continuous quality improvement and to exceed MSCHE standards.
- Welcome and onboard new staff and college liaisons, and provide professional development opportunities for them and existing staff.
- Refine documentation/processes re the Student Learning Outcomes Committee to reflect our advances in program and institutional learning outcome assessment practices.
- SLOC – review assessment portfolios of ≥ 2 programs up for accreditation in the next 1 – 2 years.
- Advance support for efforts in diversity, equity and inclusion:
 - Address bias in learner assessment, participate in a national Community of Practice on mitigating bias in assessment, and work on reducing bias in election to honor societies.
 - Support curricular efforts in health systems science and health equity.
 - Continue ongoing work to diversify the standardized patient pool.
- Continue to work with colleagues in IMT, Student Affairs and the Library to build and maintain useful, organized, and well-defined data sets related to learner performance.
- Position the Simulation Center for accreditation by the Society for Simulation in Healthcare (the gold standard) following accreditation blueprint.
- Continue to increase engagement and expand programming in the Simulation Center through outreach and by identifying college and department simulation leaders.
- Strengthen and expand interprofessional education within, between and among the colleges and the clinical system, including development on difficult conversations in IP settings.
- Enhance IMT support for academic affairs activities:
 - Strengthen institutional research in collaboration with IMT; hire a new Director of Institutional Research and replace positions vacated by staff departure and retirement; develop an academic data warehouse.
 - Improve data reporting and technical challenges in program delivery with Laerdal leadership and programmers related to Cloud storage
 - Launch the Standardized Patient Management System (SPMS) for more efficient scheduling; update the Standardized Patient Program application process, including the website; implement SP program Project Request and Planning forms.

COLLEGE OF MEDICINE

Lawrence Chin, MD – Dean, College of Medicine

The College of Medicine (COM) under the leadership of Dr. Lawrence Chin continues to excel in its mission of educating and training physicians for Central New York and beyond. Our vision is to transform and improve healthcare for all by combining medical science inquiry, research and innovation, dedication to social justice, and compassionate care. We currently have 662 students enrolled at our medical campuses in Syracuse and Binghamton, NY, and 53 in the School of Public Health for a total of 715 students. There are a total of 674 medical residents and fellows training in 52 accredited programs alongside 680 academic faculty members. This represents an increase of 43 faculty and 55 residents from the previous year.

Education and Student Activities

COM students adapted to the COVID pandemic by embracing distance learning and learning to make the most of the few in-person physical examination sessions available. They were introduced to the ongoing reality of telemedicine by having remote standardized patient evaluations. Another educational innovation was the redesigned anatomy sessions that included physically distanced dissections while wearing PPE along with virtual small group discussions. Although many student activities had to be canceled, student clubs continued to be active. A highlight was the first SUNY Upstate TEDx conference held in March 2021. The event was taped in the Biotech Accelerator and presented virtually to a world-wide audience. Other notable student activities included representation statewide at the Medical Society of the State of New York (MSSNY) and nationally at the American Medical Association House of Delegates. Upstate students won the CNY regional competition of the NYS business plan competition as well as the Syracuse University Law Review Competition. Community service continued to be a big focus for our students, and this spirit was exemplified by the many students who participate in the Healthcare for the Homeless program started and championed by COM faculty David Lehmann.

LCME Accreditation

The COM is fully accredited by the LCME and compliant in all twelve standards. Our most recent status report was submitted in April 2021 and we have only one standard (student advising) that requires monitoring. The next status report is due in August 2022. The next full site visit is to be done during the 2027 academic year. We continue to improve our student counseling and mentoring through our Learning Communities (LCs), which are now integrated into the curriculum. The LCs were reorganized in 2021 into seven separate themes named for a well-known Upstate alumnus: Blackwell (Health Advocacy), Feldman (Global Health), Jacobsen (Wellness), Loguen-Fraser (Urban and Rural Medicine), Numann (Clinical Quality), Threutte (Ethics & Law), and Weiskotten (Medical Education). Our GQ data from the last graduating class showed improvement in most areas and gives us information to continue improving our education.

Admissions

We had a record number of applications (5,762), which represented a 32% increase from the year before and formed an incoming class of 176 medical students of which 54% are women. Underrepresented in Medicine (URiM) students represented 26% of the class, which was an increase from 23% the year before. Rural students comprise 10% and 25% are out of state. The class is one of our strongest academically with a science GPA of 3.61 and average MCAT 511. We are recruiting into 15 Upstate Accelerated Scholar (UAS) programs, which are BS+MD partnerships, with new programs created at SUNY Binghamton and the Syracuse University College of Engineering. These students are guaranteed future admission to Upstate if they fulfill certain requirements, and they do not have to take the MCAT. Future programs are being explored at the iSchool and College of Visual and Performing Arts at SU. The UAS students become integrated into the Upstate culture through summer programming that exposes them to the rigors of medical school and introduces them to current students and faculty. We continue to increase support to our post-baccalaureate programs: MedPrep, MedTech Scholars, and MPH Scholars. These pipeline programs are aimed at increasing URiM enrollment as a core part of their mission. As we increase enrollment, we are also strengthening our academic advising by adding staff and improving our knowledge of student outcomes, with appropriate interventions.

Diversity, Equity, and Inclusion

The COM has identified department diversity advocates for each of the 26 departments. The advocates are tasked with creating individualized reports and plans to increase diverse faculty and resident hiring and training. We continue to support our students through organizations and clubs such as the Student National Medical Association and Latino Student Medical Association. In January, we held the most successful Health Justice Conference yet with over 800 registrants. This student-led conference draws a wide audience each year with nationally prominent speakers and interactive sessions. We were pleased that nine of our URiM students were awarded full-ride tuition scholarships from Associated Medical Schools of New York (AMSNY). Upstate had the most students honored with 9 out of the 21 total awarded.

Curricular Renewal

We continued our curriculum redesign process this past academic year. The program has taken shape as a condensed 18-month pre-clinical portion that includes a longitudinal clinical experience that begins with the first day of school. This early clinical exposure will improve communication skills and build empathy and cultural humility. The health system sciences will also receive greater visibility and especially understanding the social determinants of health. The clinical rotations will begin six months earlier after successful completion of USMLE Step 1, which is now a pass/fail test. We will aim for greater integration of the basic and clinical sciences by reintroducing aspects of the pre-clinical curriculum during the clinical years. An enhanced fourth year with more time to pursue advanced interests in research or other interests, and the possibility of obtaining micro-credentials or a dual degree will also be included. The boldest element of the new curriculum, however, is the inclusion of a three-year option. This will be available to approximately 10-20% of the class who commit before matriculating or after the first year to an Upstate residency program. This accomplishes our

dual purpose of training more physicians who will stay in Central New York and address the burgeoning student debt so many of our students face. Students who enter this accelerated path will integrate early into their planned residency program through a unique summer course of study and team-building activities. The outline of the new Upstate COM curriculum will be submitted to the LCME in December 2021 for a possible start date of August 2023.

Undergraduate to Graduate Medical Education Transition

We had 175 graduating medical students enter the Match this year with 98% matching. We had an increase of 24 students in the graduating class compared last year, and 21% of the class is URiM, which was an increase from 13% in last year's class. Of the graduates, 43% are entering a primary care specialty with 52% staying in NYS.

Our residency programs are a highlight of the COM and its collaboration with Upstate University Hospital. Each of the 52 accredited residency programs are in good standing, and we continue to have many that receive commendation for their substantial compliance with Accreditation Council for Graduate Medical Education (ACGME) requirements. Upstate residencies were more competitive than ever with all successfully matching students and attracting 16% of our own students to stay for training. Our residents responded with great enthusiasm and flexibility during the many COVID surges this past year and allowed Upstate to take extraordinary care of the sickest patients. There were many individual examples of this spirit as our medicine and pediatric residents and fellows took primary responsibility for all COVID patients, which then required residents from other services to cover the overflow patients.

Faculty Development

The pandemic forced all our planned faculty development courses to become virtual, but this did not dampen the enthusiasm of our participants. We had 30 participants in our annual leadership development course that spanned from October 2020 through June 2021. A total of 15 sessions took place, focused on project management, quality improvement, communication skills, chairing a meeting, financial literacy, understanding leadership styles, and receiving a DiSC assessment. We continued to require all new faculty to undergo the BEST course, which introduces concepts in medical education and giving feedback to students. Other well-attended courses are the regular seminars on achieving tenure and promotion.

Faculty Accomplishments

Upstate faculty were at the forefront of the COVID pandemic response this past academic year. After the initial surge in the Spring of 2020, the "new normal" of masking and testing was aided by the development of the world's top saliva COVID test developed by COM Neuroscience faculty member Dr. Frank Middleton. This easy and rapid test allowed all 64 SUNY campuses to reopen with the security of knowing that positives could be detected quickly and accurately. The first breakthrough against the disease came in part from the efforts of Dr. Stephen Thomas who was the world-wide PI of the Pfizer-BioNTech vaccine, the first FDA approved COVID vaccine. Additional Upstate firsts included being the first sites studying the vaccine in children

under 15 and then under 5, which included the youngest vaccine recipient in the world. Other notable Upstate faculty include Dr. Alaji Bah who was named one of 22 Pew Biomedical Scholars for 2021 and Dr. Ruth Weinstock who was inaugurated as the president of the American Diabetes Association.

Leadership Transitions

New chairs named during Academic Year 2021 included Dr. Margaret Maimone (Cell Biology), Dr. Michele Lisi (Radiology), Dr. Stephen Thomas (Microbiology & Immunology), and Dr. Francesca Pignoni (Neuroscience). Current searches are active for Emergency Medicine and Family Medicine.

Alumni

Although alumni events were canceled this past year because of the pandemic, there remained significant enthusiasm throughout the year as the Alumni Foundation continued to support our students with books and supplies. An additional \$1M was raised in 2021 toward student scholarships. Although the White Coat Ceremony was cancelled for the incoming Class of 2024, this was postponed to a safer time for a large gathering.

Research

The COM continued as the primary driver of research at Upstate accounting for \$39M in total research expenditures during 2021, which represented an 11% increase over 2020 and marked a sixth consecutive year of increases. This was particularly notable as many labs were working at less than full capacity due to COVID restrictions with many faculty members needing to work remotely. Significant funding increases were seen in the Departments of Biochemistry, Microbiology, Pharmacology, Radiation Oncology, and Urology.

US News & World Report Rankings: The COM ranks #39 for Most Diverse, #88 in Research, #93-123 for Primary Care, and #104 in Public Health.

College of Medicine: Plans for the 2021-2022 Academic Year

- Upstate Cancer Center growth, particularly in clinical research, will receive more support now that we have a new interim director named. Additional clinical faculty will be recruited with an emphasis on hematology and oncology.
- The Upstate Heart and Vascular Institute will undergo further refinement in organization and funding. There will be new recruitment for cardiologists and cardiac surgeons.
- The Upstate Neurological Institute will be a focus with recruitment of additional neurologists.
- Basic science research recruiting will focus on neuroscience, vision, addiction, and cancer.
- Chair searches in Emergency Medicine and Family Medicine will start.

COLLEGE OF NURSING

Tammy Austin-Ketch, PhD, FNP, FAANP – Dean, College of Nursing

Under the leadership of Dean Tammy Austin-Ketch, the College of Nursing (CON) has continued to strive toward fulfillment of its established mission, vision and values. These steps have been possible through the actualization of priorities under the strategic plan that was collaboratively developed in 2018. In AY20-21, despite COVID, the CON had 395 students and 129 graduates. The CON continues to offer the region's only Doctor of Nursing Practice program, in addition to the area's premiere Master's level programs preparing Family, Pediatric, and Psychiatric Nurse Practitioners, as well as an upper division, fully online Bachelor of Science program.

Accreditation

A highly successful virtual onsite visit by the Commission on Collegiate Nursing Education for the Doctor of Nursing Practice in March, 2021 led to a report of no compliance concerns being noted. A full recommendation for ongoing accreditation is currently pending CCNE Board approval, anticipated in the fourth quarter of 2021. Dean Austin-Ketch was also selected as a future reviewer for CCNE accreditation visits.

Grant Activity

The Director of Nursing Science was awarded the department's first interprofessional NIH grant, "The SLEEP Study: SLEep Effects on Post stroke Rehabilitation," with a five-year funding of over \$3 million. Two interprofessional and interdisciplinary Health Services and Resources Administration (HRSA) grant proposals focused on wellness — valued at a total of nearly \$6 million over a three year period — have been submitted for consideration. The CON continues to manage three active HRSA grants, two in mental health and one in primary care. One of the mental health programs has entered a no-cost extension period, ensuring uninterrupted support to students and other CON initiatives. The CON continues to be a subawardee on a partnership with Bassett Hospital in their HRSA-funded Nurse Practitioner Residency program.

Personnel

As part of the strategic internal department organizational realignment, three new leadership roles were created and filled with experienced internal faculty: Assistant Dean of Nursing Education, Executive Assistant Dean of Administration, and Director of Nursing Science. These roles assumed a multifactorial responsibility structure that aligns the needs of the College of Nursing with current accreditation, industry, and strategic planning standards to ensure the highest quality education to students. Three new clinical faculty were successfully recruited and hired following the hiatus of COVID hiring practices. Two of the newly hired faculty assumed leadership roles, as well. One member of the faculty was promoted to the role of Associate Clinical Professor. On the professional staff, a Nursing Student Success specialist was recruited and hired specifically to support the needs of the undergraduate student population, with a focus on the support of students in our Community College pipeline and other special focus pilot programs which will recruit students starting in January, 2022.

Board Certification Rates

Following the reconstruction of the Pediatric Nurse Practitioner program in AY19-20, the program boasted a 100% pass rate on the Pediatric Nursing Certification Board (PNCB) examination. For the Family Nurse Practitioner and Family Psychiatric Mental Health Nurse Practitioner programs, pass rates continued above the national average.

Community Service

Students, faculty and staff of the CON were exceptionally active throughout the pandemic period in a variety of professional and community volunteer service activities, from testing and vaccination to working with the homeless population and conducting an annual gift drive to support local charities. Multiple members of the clinical faculty participated in peer support training.

Technology

Through the use of grant funds, a fully interactive executive conference suite was installed including interactive technology compatible with telehealth, as well as expansion of existing conference areas to enable and enhance virtual interaction for students, faculty and staff supported by CARES Act funds. Additional mobile devices and laptop computers were procured for the department, providing exceptional connectivity throughout the pandemic.

College of Nursing: Plans for the 2021-2022 Academic Year

Grants: Develop and submit two interprofessional wellness grants to HRSA with the focus of nursing, organizational and community wellness, wellbeing and resiliency.

Metrics: successful submission of proposals with strong scoring results, development of interprofessional relationships on both an internal and external basis, incorporation of wellness in strategic initiatives and curriculum. Submissions will be complete in September 2021, with scoring and outcomes shortly thereafter. If funded, wellness projects to commence in the first quarter of 2022.

Scholarship: A concerted effort will continue to be made to enhance the volume and quality of scholarly submissions from the CON.

Metrics: 15% of faculty will submit either a manuscript for review or an abstract for conference presentation during AY 21-22, representing an increase over the prior year's successfully achieved metric of 10%. A second metric is at least two clinical line faculty will be mentored to submit for dossier review for promotion to clinical associate professor, with a focus on moving faculty through promotion ranks to tenure when eligible. This represents an increase over the successful achievement of one clinical line faculty in mentorship for the previous academic year.

Accreditation: Complete activities associated with DNP site visit from prior year, prepare for future visits of Master's and Undergraduate programs.

Metrics: Successfully complete the remaining actions for the DNP program site visit in AY 20-21, with 10-year accreditation results achieved. Prepare self-study requirements to be delivered in AY 22-23 for Master's and Undergraduate programs.

Faculty and Staff Recruitment: Maintain full complement of faculty and staff positions with qualified candidates.

Metrics: Successfully recruit against any vacancies as they occur, in a timely fashion. Maintain a low level of reliance on adjunct faculty, with a shift to utilization as a complementary course supporting role instead of primary instruction.

Enrollment: Maintain enrollment in all programs, to include successful transition from a Master's to a BS-DNP model in the 2021-2022 academic year. In an effort to further expand nurse practitioner offerings, the AGNP has been reactivated and is expected to be available to prospective students by Fall, 2022.

Metrics: In all programs except the BS to DNP, increase number of successfully recruited, accepted, deposited, and matriculated applicants by 10% in the upcoming academic year. In the BS to DNP, recruit qualified applicants to successfully sustain the transition model as the Master's programs are being phased out.

COLLEGE OF HEALTH PROFESSIONS

Katherine Beissner, PT, PhD – Dean, College of Health Professions

The College of Health Professions offers educational programs leading to professional licensure/certification in a range of allied health fields and biomedical research, and two post-baccalaureate medical college preparatory programs. In 2020-21 we had 149 undergraduate and 267 graduate students enrolled in the College's 12 programs. With 43 full-time and 2 part-time core faculty, 23 adjunct faculty, and a host of clinical preceptors at our 300+ affiliates (more than 1,500 clinical sites!), students are well-supported in these educational programs.

Challenged by the COVID-19 pandemic, in 2020-21 much coursework was conducted in a hybrid manner, with clinical skills laboratory courses conducted in person, with social distancing, and the majority of "lecture" hours conducted online. Given the complexities of the academic environment, and increased teaching time required in the hybrid environment, the primary focus of the faculty was on the educational mission of the college. Student outcomes are encouraging – to date 92.4% of 2021 graduates who have taken their credentialing exam passed on their first attempt, a rate only slightly lower than pre-pandemic credentialing achievement.

Other efforts were directed by the CHP strategic plan, with priority focus in the following areas:

Increase Faculty, Staff and Student Diversity

In 2020-21 19% of the students in the CHP identified as non-White, including 23% of graduate students and 14% of undergraduates. The College enrolls predominately NYS residents (93% of students) of traditional college age (54% aged under 25 years). After a decline in 2020 we are pleased to see an upturn in applications for CHP programs for next AY, and the applicant pool is more diverse: 42.5% of applications received for 2021 were from non-White students. Efforts to attract and enroll a more racially/ethnically diverse student body include institution of a holistic admissions process, increased articulation agreements with community colleges, and expansion of online outreach to potential applicants.

While CHP faculty and staff continued to participate in monthly enrichment programming for Syracuse City School District students in the highly diverse high school "Health Professions" career track, all sessions were conducted virtually, and we look forward to in-person sessions soon. There were 6 faculty searches conducted in 2020-21, with 5 completed (2 onboarded in August 2021) and one ongoing. We were unable to recruit a racially/ethnically diverse applicant pool for any full-time position but are happy to welcome a Black/African-American coordinator of our Arts and Sciences program.

Strengthen and Expand Partnerships – CHP is dependent on external clinical partners for our students' clinical rotations, and we are experiencing increased competition for these placements. An important initiative this year was increasing placement of Physician Assistant Studies students at Syracuse Community Health Center, the local Federally Qualified Health Center. SCHC offered 12 clinical rotations in 2020-21, and has doubled opportunities for student rotations for AY 2021-22.

With 31 new Affiliation Agreements, clinical partnerships for the college grew substantially during 2020-21, and student placements at rural sites have increased. For example, in the

Medical Imaging Science BPS programs students completed rotations at 12 sites that had not been previously used by these programs.

Grow Scholarship

In 2020-21 faculty in the College of Health Professions published 25 articles in peer-reviewed journals, wrote one book and 10 book chapters, and made eight professional presentations. Notably, Respiratory Therapy students and faculty participated in collaborative research with faculty from the College of Medicine, work that will be presented at a national conference in Fall 2021. George Fulk, PT, PhD, FAPTA is co-PI with College of Nursing faculty Karen Klingman, PhD, RN on a newly awarded \$3 million NIH grant examining sleep after stroke.

Develop New and Enhance Existing Programs

The Computed Tomography program graduated its first class in the fully online program, and the Magnetic Resonance Imaging BPS has been readied for implementation in Fall 2021. The new micro-credential program in Post-acute Respiratory Care was approved for initiation in fall 2021. There are currently no known similar programs which address this area in the marketplace. Several companies which employ therapists in the post-acute setting have expressed interest in using the program to enhance employee skills and knowledge. Work continues on new degree programs, including a new Applied Behavior Analysis program, a BPS in Medical Technology, and an MS in Respiratory Therapy.

Recognizing the need for Respiratory Therapists in Western New York, Upstate began a partnership with Rochester Regional College of Health Careers to offer our Respiratory Therapy program on their campus, with the initial class enrolled for Fall 2021.

Improve Efficiency, Accountability and Transparency

A restructuring of the College's promotion and tenure guidelines has involved input from faculty and chairs, and now is in near final form. The implementation of clinical education management programs continues across CHP programs, enhancing efficiency in management of students' clinical performance data. As reported in 2020, aligned with budget constraints, work continues to evaluate technologies, efficiencies and reallocation of required resources to fully support departments as a result of staff departures and retirements.

Given the challenges of the pandemic, at the annual Fall CHP Town Hall the faculty identified an additional strategic plan objective as high priority: Increase Faculty, Staff and Student Satisfaction. Results from the 2020 Student Opinion Survey show that over 85% of CHP students rated the overall quality of education as high or very high, and are satisfied to very satisfied with their overall student experience and with the faculty's respect for students; over 90% were satisfied to very satisfied with their faculty's commitment to student success. Attempts to engage students further include dean and faculty invited presence at an online student forum in Spring 2021, and induction of the first class in the national health professions honor society - Alpha Eta. Faculty also committed to increasing the accessibility of their courses through the use of Ally, a Blackboard-embedded tool.

To address employee satisfaction, our new Director of Operations began a new practice of daily Microsoft Teams-based huddles with the administrative staff. This was instituted to be both a fun and informative opportunity to establish a team-based mindset and connection despite the distanced work environment and high workloads.

College of Health Professions: Plans for the 2021-2022 Academic Year

The strategic initiative work described above will continue into the next academic year. To assist with this work, and in planning for associate dean retirements and leadership transitions, three faculty will assume two-year Assistant Dean appointments in alignment with CHP strategic objectives.

Grow Scholarship: Hani Aiash, MD, PhD, Assistant Dean for Interprofessional Research. Dr. Aiash will work with faculty to identify common interests and establish lines of research that engage faculty from multiple programs.

Develop New Programs: Nicole DeRosa, PsyD, Assistant Dean for Micro-credential Development. Alongside developing her own program's proposed Registered Behavior Technician micro-credential Dr. DeRosa will be working with faculty across the College to identify, plan and develop micro-credentials that build important workforce skills.

Improve Faculty Satisfaction: Michelle Dolphin, PT, DPT, OCS, Assistant Dean for Faculty Engagement. Dr. Dolphin will develop a mentoring program for faculty working across departmental lines to build cohesive working relationships within the college.

Also aligned with the need to prepare for leadership transitions, Drs. Aaron Glass, Nicole DeRosa, Paul Johnson, Michelle Dolphin, and Chris Neville have been selected to participate in Upstate's Faculty Leadership Essentials for Academic Development (LEAD) program. The themes of the program include communication, networking, and relationship skills; finances; personal leadership development; and project management.

In addition to ongoing work to Increase Faculty, Staff and Student Diversity as outlined above, the CHP dean has applied for external funding to support Jump into Healthcare, a case-based summer intensive program for high school students interested in health careers.

An important capital project, renovation of Silverman Hall, has a powerful impact on CHP, particularly for the Cardiovascular Perfusion, Medical Imaging Sciences, and Respiratory Therapy programs which were based in the building. In 2021-22 the programs were relocated to temporary spaces on campus for the duration of 18-month renovation process, and work with the design and construction teams will continue throughout the next academic year.

COLLEGE OF GRADUATE STUDIES

Mark Schmitt, PhD – Dean, College of Graduate Studies

The College of Graduate Studies (CoGS) has excelled under the leadership of Dean Mark Schmitt.

It has 127 students in seven programs of study. On average, each PhD student's research is published in 3.9 papers and each study is cited by 38.6 other papers on average; predictably, these students are highly sought after for competitive positions upon graduation. The CoGS also organizes the following:

- Annual Biomedical Sciences Retreat
- Annual Beyond the Doctorate Day with the Office of Graduate Medical Education
- Annual Student Research Day
- Annual MD/PhD Alumni Distinguished Lecture
- Annual Graduate School Distinguished Alumni Talk

The CoGS matriculated 15 students into the PhD program in 2020 and four into the MD/PhD program. Numbers were down because of COVID, and we recently matriculated 21 PhD students this year, one MS student and six MD/PhD students. GRE, GPA and MCAT scores for matriculated students continue to stay high. Starting this last year we made the GREs optional for admission, following many other schools in the face of the pandemic.

After returning to the labs, research productivity has been high with record increases in Research Foundation expenditures driven by PhD students who are so important to that mission. We continued with mostly online classes in the Fall, but started to transition back to in person and hybrid classes in the Spring with vaccinations becoming available. Indeed, the college is the first at Upstate to have 100% of its students vaccinated.

Summer Undergraduate Research Fellowship

The SURF program which was cancelled last year, returned with 12 students over the summer. Students were housed in SUNY ESF dormitories and because of vaccinations the program ran smoothly without any issues. We were able to add extra students with financial support from both LeMoyne College and Long Island University.

PREP Program

The college initiated a new Postbaccalaureate Research Education Program (PREP) this summer. The goal of this year long program is to develop and prepare students from diverse backgrounds for PhD and MD/PhD programs by immersing them in biomedical research. The initial class of five students are spread across basic science and clinical departments. While participants devote most of their time to hands on bench research, approximately 25% of their time is devoted to skill development: taking courses; attending workshops and seminars; and other professional development activities.

Application Overhaul

Over the last year with the assistance of Student Affairs we completed a full overhaul of our online application system. This new system streamlines the process and provides a richer interface, no matter which platform the applicant is using. It also helps us better follow prospective students, answer questions and respond to them more quickly.

Career Development Workshops were enhanced and improved, leading to another strong series of workshops. Most workshops have been moved back to in person over the Spring 2021 semester.

NIH Grants: We had several students apply for F30 and F31 grants from the NIH. Five students – three MD/PhD and two PhD – received or continued fellowship awards in the last year.

Nanocourse: We have continued to develop a total of 26 nanocourses in the graduate school. These have become very popular with faculty and students. Each half credit course covers a new or emerging topic or technique. Indeed, several courses focusing on COVID and new techniques such as single-cell RNAseq have emerged in the last year.

3-MT Competition: The college ran a three-minute thesis competition in the Spring Semester. Fifteen students gave a less than 3-minute presentation geared towards the lay public as to what their thesis project was about. It proved to be a great event and an incredible learning event for all the participants.

Recruitment: Over the 2020-21 academic year we added three new faculty and now have a total of 108, giving us a student to faculty ratio of just under 1.2.

Student Mental Health: This has been an extremely challenging year for student mental health. We continue to promote resources available to students including: student counseling; low-cost meals; food bank; online social events. Throughout most of the pandemic we have been able keep our offices open during regular business hours to encourage student to visit when needed.

Staff Retention: Over that last year we have not had any turn over in staff, knock-on-wood. We have two staff members pursuing MS and PhD degrees in higher education which adds to the enrichment of the entire team.

College of Graduate Studies: Plans for the 2021-2022 Academic Year

- Continue adapting to the new and evolving COVID normal in educational delivery and student research.
- Continue to work on curriculum reform that was paused due to COVID.
- Continue development of the PREP program and submission of R25 mechanism to the National Institutes of Health to support the program.
- Continue to maintain staff and build a strong cohesive team.
- Continue our paper reduction efforts to move most things online and digitally.

3. RESEARCH

David Amberg, PhD – Vice President for Research

Despite the complexities of the COVID-19 pandemic, Upstate research continues to be a vibrant and growing enterprise. In fiscal year 20/21, research expenditure direct costs grew a record 11% and F&A recovery grew 10%, capping off seven years of continuous growth taking us to \$38.9M in total research expenditures. This year, 95 basic and translational research faculty and 153 clinical research faculty were awarded \$40 million in external grants, 236 grants were submitted for a total ask of \$242.2M (direct plus indirect costs) and 100 agreements were completed. Total currently awarded grant dollars total \$177.6 million, up \$3.2M from last year, which predicts continued growth in research expenditures. Research faculty published 1,011 papers.

Upstate researchers have been active and productive

- Over the last seven years, research expenditures have grown 40%.
- COVID-19 research became a strength at Upstate with four COVID surveillance projects, nine clinical trials, the development of the Clarify COVID-19 saliva PCR test, and a new antibody test to monitor durability of immunity.
- Currently we have over 561 open clinical trials — 12% growth over last year. Fifty-nine new clinical trials were opened this year.
- Dr. Frank Middleton developed the world's most sensitive saliva test for Sars-CoV2. With Quadrant Biosciences, who commercialized the test, they performed testing for the entire SUNY system to allow for re-opening of campuses.
- Dr. Stephen Thomas, Director of The Institute for Global Health and Translational Research was named the world-wide P.I. for the Pfizer COVID-19 vaccine trial.
- Dr. Alaji Bah was named Upstate's first Pew Scholar, a very prestigious honor awarded to highly creative young investigators at top biomedical Research Universities.
- Dr. Saravanan Thangamani, as Director, was able to get the new Acl1-3, Bsl1-3 Vector Biology Lab certified and operational.

A New Research Strategic Plan

It has been 10 years since the last research strategic plan was developed and so a broad and inclusive coalition of Upstate researchers and staff were engaged in 20/21 to develop a new Research Strategic Plan for the University. The process for developing the new Research Strategic plan was dubbed the Upstate Discovery Challenge as we *challenged* the faculty to *discover* the future strategic directions for the research enterprise.

Eleven working groups of approximately ten faculty and staff were charged to tackle a specific area of strength at Upstate and make recommendations for how to advance their area of expertise. One working group was focused on “Facilities, Technology, and Operations” reflecting the importance of providing appropriate levels of support to a growing research enterprise. The other working groups included:

- **Bioinformatics**

- **Cancer**
- **Clinical Research**
- **Educational Research**
- **Entrepreneurship and Industry Relations**
- **Environmental Health and Environmental Medicine**
- **Global Health, Infectious Disease and COVID-19**
- **Immunity and Autoimmunity in Disease**
- **Mechanisms of Disease**
- **Neuroscience**

Once the Working Group reports were completed, a synthesis committee reviewed them extensively to identify high priority initiatives and goals in each area and to look for initiatives that cut across all of the working group reports. This led to the identification of nine, high-priority cross-cutting initiatives:

- **Establish a research-dedicated information technology core.**
- **Develop a positive incentive strategy for research protected time for clinical faculty.**
- **Develop new core facilities in histopathology and electron microscopy.**
- **Expand the Biobanking Core in capacity and in capability to support data integration.**
- **Improve the research institutional profile.**
- **Strengthen the postdoctoral fellows program in numbers and prestige.**
- **Develop formal mentoring programs to support the success of our research faculty.**
- **Develop pipeline and development programs to diversify our research work force.**
- **Create an easily searchable and public, web-based resource of faculty expertise.**

The last stage of the process, which is being completed now, was to assemble Tiger Teams to develop staged implementation strategies for each of the cross-cutting initiatives. These teams will provide the template for yearly deliverables to move the needle in each initiative with, in some cases, a likely five-year implementation calendar.

RESEARCH ADMINISTRATION

20/21 Accomplishments of Research Administration:

- Completed a new Research Strategic Plan.
- Implemented Velos, a new clinical trial management system.
- Joined the TriNetX Consortium including adopting their natural language processing system to access data in the doctors' note in the EHR.
- Created a new three-person Clinical Trials Office under the leadership of Mary Lou Watson. This has cut dramatically the time for clinical trial agreement execution.
- Transitioned the Clinical Research Unit to using Epic, Upstate's electronic medical record system.
- Established a robust social media presence for research at Upstate as part of the strategic plan initiative to increase our research profile. See #upstateinnovate.
- Established a new and much more effective means to ask the research question, "Are you willing to be contacted to participate in a research study," at hospital and ambulatory registration sites.
- Established the first two research interest groups, one focused on microscopy and the other on biomedical informatics.
- Supported the development of the Postbaccalaureate Research and Education Program at Upstate Medical University (PREP-Up) pilot program supporting five recent college graduates from underrepresented groups to spend a year working with Upstate faculty and prepare for admission to a MD/PhD or PhD program.
- Facilitated report development and transfer of Research Foundation data regarding research activity to support the development of the COM Dean's Tableau Dashboard.
- Maintained seamless support for faculty research throughout the COVID pandemic, ensuring proposals were submitted and awards created without delays.
- Initiated a joint seminar series and joint pilot grant program with The Masonic Medical Research Institute.

Centers and Institutes

The Institute for Global Health and Translational Science

Director: Stephen Thomas, MD

Administrative Center

Staff experience and expertise grew to more than 45 employees.

- Opened a new Global Health Research Unit at the Upstate Community Hospital.
- Recruited Dr. Adam Waickman from the Walter Reed Army Institute of Research.
- Established a human immunology lab.

Center for Vector Borne Disease

- Opened a state-of-the-art vector biocontainment laboratory to study pathogens and the vectors which transmit them.
- Continued the citizen science program offering free testing and lab results for field collected tick species in NYS.

Center for Clinical Research

- A lead trial site in the Pfizer / BioNTech phase 1/2/3 covid vaccine trial enrolling over 400 volunteers.
- A lead trial site in the SAB covid monoclonal antibody first in human trial.
- Established therapeutic trials for COVID with Eli Lilly, Janssen, and Regeneron.
- Established a COVID survivor convalescent plasma program enrolling more than 350 survivors and coordinating the provision of convalescent plasma for covid patients at 6 regional hospitals.
- Completed a dengue virus type 3 human challenge trial with the DoD.
- Completed a dengue virus type 1 human challenge trial with Janssen.
- Initiated two *Staph aureus* bacteremia hospital-based studies testing new therapeutics for industry partners.
- Initiated two Lyme disease diagnostic studies for industry partners.
- Initiated two community based covid cohort studies in greater Syracuse and specifically among the international population (refugee/immigrant).
- Continued enrollment in two HIV treatment trials with industry partners.
- Initiated a respiratory illness surveillance study as part of the NIH CIVIC program.

Center for Educational Programs and Training

- Gained approval for and launched an MPH concentration in Global Health.

Center for International Research

- Initiated a dengue patient reported outcome study in Ecuador with Merck.
- Launched a remote clinical education series with Maseno University in Kenya.

Upstate Sepsis Interdisciplinary Research Center (SIRC)

Director: Robert Cooney MD; Co-Director: Juntao Luo, PhD

Sepsis and COVID-19 are life-threatening for people with chronic medical conditions (e.g. diabetes) and disproportionately impact disadvantaged populations in rural areas like Central New York. The Upstate Sepsis Interdisciplinary Research Center (SIRC) was established to address such challenges by stimulating research collaborations and mediating collaborative grant applications in translational research for sepsis and critical illness treatment. The center currently has ten active faculty members with three new faculty members who have joined in the last year. The center is multi-departmental with faculty from the Departments of Surgery, Pharmacology, Microbiology and Immunology, and Radiation Oncology. The Center's expertise includes clinical sepsis treatment, sepsis-ARDS large animal models, molecular pathophysiology, pharmaceutical science and bio-nanotechnology. SIRC members meet monthly to discuss research collaborations and Dr. Cooney has collected sepsis patient specimens and blood for research projects in the SIRC group for therapeutic development and biomarker identification. SIRC members have been awarded **four** external sepsis-related research awards in the past year: A NY FIRST (PI: Luo); a DoD DMRDP MuLTI Award (PI: Nieman), an HHS-NIH-NIAID-BAA (Sub-contract: Pawar) and a DoD PRMRP (PI: Pawar) and three additional research grants (PI: Auerbach). In addition, the SIRC group has submitted two multi-PI R01 proposals (2020, 2021 pending) and one DoD PRMRP Focus program proposal (2020 with five SIRC members), a DoD PRMRP TTD proposal (2021, pending) and a multiple PI R21 (2021, pending). An STTR grant

application is under preparation by the SIRC group (PI: Kollish) for submission in Jan. 2022 in collaboration with a biotech company (CMTx Biotech Inc.) for the development of nanotherapeutics for ARDS and Sepsis treatment.

The Center for Vision Research

Director: William Brunken, PhD

During this past year, the Department of Ophthalmology & Visual Sciences (OVS) has continued to press forward and blaze new trails in research and medicine, with several significant milestones reached. Preethi Ganapathy, MD/PhD, Assistant Professor, was awarded a five-year K08 grant from the National Eye Institute (NEI). This is the first K08 award in OVS history and the first new K08 award to any Upstate clinician since 1999. The K08 provides support and “protected time” for Dr. Ganapathy to pursue her glaucoma research. Dr. Ganapathy will study the role retinal glial cells play in neuronal degeneration. The work is relevant to not only glaucoma, but may be generalizable to other neurodegenerative diseases as well. Also in 2021, Peter Calvert PhD, Professor, pulled off a hat trick, renewing his longstanding NEI R01 as well as having a new R01 funded. Rounding out the hat trick, Dr. Calvert was awarded the very competitive and prestigious Stein Innovator Award from Research to Prevent Blindness. Dr. Calvert and his team use advanced imaging technologies to understand subcellular distribution and movement of molecules that are part of the earliest steps in vision and thereby understand the mechanisms of various forms of blinding diseases including retinitis pigmentosa. He is without a doubt a world expert in this field. With these awards, Dr. Calvert enters a very exclusive albeit informal “club” – the Million Dollar Club – of principle investigators who generate one million dollars or more of extramural support per year. The total award for these three grants is approximately \$4.5 million. OVS was awarded an Empire Innovation Program (EIP) grant to provide support for the recruitment of two faculty members with strong track records of research accomplishments. The two hires will be recruited in the areas of advanced imaging and the use of artificial intelligence (machine learning) in understanding and diagnosing retinal disease. By combining these approaches our researchers may be able to uncover the earliest step in retinal and neurologic disease. The proposal will be funded by over \$2 million coming from the State of New York, Upstate Medical University and OVS funds. The original proposal was prepared for OVS by Dr. William Brunken. Last and certainly not least, Audrey Bernstein, PhD, Associate Professor, was awarded both a new R01 grant from the NEI and for the first time ever for an OVS faculty member, a Merit Grant from the VA. Dr. Bernstein studies the dysregulation of protein degradation pathways leading to corneal scarring and a particular form of glaucoma, exfoliation glaucoma. These seemingly disparate diseases are linked by the pathways that clear tissues of proteins; and she is developing small molecule regulators of de-ubiquitinases in order to control scar formation in these ocular tissues. OVS extramural funding has increased significantly every year since 2015, more than doubling over that period to nearly \$3 million in the last fiscal year.

The Central New York Biotech Accelerator



The CNY Biotech Accelerator (CNYBAC) of Upstate Medical University has submitted a Consolidated Fund Application in the amount of \$625,000 to renew as a NYS Certified Business Incubator for another five years. This grant supports many activities such as staff support to manage client services, the Concept to Commercialization Virtual

Series held monthly, the Annual Innovation Conference (Oct. 28, 2021) and Manufacturing Workshop (September 16, 2021). This grant also supports the impactful annual Medical Device Innovation Challenge (MDIC) which has graduated 25 early stage companies to date. Additional revenue is generated through renting the CNYBAC Theater event space which has reopened at 50% capacity.

Currently, all CNYBAC licensable wet labs are occupied by nine startup companies, including Quadrant Biosciences, our sole STARTUP NY client, as well as Zetagen Therapeutics which has received FDA Breakthrough Device Designation for their technology. CNYBAC also provides virtual tenancy with access to the CNYBAC Creation Garage and use of our Stratasys 3D printer and supplies currently to 12 virtual tenants who are able to gain access to support services but are not ready for wet lab occupancy. CNYBAC is working with economic business development partner, CenterState CEO, to plan and eventually seek out funding support to expand the facility and to generate a more formal graduation process for clients.

Research Goals: Plans for the 2021-2022 Academic Year

- Successfully fill the five Empire Innovation Scholar positions: two in Alzheimer's, two in vision research, and one in addiction research.
- Complete the Tiger Team reports for implementation of research strategic plan initiatives.
- Begin the year one implementation goals for the research strategic plan cross-cutting initiatives.
- Establish the Transmissions Electron Microscope (TEM) core facility.
- Establish the neurosciences animal behavioral core.
- Implement eSample biobanking software in the Universal Biobank Core.
- Add to the capabilities and capacity of the Universal Biobank Core by adding a biobank technician and additional freezer capacity.
- Establish an externally facing platform for faculty/industry engagement.
- Develop a database of research faculty expertise.
- Establish a Research IMT core.
- Submit a NIH PREP proposal to expand our success pilot program.

4. UPSTATE UNIVERSITY HOSPITAL

Robert Corona, DO, CPE, MBA, FCAP, FASCP – *CEO, Upstate University Hospital*

The Upstate University Hospital system consists of University Hospital (Downtown), Upstate Community Hospital, Upstate Golisano Children’s Hospital, and Upstate ambulatory services. It is led by a superb team including the CEO, Dr. Robert Corona, CFO Stuart Wright, CMO Dr. Amy Tucker, CNO Nancy Page (Scott Jessie as of July 2021), CAO Nancy Daoust, CSO Susan Furtney and CIO Mark Zeman. Together, they have focused on the strategic pillars of quality, patient and employee satisfaction, technology/innovation, and sustainability/growth.

Quality of Care:

- Magnet designation achieved, becoming among 9% of hospital nationally earning this honor
- AHA Stroke Gold Plus and Honor Roll Elite Plus
- AHA Get with the Guidelines Gold Award for resuscitation
- Re-designation as ACS Level I Adult and Pediatric Trauma Center
- Awarded Excellus BCBS Blue Distinction Center designation for Bariatric Surgery
- University Hospital Transplant program achieved the Blue Distinction Center designation for the Pediatric Kidney Transplant Program; June, 2021
- Tiger Team Initiatives:
 - OR Efficiency
 - Discharge Before Noon
 - Staffing for Increased Beds
 - Cardiovascular Invasive Services
 - Cardiovascular Non-Invasive Services
 - CQI Re-Work
 - Pre-Admission Testing
 - Screening
 - Mortality
 - Sepsis
 - Substance Use Disorder
 - Neuroendovascular
 - IR
 - Faculty Office Spaces at Nappi
 - Telecommuting

Upstate Experience

- Forbes 35th Best Large Employer in the Nation
- 10th Anniversary of the successful Community General Hospital merger
- Approval for Hospital at Home project
- Remote employee work model sustained in multiple service areas that contributed to positive employee engagement through enhanced work-life balance. Ambulatory services experienced 5.3% growth over FY21 budget through remote employee work model.
- Focused on improving patient access through several initiatives, such as additional services through the MyChart patient portal (allowing for open scheduling, access to test results in real time, and allowing guest access to schedule COVID testing) and offering virtual ED visits.

Innovation / Technology

- Upstate strengthened our relationship and partnership with Microsoft Corporation, expanding use of their ChatBot framework to support additional COVID-19 protocols. From June 2020 to June 2021, our self-assessment, daily staff screening, and return to work ChatBots completed over 525,000 individual interactions using a secure, confidential framework. Upstate was able to reduce staff screeners at entry points based on the success of this initiative.
- Teletracking software and operations center now operational.
- Upstate teamed up with drone services company DroneUp and the Nuair Alliance, a nonprofit organization that tests unmanned aircraft system, and piloted a yearlong project to test the use of drones in making medical deliveries, such as unused COVID-19 tests or a patient's tissue samples. The Federal Aviation Administration issued a waiver to allow the trio's drones to fly over non-participating people and moving vehicles; this marked the first time this waiver was used for such a drone operation.
- Supported the collaboration with Quadrant Biosciences to test all students in SUNY colleges and schools across NYS by developing and implementing multiple interfaces to create patients, generate orders, results from multiple analyzers, and filing results in patient records, all of which automated a manual process and allowed thousands of tests to be processed daily.
- Upstate Medical University was awarded \$2 million from the Federal Communications Commission (FCC) to help upgrade and support its telehealth infrastructure with a focus on video consults and remote patient monitoring as part of its electronic medical record (EMR) system. The upgraded telehealth platform will be deployed across the institution connecting dozens of Upstate clinics and physical sites
- Real time location services (RTLS) model assessment and approval for integration into the Nappi Wellness Institute facility.
- UMU developed daily COVID-19 reports and dashboards to inform internal and external leaders of COVID-19 infections and exposures within our walls. Example below:
 - Centralized NYS HERDS Dashboard for COVID – Streamlined daily manual efforts to ensure timely, accurate regulatory submissions and up-to-date operational data

Sustainability and Growth:

Strategy

- Expanded reference laboratory testing and established lab directorships with Claxton-Hepburn Medical Center (August 1, 2021) and Carthage Area Hospital (anticipated Fall 2021 start).
- Upstate Community Medical (UCM) expanded and strengthened relationships in OBGYN services in 2020-2021 to increase Upstate's women's health ambulatory market share and access for patients across our region. In FY21, gynecological surgery volumes on the Upstate Community campus exceeded FY20 gynecological surgery volumes by 32%.
- UCM reduced operating expenses by \$1 million over 34 months through contract renegotiations.

- Opening of the Golisano Center for Special Needs.
- Announcement of plans to acquire property from HPC open a dual diagnosis/adolescent psychiatric unit.
- Announcement of the Upstate Cancer Center at Verona.

Finance

- **Total revenues were \$1.5 billion and exceeded plan by \$267.6M, or approximately 22.1%, despite enduring material volume losses due to the COVID pandemic and restrictions.**
- **Received \$100 million of CARES Act COVID Relief funding** out of a total \$120 million due to diligent lobbying, follow up and data submissions. These funds were absolutely essential to sustain operations and provide critical services to the populations we serve.
- Operating cash balance was \$239.6 at fiscal year-end, an increase of \$24.7 million or 12% and represented **65 days cash on hand**.
- **Hospital Admissions: Up 1,036 or 3.1%** from last year including COVID (Mar-Jun). COVID period (Mar-Jun) prior year admissions increased by 2,819 or 23% versus last year.
- **Outpatient Visits: Up 123,584 or 15.7%** from last year including COVID (Mar-Jun). COVID period (Mar-Jun) prior year visits 110,515 or 34% versus last year
- Implemented Telemedicine visits during FY21 contributing 149,000 visits during the fiscal year between phone, online and video telemedicine visits.
- **Outpatient Pharmacy achieved 82.7% growth over the previous year with revenue and contribution margins of \$81.7 and \$25.5 million, respectively.**
- **Contract pharmacy generated revenue of \$49.4 and a contribution margin of \$30 million in FY 20-21. Hospital-based 340B savings for the same period were \$47 million.**
- Completion of the 2017 DSH tool which resulted in \$165 million for Upstate
- Successfully contracted with St. Joe's for a GME affiliation agreement which will net Upstate several million dollars over the next five years.
- The UM department has started the STAR project, a project that ensures the proper level of care to elective and emergent surgeries, resulting in accurate assignment of surgical cases to the appropriate level of care. Financial impact for the year was in excess of \$5 million.
- Growth development plans of key service areas including: Nappi Wellness Institute, Cancer Center locations expansion to Community Hospital, Verona, Auburn Hospital, and acquisition of private Gyn Oncology practice. Additional growth and expansion of PM&R outpatient care at Upstate's Institute for Human Performance, and fluid transition across ambulatory clinics to telemedicine and stand-up pandemic response care.

University Hospital: Plans for 2021-2022 Academic Year / FY 2022

Continue evolution of being a Smart Hospital

To disrupt the current hospital model that is defined by walls, bed capacity and rigid staffing and replace it with a health delivery system not defined by physical barriers.

Goals

- **UCM Strategic Plan** – By June 2022, finalize a strategic plan that sets overall goals with a plan to achieve them. The strategic plan will support the continued growth and success of Upstate Medical University and be in support of the Professional Services Agreement between UCM and Upstate University Hospital.
- **Adaptive Strategic Action Plan (ASAP)** – Support the CEO with the development of ASAP to transform the future of health care at Upstate. In October 2021, facilitate six stakeholder focus groups (virtual health, digital patient experience, clinical automation, smart infrastructure, operational efficiency, redefined care delivery) and by December 2021, present findings and recommendations to hospital officers on gaps, readiness and capabilities. Work collectively with the CEO and hospital officers to define priorities and launch action plans in January 2022.
- Empower a new advanced Technologies department to innovate, identify opportunities and exploit emerging technologies, with the goal of implementing them into Upstate's healthcare system in a manner that drives increased efficiencies and outcomes.
- **Facility Master Plan** – Commit to a facility master plan allowing for SMART hospital technology implementation. ***Metric:** Facility master plan finalized by end of 2022.*
- **Telemedicine** – Establish a full suite of offerings (e.g., integrated video, patient support and ease of use, remote monitoring options and support for changing reimbursement model). ***Metric:** RFP process for integrated video completed and integrated video vendor under contract by end of 3rd quarter of 2021.*

High Reliability Organization

Focus on the development of being a high reliability organization defined by relentless pursuit of operational excellence including a laser focus on preventing failure.

Goals

- **UCM Strategic Oversight Committee** – Launch the Committee which will provide a collaborative decision-making process for the use and integration of UCM (the captive PC of Upstate University Hospital) into the Upstate Medical University health system. The Committee will work with UCM, Upstate University Hospital, and Upstate Medical University to discuss strategic matters and ensure the engagement of other stakeholders on specific recommendations for either consideration or action. The Oversight Committee will also assist senior leaders in making decisions about UCM priorities, clinical integration and allocation of resources.

- **Improve severity adjusted LOS metrics to be competitive with peers. *Metric:*** Clear, communicated, defined plan for each hospital utilization. LOS reduction by 0.5 days with a stabilization of re-admission rates at both campuses to create capacity for new volume.
- **Teletracker Implementation. *Metric:*** Operational, but not yet optimized, by end of 2021.

Patient Centricity

Goal

- **Implement EPIC MyChart Bedside in both hospitals by 4th qtr. FY22. *Metric:*** Patient satisfaction score increases for inpatient units for Hospital to 90th percentile.

Data and Knowledge

Goals

- **Establish a data management and document control process** to strengthen our data integrity and create transparency for leadership on state, federal, regulatory and accreditation reporting requirements (e.g., NYSDOH, DNV, CMS). The priority focus for the first year will be on external reporting (e.g. regulatory, accreditation, quality) and key internal reporting (e.g. census, capacity and throughput).
- **Market Research Consultative Services** – In September 2021, launch consultative services to provide strategic and analytical support to executive and senior leadership at UUH, UMU, UUMAS on local, regional and national market data (utilizing inpatient and outpatient Medicare and Commercial claims) to better inform strategic initiatives, regional growth and expansion strategies and business planning efforts. Initial focus will begin with Upstate’s key strategic priority services lines (heart and vascular, neurosciences, cancer and primary care) to develop reports to assist with their strategic expansion efforts. By January 2022, develop standard market research reports for by other key clinical services areas.
- Continually augment cyber security defenses through encryption, access control, authentication, physical security and defense in depth.
- Create an information-rich, data-driven environment that is fully transparent, accessible to all and enabled by the rapid, accurate and targeted dissemination of information throughout Upstate through the high adoption of ELUCIDATE.
- Provide the foundational elements needed to promote data-driven decision-making across all job levels, enabling individuals and groups to regularly question and investigate data to discover powerful insights that drive action, by improving our data analytics capabilities, provided data-enabled solutions to significant business challenges and implementing data governance.

Improve Quality Through Investment in our People

Goal

- Deepen our culture of quality, safety, excellence, continuous performance improvement, and innovation. ***Metric:*** Vizient 3 stars by end of 2022.

Financial Excellence

Goal

- Hard wire the value equation (value = quality/cost) in the financial decision-making process.
Metric: 6% revenue growth, 2% margin, and 60 days cash on hand.

5. FACULTY PRACTICE PLAN (UUMAS)

Luis Mejico, MD – Chair, UUMAS

Upstate University Medical Associates at Syracuse, Inc. (UUMAS) is a 501(c)3 university faculty practice corporation, which serves as the umbrella organization of the 19 clinical departmental practices – Medical Service Groups (MSGs) – within the College of Medicine (COM). All together the Faculty Practice Plan's (FPP) total revenue was \$438.6 million. The mission of the UUMAS and the MSGs is to sustain and grow the clinical and academic enterprise by maximizing clinical revenue to support faculty salaries, practice expenses and educational and research costs assumed by the clinical departments. Focus on efficient clinical operations for those practices run by the MSG or UUMAS and providing patient access is a key objective as well.

Each MSG practice includes providers of the clinical specialty and sub-specialties of the respective COM department. UUMAS includes physicians and advanced practitioners who provide patient care in coordination with academic and research responsibilities.

UUMAS leadership, supported by a central office, works closely with MSG chairs and medical directors, as well as business, practice and billing managers providing centralized services and coordination of distributed responsibilities.

Overall Statistics: 7/01/20 - 6/30/21:

Clinical receipts: \$332.7M FY 19/20: \$293.5M **Increase: 13%**

Total revenue: \$438.6M FY 19/20: \$405.3M **Increase: 8%**

Paycheck Protection Program (PPP) loans: \$18.9M; the \$2.71M forgiven as of 6/30/21 is included in total revenue above.

CARES Act Stimulus: Of the total \$9.25M received, only \$2.68M received after 6/30/21 and included in total revenue above.

Total Providers: 791 (inc 213 APPs) FY 19/20: 759 **Increase: 4%**

Total O/P Visits: 1,110,648 FY 19/20: 979,254 **Increase: 13%**

 Telemed: 200,127 FY 19/20: 70,905

 In Person: 910,521 908,349

Key Points and Accomplishments:

1. **COVID:** The practices responded to the COVID pandemic, along with the Upstate health system, offered telehealth services and then when safe, resuming in person practices and surgery. With the assistance of federal aid, the FPP did not suffer financially overall, although there were instances where physician compensation was affected, particularly in the surgical specialties. Some practices and services, e.g. Pediatrics and Emergency Medicine, took longer than others to rebuild their patient access and visits, but currently experience full utilization.
2. **Emergency Funding Agreement between UUMAS, UUH and Campus:** UUMAS was party to an agreement that enabled payment of \$9.85M to UUMAS and then to the MSGs

- involved. This included reimbursement to the MSGs for staff time who volunteered to work extra shifts for the hospital during the staffing shortage.
3. Recovery of RF Interest Income Due UUMAS/MSGs: Campus paid \$2.8M of the back interest up through 2008. UUMAS Board agreed for UUMAS to hold the money for FPP program investments as Board directed and consistent with UUMAS strategic plans.
 4. **Financial Reviews:** Office of the Dean and UUMAS collaboration in completing comprehensive financial reviews of 4 MSGs.
 5. **Funds Flow:** UUMAS played leading role in identifying project scope and bidding and choosing WhiteCap health care consultants to begin a Funds Flow initiative. UUMAS with Dean's Office is coordinating the collection and submission of financial and statistical data for Funds Flow analysis.
 6. **Clinical Growth in collaboration with and support from UH:** Continued growth of Heart and Vascular and Cancer Center Service Lines occurred with funding support from UH and Campus.
 7. **Primary Care:** The Family Medicine practice at suburban location Township 5 run by UUMAS continued to grow. 6,400 patient visits occurred during this FY with 2 physicians and 1 NP provider and including 4 months of leave for one of the physicians. An additional NP provider was hired to begin fall 2021. UUMAS presented a plan for expansion of the Family Medicine practice and received approval by UUH for institutional support to expand the practice an additional 2 providers in 2022 and another 2 in 2023. UUMAS also committed to additional support funds. Provider teams of doctor/NP are being further developed.
 8. **Township 5 Multispecialty Practice Site:** The UUMAS-run practice saw an increase in patient visits across all specialties for a total of over 36,000 encounters including radiology imaging, UH PT/OT and UUH Lab specimens. During the latter 6-month period, practices have increased the number of referral generated from 280/month to 500/month.
 9. **Quality Programs:** UUMAS continues to support groups to meet quality and regulatory program requirements. In 2020 each of the MSG scores on the CMS Merit Based Incentive Payment System (MIPS) were at Exceptional Performer range, enabling positive payment adjustments on all Medicare Part B eligible services.
 10. **Medical Malpractice and Risk Management Program:** The UUMAS Central Office further developed the administration of the Coverys Risk Retention Group medical malpractice coverage for 15 of the 18 MSGs. UUMAS Quality Officer sent out emails to all Chairs with details of claims history. Educational programs geared for providers with qualified claims have been developed and are mandatory for the provider, a policy voted on and accepted by the full UUMAS Board. Further development of the Risk Management program includes recruitment of a nurse risk manager.
 11. **FPP Policies and Guidelines:** Work continues on revising expenditure policies and including revision and expansion of a number of guidelines to assure standardized good business practices across groups. An investment policy for UUMAS/MSG available balances has been developed for review and adoption.
 12. **COM Scholarship:** A second UUMAS/UUH scholarship was awarded to a student based on diversity and interest in pursuing primary care. These scholarships include full payment of tuition, books and housing = \$260k per scholarship in aggregate over the 4 years of medical school.

13. **Compliance Program:** Planning and education was completed for the 2021 CPT changes to provider outpatient evaluation and management coding documentation. In response to the COVID pandemic, the increase and sudden transition to telehealth visits required constant surveillance of changing regulations and reimbursement policies and continuing education to providers and staff to assure appropriate maximum reimbursement and correct documentation. An external audit of surgical coding as part of the annual compliance auditing and monitoring program was also completed.
14. **MedBest Medical Management, Inc:** MedBest serves as the back office (billing, insurance enrollment, physician billing compliance departmental audits, accounting) and staff leasing employer in support of the MSGs and UUMAS, and to UUH. Current employees increased 74 to 754 (110 of which work directly for MedBest; the rest are staff leased to the MSGs, UUMAS and UH). Based on a contract with UUMAS, UUH dietitians were transitioned from Morrison to MedBest providing better benefits and future employment continuity to improve retention and recruitment. COVID responses include: forgiveness for the \$1.2M PPP loan which assured full employment for active staff; support of UH Labor Pool enabling MedBest employees to work and get paid for extra shifts needed in the hospital; the Director of Compliance worked collaboratively with UUMAS Compliance Officer providing guidance to providers and staff on telehealth issues. Work is ongoing to develop a MedBest employee tuition support benefit.
15. **Cancer Center:** Satellite development - UUMAS continues to actively work with UH on the Verona Cancer Center. The DOH Certificate of Need was approved, UH and Radiology MSG leases were executed and the design phase is nearing completion. Expected occupancy may be extended to Spring 2023 (vs. Winter 2022). The Cancer Center Co-Management Contract between UH and UUMAS with participating MSGs, was completed and signed after 5 years in development.

UUMAS: Plans for 2021-2022 Academic Year / FY 2022

- Funds flow: In collaboration with Campus and UUH, leads Funds /flow project through current consultation engagement of Phase I with recommendations of how to proceed. Focus will be on engaging the Chairs in developing the best approach for Upstate.
- Continue focus on contracting, etc. processes and structure to facilitate funding across entities within UMU, based on better coordination of analysis, goals, and execution of collaborative programs.
- Expansion of clinical services: Focus on the Family Medicine practice growth at Township 5 with recruitment of providers and transition to team-based practice. In conjunction with UH and Radiology MSG, participate in the Verona Cancer Center facility build and clinical program.

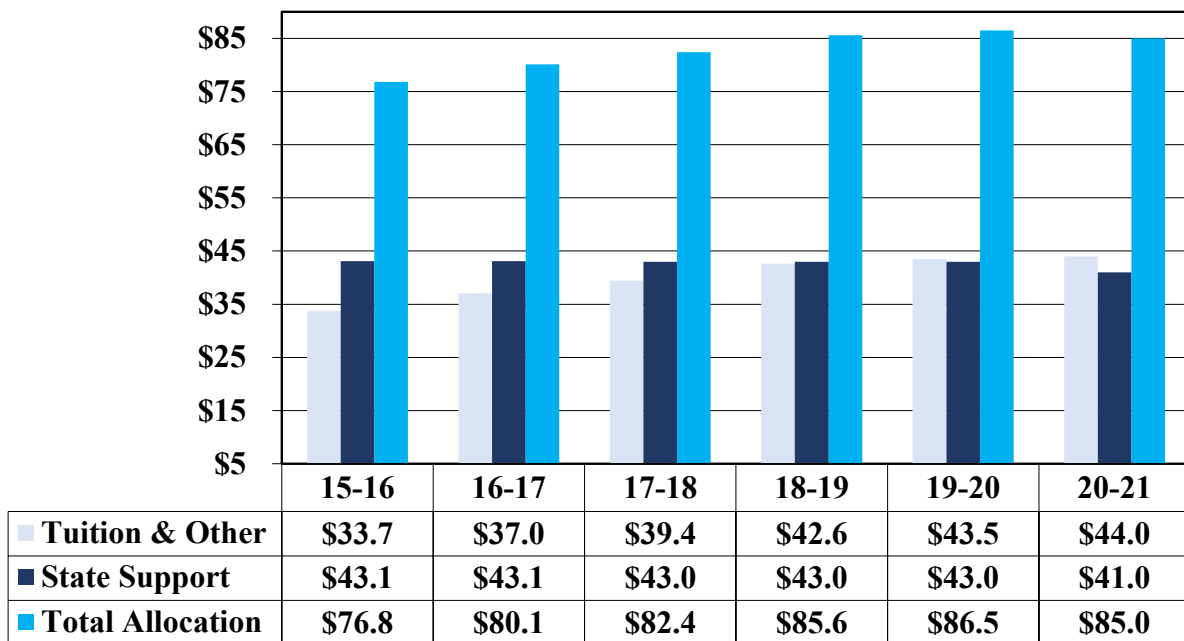
6. CAMPUS FINANCES

Eric Smith, CPA, MBA – *Senior VP for Finance and Administration*

Campus Budget: The revenues generated in support of Campus operations in 20-21 was comprised of state tuition and interest revenues generated by its four colleges (\$44M), State support (\$41M), the Research Foundation (\$39M), and the CAO Fund (Dean’s tax from the Clinical Practice Plan) (\$17M). Collectively, total revenues exceeded the budgeted financial plan for FY21 despite an expected 5% (\$2M) cut in state support. All other areas either experienced modest growth in comparison with prior year results (tuition, sponsored programs, royalty revenue, investment income, and CAO revenues).

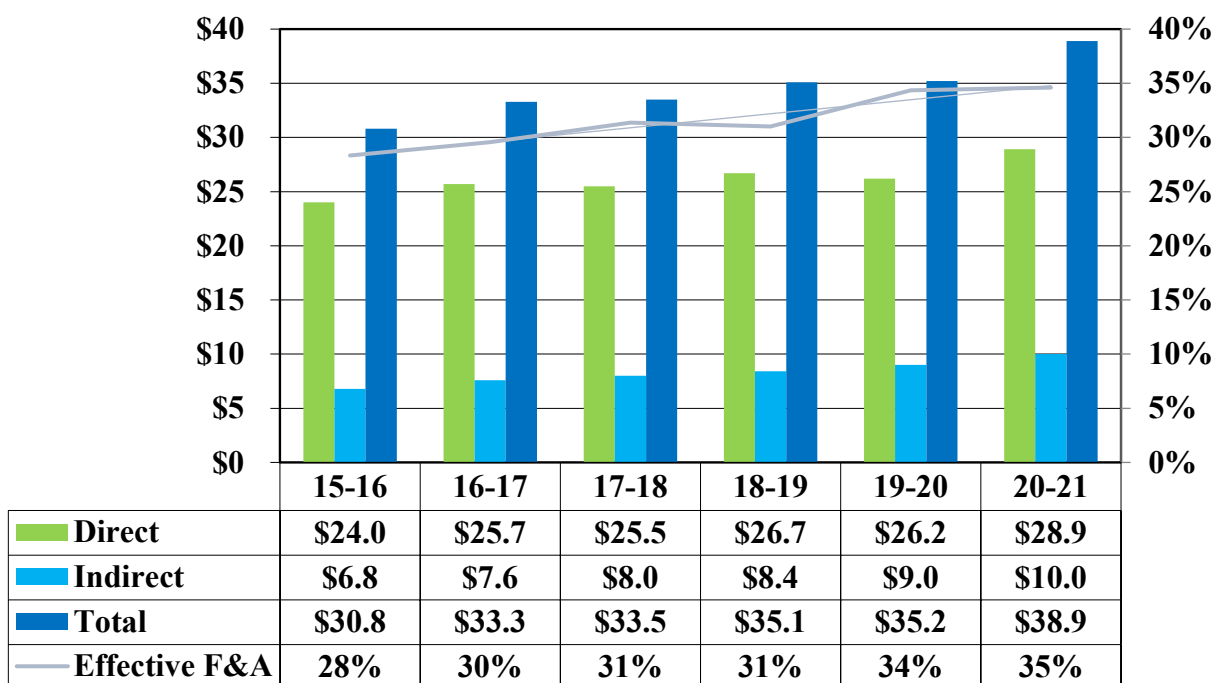
A summary of tuition revenue and state support trends in Chart 1 shows an increase of \$11M (30%) in tuition but flat state support over four of the last five years with a cut in state support in FY21:

Chart 1 – Tuition Revenue and State Support, 2016-2021 (in millions \$)



A summary of sponsored research activities in Chart 2 shows an increase of \$8M (26%) over the last five years, \$3.2M of which was an increase in the recovery of indirect expenditure reimbursement (F&A) (a 47% increase over the last 5 years), in addition to an increase in the effective F&A rate (from 28% to 35%):

Chart 2 – Sponsored Research Revenue, 2016-2021, (in millions \$)

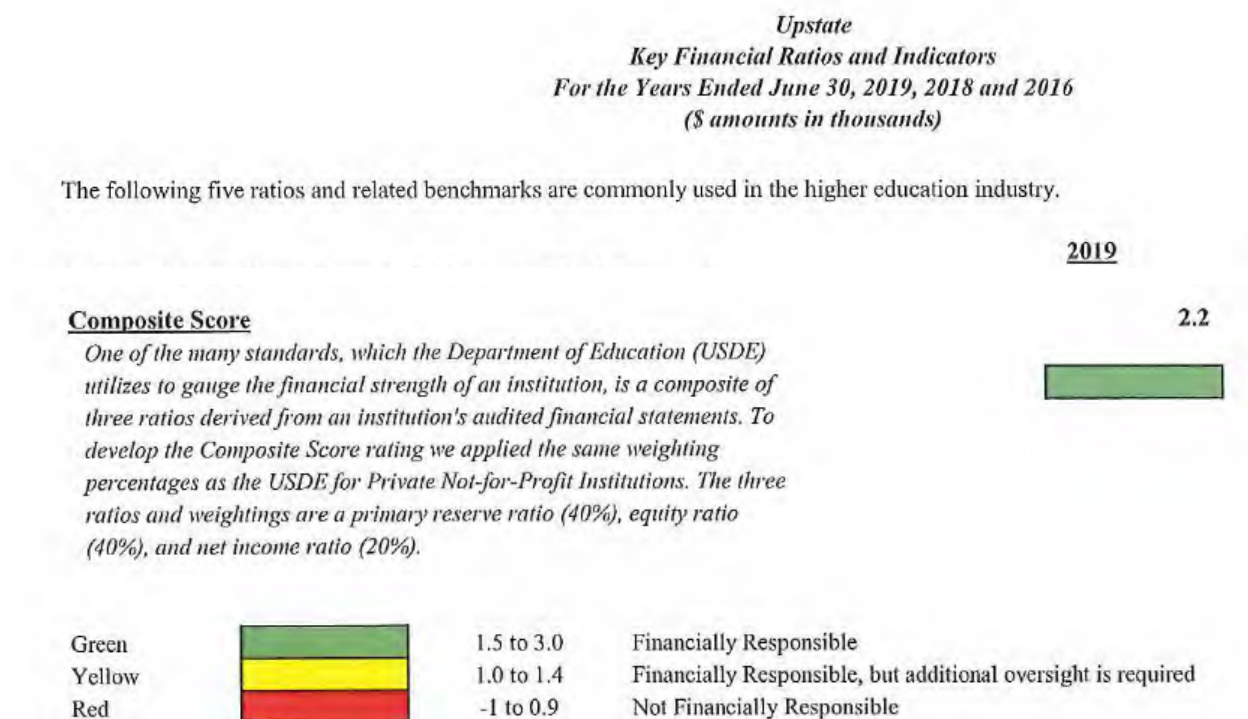


The revenue growth, combined with expense management strategies, was sufficient to fund operating cost needs while also allocating funding for strategic initiatives, including key academic/research specific recruitment needs, investments in facilities and equipment, and funding for mandatory cost increases, including state negotiated and Research Foundation salary increases. Additionally, not included in the above graph is additional income generated by Upstate through the RF in FY21, including royalty income and investment of approximately \$2M and \$6M, respectively.

In addition, one-time funds have been generated annually from a combination of attrition and disciplined budget processes which have been used to establish cash reserves for operations and to support future faculty and chair recruitment needs in a variety of areas. Furthermore, multi-year budget discipline has also resulted in increases in cash balances held in State and non-state funds producing sufficient reserves for Campus operating purposes and financial uncertainties that may occur in the future. State cash balances were at or above the 25% of operating expense targets set by SUNY throughout FYE 19-20 demonstrating a healthy financial position for Upstate.

Lastly, based on recent financial metrics provided by SUNY as of FY19 (Figure 1), the most recent information available from System, Upstate is considered to be in “Strong Financial Health” as a result of some of the improvements in financial position noted above.

Figure 1 – Financial Risk Accountability Ratings, 2019



Also, based on similar institutional monitoring reports provided by the Research Foundation for SUNY (Financial Risk Accountability Ratings Report) during FYE 21, Upstate was noted as being stable/strong financially by scoring 2.7 out of a possible 3.0, ranking 4th among all SUNY campuses. The ranking would have been in the top 2, however pending State contracts due to certain MSG’s caused delays in funding agency accounts and resulting in large temporary deficit balances and a lower scoring as a result.

Global Budgeting and Joint Investment Efforts:

Since FY2017, Upstate implemented a new global budgeting and joint investment initiative between the Campus, the Hospital, and UUMAS. The initiative was intended to improve financial discipline and business planning in order to integrate the capital / business plans and operating budgets and funds flows of the main components of Upstate, including its relationships to UUMAS, ensuring alignment with the broader strategic plan. Significant budget process improvements have been made in areas of engagement and transparency, especially around prioritization and planning of new clinical investments with UUMAS, leading to improved alignment and integration.

Other Finance Specific Accomplishments in FY20 (State, RF and Related Entities):

- Partnered with Quadrant Biosciences, SUNY, and the RF to respond to SUNY-wide COVID testing needs (pooled saliva testing) and with others in the community.
- Coordination of COVID specific funding (CAREs Act) to the Campus and purchase of COVID specific equipment for SUNY saliva testing needs.
- Successfully refinanced the Geneva Tower debt resulting in present value savings of \$5M, annual savings of ~\$250K, and less restrictive covenant compliance requirements.
- Completion of a \$3M HVAC upgrade at Geneva Tower for improved performance, reliability, and overall student satisfaction.
- Positive financial statement audit results for UMU and its related entities – UPD, FSA, Upstate Foundation, FSA, CAO Fund, Clinical Practice Plan, etc...
- Continued coordinated budget and planning efforts between UH, Campus, and UUMAS (and SUNY) in proposing and implementing a number of funds flow initiatives to settle pending clinical obligations, including funds flow redesign efforts.
- Led efforts for recruitment of VP and CHRO.
- Other Finance and Administration Accomplishments:
 - Human Resources
 - Coordinated efforts and response to various State mandates, including vaccines and religious exemptions, and many COVID-related workforce issues relating to retention and compensation.
 - Recruitment of Office of Institutional Equity leader
 - Provided support in Upstate's magnet designation through 2025
 - Accounts Payable, Contracts and Purchasing
 - E-invoicing process development within AP for tracking payment for MSG invoices
 - Payroll management of ALR and Shift Diff data with SUNY to avoid the need for data entry of transactions each pay period
 - Payroll improvements in on boarding by pre-badging hundreds of visiting students
 - University Police
 - Transition of dispatchers from contract to state employment for cost savings and improved operations.
 - Community engagement, support of COVID needs, etc...
 - Physical Plant
 - Successful management of physical environment of Hospital and Campus space to ensure the safety of patients, staff, students and visitors during COVID
 - Parking
 - Managed parking and shuttle services while adhering to COVID restrictions.
 - Planned and completed new surfaced parking lot at Loguen Crossing
 - Planning, Design and Construction
 - Start of construction of Nappi Wellness Institute, start of renovation of Silverman Hall, and completion of the Vector Biology Lab and the Center for Special Needs.
 - Maintaining active construction projects while adhering to COVID restrictions

- Environment Health and Safety
 - Support of COVID fit tests
- Environmental Services
 - Locker room refresh project in UH for EVS staff
 - Consolidation of linen operations between downtown and community campuses (previously managed by materials management for downtown).
 - Purchased UV machines for use throughout campus.
 - Q1 2021 OR scores - exceptional quality improvement

7. OFFICE OF DIVERSITY AND INCLUSION

Daryll Dykes, PhD, MD, JD – *Chief Diversity Officer*

As it relates to diversity, equity, and inclusion (DEI) issues—or collectively what we refer to as BELONGING at our university—the 2020-2021 academic year was primarily dedicated to finalizing the reorganization of the Office of Diversity and Inclusion introduced in the last president’s report, and advancing the initiatives of our newly formed, and separate but coordinated, offices of Institutional Equity (OIE) and Diversity, Equity, and Inclusion (ODEI). The activities of these offices remain a priority at SUNY Upstate Medical University and connect with policies including:

- Expanding Diversity, Equity, and Inclusion Governor’s Call to Action: A SUNY Diversity Update Report of August 15, 2018;
- The Electronic & Information Technology Accessibility Policy, unanimously adopted by SUNY Trustees on June 11, 2019, which is now in effect for all campuses;
- The “Upstate Strategic Diversity Plan, 2017-2022”; and
- The “One University Roadmap — OUR Upstate Strategic Plan.”

Collectively, these policies direct us to continually increase diversity, equity, access, and inclusion; improve our culture of trust; and improve workforce satisfaction.

Reorganization of the Office of Diversity and Inclusion (ODI)

Significant dysfunction previously recognized within ODI, including high staff turnover, unfilled positions, and a backlog of cases needing to be investigated, led to the reorganization of ODI into OIE and ODEI. OIE is responsible for overseeing all investigations of discrimination, harassment, and Title IX complaints, as well as conducting campus-wide anti-discrimination and antiharassment training. In addition to investigations and training and investigations, this office ensures compliance to SUNY policies. The remaining functions of ODI, including the Minority and Women Business Enterprise (MWBE), recruitment and retention, and affirmative action activities, as well as the ongoing assessment of the campus diversity climate, diversity programs, and community-based diversity initiatives are the province of ODEI.

Office of Institutional Equity (OIE)

At the time of the last president’s report, Upstate had coordinated with SUNY College of Environmental Science and Forestry (ESF) to utilize Dr. Malika Carter, who had been Chief Diversity Officer at ESF since August 2017, in a shared service model to lead the newly formed OIE as the Interim Institutional Equity Officer (IEO). This role, which reported directly to the Senior Vice President for Finance and Administration, has since been filled by Katherine King, J.D., as the permanent IEO. Ms. King now reports directly to the Office of the President and maintains close working relationships with the office of the general counsel and ODEI. Under Ms. King’s leadership, OIE has implemented a state-of-the-art software-based system for collecting, managing, analyzing, and reporting all allegations of protected-class discrimination, harassment, and Title IX complaints. Improved efficiencies under the new OIE structure have

resulted in the elimination of the case backlog and significant improvements in the time to resolve new cases. OIE also has implemented the following campus-wide training initiatives:

- Annual Title IX and New York State sexual harassment prevention training for all employees;
- Annual RAPID (Responsible Authority Proficiency in Incident Disclosure) training for responsible authorities as required under the Clery Act, Title IX, and campus policy; and
- SPARC (the Sexual and interpersonal violence Prevention and Response Course), an online resource to help train students in the prevention of sexual, interpersonal, and related violence, consistent with training requirements under Title IX, the Clery Act as amended by the Violence Against Women Act and, for New York State colleges and universities, and New York's Enough is Enough legislation (Education Law 129-B).

Office of Diversity, Equity, and Inclusion (ODEI)

In May 2020, Daryll C. Dykes, PhD, MD, JD, was appointed to lead ODEI in a role reporting directly to the office of the president and working closely with the SUNY Office of Diversity, Equity, and Inclusion in Albany. Dr. Dykes' appointment as Chief Diversity, Equity, and Inclusion Officer (CDEIO)—three days before the killing of George Floyd in Minneapolis—catalyzed an intensive examination of DEI issues.

Building on the work of a diversity task force reported in the last president's report, ODEI organized "Implementation and Oversight Tiger Teams" (IOTTs) comprised of students, staff members and faculty members having subject matter expertise, job responsibilities, or interests five domains of DEI (education and training; policy, bias reporting, and mitigation; recruitment and retention; patient, community, and alumni services; and diversity organization and messaging) to further prioritize the recommendations of the task force and begin the work of taking Upstate in a bold direction toward an improved culture of BELONGING at our University. In April 2021, ODEI announced strategic priorities that are closely aligned with SUNY's 25-point action plan to close racial equity gaps and eliminate cultural and institutional racial discrimination across SUNY campuses announced by Chancellor Malatras on February 25, 2021. Highlights of this effort include:

- Appointing a full-time deputy chief diversity, equity, and inclusion officer;
- Realigning key personnel doing DEI work across various departments and colleges within the university to a more efficient, equitable, and accountable centralized structure within ODEI;
- Increasing the enrollment of students traditionally underrepresented in medicine (URiM) to unprecedented levels (for example, URiM enrollment increased in our College of Medicine from a low of 11% in 2019 to 26% in the class entering this year);
- Developing a modular evidence-based curriculum for ongoing delivery of DEI training for faculty, staff, and students;
- Launching of a multifaceted BELONGING campaign to promote DEI, including the redesign of physical and virtual spaces, and enhanced cultural programs; and

- Leading efforts with public health officials to mitigate disparities in COVID-19 infection, treatment, testing, and vaccination within our institution and in the Central New York community.

Office of Diversity and Inclusion: Plans for the 2021-2022 Academic Year

In the coming year, ODEI will further advance these programs and will focus substantial efforts on two priorities identified by our diversity task force and Implementation and Oversight Tiger Teams: workforce development and pipeline programs.

- To promote workforce development, Upstate has aligned with community partners to provide comprehensive job readiness, employment, and career development programs for Central New Yorkers from low income and underrepresented minority communities. Participants will be employed across the spectrum of Upstate's administrative, clerical, service, technical, and STEM/healthcare opportunities, and through mentoring and links to educational resources, will move from poverty to independence and economic empowerment.
- Upstate will expand existing STEM pipeline programs and create new STEM pipeline programs to expose, recruit, and retain low-income and underrepresented minority community members. In collaboration with local grade schools, high schools, and community organizations, as well as local and remote higher-educational institutions, we will provide shadowing, mentoring, and academic success programs to introduce students to high-demand and rewarding careers in healthcare and related STEM fields.

8. OFFICE OF EXTERNAL RELATIONS

Linda Veit, MPH – *Interim Chief of Staff & Assistant VP of Community Relations*

External Relations continues to be led by Linda Veit and encompasses Community Relations (Linda Veit), Government Relations (Jonathan Archey), and Public and Media Relations (Darryl Geddes).

Being a forward, public-facing department under the President's Office, External Relations continues to align Upstate's mission with the larger outside community, engaging the public in health programming and overseeing strategic communication and marketing, coordinating events, and strengthening state and federal government relations for the University system.

Activities and progress in the last year for each functional include the following:

COMMUNITY RELATIONS

Linda Veit, MPH – *Interim Chief of Staff & Assistant VP of Community Relations*

Despite the pandemic, Community Relations and engagement activities continued with many programs moving to a virtual format.

We continued to focus on the underserved populations for many health programming areas for disease prevention and health screenings to address health disparities. Our COVID education for the community, including the emphasis on vaccines, was broadly disseminated in many virtual and in person education sessions by requesting outside community partners and agencies, as well as through our Project ECHO platform for healthcare providers in the community. Project ECHO (Extension for Community Healthcare Outcomes) is a teleconferencing, case based, all teach, all learn platform for primary care providers to increase knowledge and expand treatment and management skills, and ultimately provide referrals to Upstate for specialty care. 64 total Echo sessions with over 2,000 participants included topics such as pediatrics, toxicology, emergency medicine, neurosurgery, and burns. This year there were also, as needed, ECHO clinics focusing on COVID-19 epidemiology and vaccinations.

To provide content directly to our healthcare consumers we use our Marketing & University Communications HealthLink programs, where community members sign up for various health information sessions led by our experts. This year, HealthLink has transitioned to a virtual platform using Zoom as well as Facebook Live sessions allowing participants to access information important to their health in a safe way during the pandemic. Most recently we have launched a HealthLink resource channel specific to diabetes education for school nurses that will eventually be available to anyone who seeks more information about diabetes — a "one-click" location for multiple aspects of managing diabetes. We plan to expand this format in 2022 for other clinical area using our Upstate experts. Our Upstate Oasis program continues with both in-person classes as well as online classes in the arts, humanities, fitness and technology to keep those age 50+ active, engaged and aging well in our community. Additionally, we provide consumer health content through house publications *Upstate Health* and *Upstate Cancer Care*, as well as a radio show and podcast.

An additional focus this year was to attract underrepresented students into our colleges leading to meaningful careers in healthcare. Attracting students beginning in middle school through

high school, and mentoring them, began this summer through virtual presentations with community youth groups by Community Relations staff, while working with Student Admissions.

Throughout the last year, Upstate also maintained a corporate social responsibly presence through our “Team Upstate” where our employees and students give their time and talents to support causes where they work and live. Team Upstate was able to provide many volunteers to help the Rescue Mission Emergency Youth Shelter with clean-up days, painting and gardening. In June of 2020, Team Upstate raised nearly \$9,000 dollars for the Food Bank of CNY.

Raising over \$592,000 for the United Way/State Employees Federated Appeal campaign, referred to as the Community Giving Campaign, we were able to provide support for hundreds of local non-profits in our local community and beyond, to help with issues of poverty, addiction, homelessness and food insecurity. Over 30% of these funds raised also go back to Upstate into our own Upstate Foundation that provides funding for many programmatic needs at Upstate.

Upstate also received many awards during the last year that are detailed out in the Appendix, bringing local, regional, national recognition to Upstate Medical University.

Community Relations: Plans for the 2021-2022 Academic Year

- Listening to our community needs and assisting them with health programming and access to Upstate with a strong focus on the underserved in our area.
- Providing educational platforms for in person or virtual for continuous community engagement.
- Creating new academic pipeline programs to allow a greater diverse student body into our many health education programs.
- Fostering a spirt of teamwork through social responsibility and community support.

GOVERNMENT RELATIONS

Jonathan Archey, MA – *Assistant Vice President of Government Relations*

NY State

In concert with SUNY Administration, the Healthcare Association of New York State (HANYS), Downstate, Stony Brook and other partners, we:

- Prevented a proposed 1% cut to Medicaid reimbursement rates for health care services.
- Secured in the state budget the full state match funding for offsetting SUNY hospitals' costs of providing care to the indigent and uninsured (DSH program). Impact: About **\$150M** to reimburse such care provided at Upstate.
- Secured capital support for Upstate. Impact: **\$50M** in spending authority.
- Secured critical maintenance of Upstate facilities. Impact: About **\$4M** for Upstate.
- Supported enactment of legislation to ensure statewide opioid settlement funds are used toward substance use disorder prevention, treatment and recovery programs.
- Helped enact legislation requiring each NYS hospital to develop a clinical staffing committee tasked with building safe staffing plans, similar to the process Upstate has successfully embraced for several years.
- Delayed until at least April 2023, the implementation of a provision enacted in the 2020 NYS Budget to transition the Medicaid retail pharmacy benefit from managed care to fee-for-service (a shift which would drastically reduce cost savings Upstate and other hospitals realize from the federal 340B Drug Pricing Program).
- Protected the Empire Clinical Research Investigator Program (ECRIP) from elimination and the Diversity in Medicine Program from drastic funding reductions.

US Federal

In concert with hospital, research and higher education advocates nationwide, we:

- Successfully lobbied Congress for various COVID relief legislative packages, and for HHS to distribute COVID Provider Relief Funds in multiple tranches to hospitals. To date, Upstate has received more than **\$120M** in Provider Relief Funding.
- Repealed cuts to the Medicaid Disproportionate Share Hospital (DSH) program scheduled to take effect in FFY2021, preserving **\$56M** in DSH reimbursement for Upstate.
- Secured a long-overdue increase in the number of Medicare-supported Graduate Medical Education slots nationwide.
- Secured an FAA waiver to allow the Air Upstate program to develop and begin testing medical drone technology, with initial flights occurring in January 2021.

Government Relations: Priorities for the 2021-2022 Academic Year

NY State:

- Secure state funding of benefits for all Upstate employees, in parity and fairness with SUNY's 61 non-academic medical center institutions.
- Codify reforms to allow Upstate to respond to crises with comparable flexibility.
- Secure state budget line-item and grant funding for Upstate's various strategic clinical, research, and academic priorities (e.g., overhauling and expanding Emergency Department and surgical capabilities to meet skyrocketing demand, preserving the Diversity in Medicine program, etc.).
- Defeat proposed policies that would catastrophically increase Upstate's costs, decrease its reimbursement, or otherwise disadvantage its relative to other institutions and entities.

US Federal:

- Maintain/increase funding for training, reimbursement, opportunities, and support services for physicians, nurses, biomedical researchers/faculty/students, and other health professionals.
- Secure maximum federal reimbursement for health care providers' and academic institutions' losses incurred due to COVID-19.
- Earn federal funding for Upstate's strategic public health initiatives, includes those related to anticipating, identifying, and preparing for addressing emerging health threats regionally.

CNY Local/Regional:

- Support public health, employment, access, and economic development initiatives in coordination with local officials and stakeholders.

Perennial Priorities:

- Continue building and maintaining strong, pro-active relationships with government officials and staff.
- Continue cultivating ongoing advocacy partnerships with our fellow SUNY entities, trade and professional societies, and coalitions.

MEDIA AND PUBLIC RELATIONS

Darryl Geddes – *Assistant Vice President for Public and Media Relations*

Upstate Medical University continues to work with media and social media outlets and other communication methods to help tell its story to the wider community. Below are some of the stories that attracted media attention and helped build awareness and support for the university. In total, they tell the story of an engaged institution on the forefront of research, teaching and patient care with a prominent faculty eager to share its expertise with the broader community. Upstate's work on COVID-19 continues to dominate publicity. (The word COVID is at the beginning of each entry that relates to COVID activities.)

Upstate's virtual food drive provides support for 26,000 meals

Upstate raised \$8,727.78 during its two-week virtual food drive for the Food Bank of Central New York. The virtual food drive was one way for Upstate to give back to the community that had provided so many donations to the hospital workers on the frontline of the COVID-19 pandemic.

Research sheds new light on HIV replication process

When activated, CD4 T cells lead the body's immune system in fighting off infection. But not so with HIV, the virus that causes AIDS. HIV overtakes these activated CD4 T cells, disarming their ability to fight the invading infection. What's puzzling for scientists is why HIV prefers to replicate in these active CD4 T cells and not in resting CD4 T cells. This puzzlement has just been solved. In a paper in *Cell Reports*, Harry Taylor, PhD, assistant professor of microbiology and immunology, offers this finding: "We have now discovered that only activated CD4 T cells have the required resources to fuel the intracellular steps necessary to support HIV replication factory lines at full throttle," he said.

Professor publishes paper on formula for safer dosing of meds after kidney transplants

An Upstate professor who specializes in organ transplants has published a paper about a new formula to help dose anti-rejection medications that could curb major complications after surgery. Upstate Professor Oleh Pankewycz, MD, together with a team of transplant surgeons, nurse coordinators, students and researchers from the Department of Public Health and Preventive Medicine published a paper in April in the journal *Clinical Transplantation*.

COVID: More than 200 iPads installed around campus make virtual visitations possible

More than 200 iPads installed around Upstate University Hospital and its Community Hospital have helped patients and families stay connected during the COVID pandemic. But the devices also have been used by the medical staff as a safe way to check in with patients from outside the patient's room, thereby conserving the hospital's supply of personal protective equipment or PPE. The iPads were purchased through donations to the Upstate Foundation's Virtual Visitation Fund for Patients, with the largest gift—\$50,000—coming from Cisco.

COVID: Faculty publish work on technology to treat severe sepsis that could be used for COVID patients

A team of Upstate researchers recently published a paper in a prominent scientific journal about a new type of sepsis treatment that could bolster survival rates and be used to treat severe cases of COVID-19. The team was led by Juntao Luo, PhD, an associate professor of pharmacology who has been studying this new therapy to neutralize severe inflammation during sepsis for the last three years.

Breast surgeons use wire-free technology to locate tumors and lesions, improving patient experience

Upstate breast cancer surgeons have started using a new technology that will make locating and removing tumors and lesions easier and more precise. The technology is called Savi Scout and Upstate is using it to replace, in most cases, the existing wire localization technology that many women need before the removal of a lesion or tumor. The new technology involves inserting a tiny sensor called a reflector into a non-palpable lesion – a type of tumor or abnormality in the breast that can't be felt from the outside. The reflector is about the size of a grain of rice and uses safe, non-radioactive radar waves to signal where it is located.

COVID: Team study reveals social distancing helped slow the spread of coronavirus in CNY

A team from Upstate's Department of Public Health and Preventive Medicine has published a paper about a study showing how local social distancing slowed the spread of COVID-19 early in the pandemic. The study used mobile phone tracking data from a company called Unacast to assess the relationship between people's movements and the spread of the disease across eight Central New York counties. The paper, ["Social Distancing Metrics and Estimates of SARS-CoV-2 Transmission Rates,"](#) was published July 21 in the Journal of Public Health Management & Practice.

COVID: Upstate seeks participants for clinical trial of COVID-19 vaccine

Upstate Medical University is seeking individuals to participate in a clinical trial evaluating the safety and performance of a potential vaccine against COVID-19. Upstate is part of a national multi-center study to assess a potential vaccine. Currently there are no vaccines available to prevent COVID-19 and the virus has spread across the world. The World Health Organization declared the virus a pandemic in March.

COVID: Upstate begins COVID-19 antibody clinical trial

Upstate has launched a new clinical trial of an antibody that could be used in the fight against COVID-19. The Institute for Global Health and Translational Science is seeking healthy individuals to participate in this clinical trial to assess how the body reacts to an antibody created by SAB Biotherapeutics. Upstate is one of two sites nationwide testing the antibody.

Upstate researcher awarded \$2.7 million in grants to research eye scarring, glaucoma

Audrey Bernstein, PhD, has been awarded two new grants, a \$1.7 million award from the National Eye Institute (NEI) and a VA Merit Award grant with \$1 million direct to her lab and other support for the VA vision community. The NEI award supports Bernstein's research into "an intracellular disorder within the eye that can lead to a severe form of glaucoma," she explained, and the VA award "extends [her] work on a patented therapeutic to prevent scarring in the eye."

State OKs program to detect COVID-19 spread with pooled surveillance testing developed by Upstate

On August 14, 2020 Governor Andrew M. Cuomo announced a series of new initiatives related to COVID-19 testing that will improve New York state's ability to detect and control the virus in communities across the state. The Governor announced the launch of a pilot program to detect the presence of COVID-19 in wastewater, designed to establish an early indicator system to forecast virus spread in communities. \$500,000 will support expanding initial wastewater sampling undertaken in Onondaga County and start sample collection in three additional communities, Albany, Newburgh and Buffalo.

COVID: SUNY Chancellor, Upstate Interim President announce state Health Department approval of Upstate's saliva diagnostic test to quickly identify positive COVID cases

On September 1, 2020 SUNY Chancellor Jim Malatras and Upstate Medical Interim President Mantosh Dewan, MD announced today that the New York State Department of Health approved the SUNY medical university's saliva diagnostic test to quickly identify positive COVID cases on SUNY campuses. The new technology by SUNY Upstate will be used in conjunction with its pooled surveillance testing of 10-25 students at one time, which was announced by Governor Andrew Cuomo earlier this month. This cost-effective and rapid screening can analyze more than 15,000 samples per day at SUNY Upstate's Neuroscience Research Building, in collaboration with Quadrant Biosciences-a company supported by the state with key tax incentives.

FDA approves emergency use authorization for diagnostic saliva COVID-19 test developed by Upstate and Quadrant Biosciences

A saliva-based diagnostic test developed by researchers at SUNY Upstate Medical University and Quadrant Biosciences to detect whether an individual is infected with COVID-19 has been granted emergency use authorization by the U.S. Food and Drug Administration.

Upstate first hospital in CNY to use brain robot for minimally invasive brain surgery

Upstate has started using a new robot technology to perform minimally invasive brain surgery that offers a higher level of accuracy and in many cases reduces procedure time by several

hours. The ROSA Brain robot is a surgical navigation and positioning system that allows surgeons at Upstate to perform procedures more accurately, with fewer complications and sometimes in half the time as before. The ROSA Brain robot has so far been used at Upstate for a pediatric laser ablation and for a procedure to treat epilepsy in an adult. ROSA stands for robotic surgical assistant.

Upstate announces new mental health program for adolescents

Upstate has opened the new Upstate Adolescent Intensive Outpatient Program, designed to treat adolescents age 13 to 18 with psychiatric disorders and behavioral difficulties that interfere with their ability to function at home, school, or in their communities.

NIH awards Upstate professor's lupus clinical trial \$7.2 million grant

An Upstate professor is the principal investigator on a lupus drug clinical trial that has been awarded a \$7.2 million grant from the National Institutes of Health. Upstate Division Chief of Rheumatology Andras Perl, MD, PhD, is leading the study, which is based at Upstate and involves 20 lupus centers from academic institutions around the United States including Cedars-Sinai Medical Center and the University of Rochester. This is the first NIH-supported multi-center clinical trial led by an Upstate professor.

COVID: Upstate's Dr. Stephen Thomas is tapped as lead principal investigator for Pfizer/BioNTech global phase 3 COVID-19 vaccine trial

On November 10, 2020 Gov. Cuomo announced Upstate's Stephen Thomas, MD, was appointed the lead principal investigator for the world-wide Pfizer/BioNTech vaccine trial, which is showing a more than 90 percent efficacy in preventing COVID-19. Upstate serves as one of the global phase three vaccine trial locations.

Pandemic heightens need for medical technologists; Upstate grad shares why she loves her job on the front lines

Kristyn Zaremba was studying nursing when she made an important discovery – she wasn't comfortable with the level of patient contact she would have in her future career. But the Watertown native knew she wanted to remain in the medical field so she sought advice on a different but similar career option. She discovered Upstate's Medical Technology program and two years after graduating, Zaremba is in a job she loves doing work on the front lines of the COVID-19 pandemic.

Dr. Ruth Weinstock elected to one of four key national principal posts at ADA

SUNY Distinguished Service Professor Ruth S. Weinstock, MD, PhD, one of the nation's leading physician-scientists in the area of diabetes, who serves as division chief of Endocrinology, Diabetes and Metabolism at SUNY Upstate Medical University, was elected President of Medicine and Science for the American Diabetes Association.

COVID: Upstate seeks participants from 12 to 15 years of age for Pfizer/BioNTech COVID-19 clinical trial

Upstate is now seeking individuals from ages 12 to 15 to participate in the Pfizer/BioNTech clinical trial evaluating the safety and performance of a potential vaccine against COVID-19. Upstate had been conducting the Pfizer/BioNTech trial since late July for individuals 18 to 85. More than 300 individuals have been enrolled in the trial.

COVID: Upstate's Stephen J. Thomas, MD, is part of public hearing Thursday as FDA considers Emergency Use Authorization for COVID-19 vaccine

Upstate's chief of infectious disease, Stephen J. Thomas, MD, will participate at a public hearing Thursday as the Food and Drug Administration (FDA) considers whether to issue an Emergency Use Authorization (EUA) for the Pfizer-BioNTech COVID-19 vaccine. Thomas is the [coordinating principal investigator for the world-wide Pfizer/BioNTech vaccine trial](#), which is showing more than 94 percent efficacy in preventing COVID-19. Upstate serves as one of the global phase three vaccine trial locations.

COVID: SUNY, Upstate Medical and Albany airport announce COVID-19 testing partnership

SUNY Chancellor Jim Malatras announced with Upstate Medical President Mantosh Dewan, M.D. and Albany International Airport CEO Philip Calderone a COVID-19 partnership to test airport employees and travelers.

Upstate delivers region's first COVID-19 vaccine

Kenzo B. Mukendi, a member of Upstate University Hospital's Environmental Services team, become the first person in Central New York to receive the Pfizer/BioNTech COVID-19 vaccine. Mukendi, who cleans patient rooms on Upstate's COVID units, received the vaccine Dec. 15, hours after it arrived at Upstate.

COVID: Stephen J. Thomas, MD, co-authors paper published in New England Journal of Medicine about Pfizer's COVID-19 vaccine

Upstate's Stephen J. Thomas, MD, is co-author of a paper published today in the New England Journal of Medicine about the effectiveness of the COVID-19 vaccine developed by Pfizer/BioNTech. Thomas is the coordinating principal investigator for the world-wide Pfizer/BioNTech vaccine trial. The paper, ["Safety and Efficacy of the BNT162b2 mRNA Covid-19 Vaccine,"](#) is authored by 12 doctors and medical experts from around the world. The New England Journal of Medicine is among the most prestigious peer-reviewed medical journals in the world. Thomas said the study's publication is an important step to ensure transparent and objective review of the vaccine's performance.

COVID: Upstate tapped as one of 10 Regional Vaccination Hubs to distribute COVID-19 vaccine to area residents

Upstate Medical University has been chosen as one of 10 Regional Vaccination Hubs to facilitate and distribute the COVID-19 vaccine to residents of New York state. Upstate is the designated hub coordinator for Central New York and will work with 10 partner hospitals, Onondaga County, the City of Syracuse, nursing homes and other local facilities on creating a distribution plan. The CNY regional hub includes hospitals in Madison, Oswego, Cortland, Cayuga and Onondaga counties.

It's bird. It's a plane. It's a drone.

It's a bird. It's a plane. It's a drone carrying a COVID-19 test kit that made a successful test flight from Upstate's helipad to the Central New York Biotech Accelerator four blocks away. The Upstate flight was the first of its kind carried out by the DroneUp team to operate with a Federal Aviation Administration (FAA) Section 107.39 Operation Over People Waiver, allowing flight over non-participating persons and moving vehicles to support the drone delivery of COVID-19 test kits anywhere in the United States.

Upstate achieves top nursing honor: Magnet designation from the American Nurses Credentialing Center

Upstate University Hospital has achieved Magnet designation from the American Nurses Credentialing Center (ANCC)—it is the highest and the most prestigious distinction a healthcare organization can receive for nursing excellence and patient care.

Researcher lands grant to study how to treat water on the brain with medication as alternative

An Upstate doctor and researcher has been awarded a Department of Defense grant to continue testing if a dangerous brain condition can be treated through medication rather than surgery. Satish Krishnamurthy, MD, is a professor of neurosurgery at Upstate and has been treating and studying hydrocephalus, or water on the brain, his entire career. Hydrocephalus commonly occurs after a brain injury sustained by those in the military, and in children who are born prematurely. Having hydrocephalus significantly increases physical and cognitive disability.

Professor lands \$1.1 million NIH grant to study tumor cell growth related to metastatic cancer

An Upstate assistant professor and researcher has been awarded a \$1.1 million, four-year National Institutes of Health grant to study what makes tumor cells grow and spread throughout the body. Dimitra Bourboulia, PhD, assistant professor of urology and biochemistry and molecular biology, is principal investigator of the awarded project, "[Regulation of the Extracellular Hsp90 Chaperone Machinery](#)." Bourboulia has been investigating for more than a decade the regulation and function of secreted proteolytic enzymes (MMPs), predominantly in tumors that invade through the surrounding tissue. Her latest NIH grant will fund how multiple

regulators (activators and inhibitors) interact and signal outside the cell to tweak the activity of MMPs.

Upstate Medical University named to Forbes Best Large Employers List

Upstate has been named to [Forbes' Best Large Employers 2021 List](#). Upstate is ranked No. 35 on the list overall, above others in the education industry category including Cornell, Harvard and Johns Hopkins universities. 25 colleges and universities are on this year's list, which includes more than two dozen industry sectors such as construction, engineering, manufacturing and more.

Upstate opens new Vector Biocontainment Lab to propel research on coronavirus and other infectious diseases

Upstate has opened a new [Vector Biocontainment Laboratory](#), a first-of-its-kind facility to open and operate at Upstate. The new VBL facility will allow Upstate to conduct more extensive research on infectious diseases such as coronavirus, Lyme disease, West Nile encephalitis, Zika and more. The new lab is a BSL-3, which means it has an advanced biosafety level as dictated by the Centers for Disease Control and Prevention that includes safety precautions for research on potentially dangerous diseases and their carriers.

Upstate vision researcher lands \$2.6 million NIH grant and prestigious national innovation award

An Upstate Medical University researcher and professor has been awarded a five-year \$2.6 million grant from the National Institutes of Health for his work studying diseases that cause blindness. Peter Calvert, PhD, is a professor in the department of Ophthalmology and Visual Sciences. He's been studying retinal degeneration at Upstate for 15 years. His latest grant from NIH is his third iteration of a grant funding this aspect of his research, which he says has made "steady progress," since it began in 2007.

COVID: Upstate one of four sites worldwide to enroll young children in Pfizer covid vaccine trial

Upstate will be one of the first sites in the world to enroll children under 5 years of age in the Pfizer Covid-19 vaccine trial when the study began April 5. Joseph Domachowske, MD, professor of Pediatrics and of Microbiology and Immunology at Upstate, is the principal investigator. "We know that infection with the coronavirus SARS-CoV-2 occurs across all age groups. When children become infected, some certainly progress to severe illness, while many others develop mild disease or have no symptoms at all. While infected, children can transmit infection to their friends, family members, and close contacts at school," he said.

Researcher lands five-year NIH grant for \$2.2 million to study chaperone proteins linked to cancer

An Upstate researcher and professor has received a five-year \$2.2 million grant from the National Institutes of Health to study the chaperone code, which plays an important role in cancer and neurodegenerative diseases. Mehdi Mollapour, PhD, vice chair for translational research for the Department of Urology, received a highly prestigious Maximizing Investigators' Research Award (MIRA or R35) award from the National Institute of General Medical Sciences (NIGMS), which is part of NIH. The \$2.2 million, five-year MIRA/R35 grant focuses on decrypting the chaperone code. Mollapour, a professor of urology, biochemistry and molecular biology, has studied the chaperone code for nearly 20 years.

Upstate participating in clinical trial to test blood pressure medication to treat symptoms of Alzheimer's

Upstate is seeking patients with moderate to severe Alzheimer's disease to participate in a new clinical trial to test how a well-established blood pressure medication may help some patients. The joint study is called PEACE-AD, which stands for Prazosin for Disruptive Agitation in Alzheimer's Disease. Prazosin has been used for several decades to treat high blood pressure, but may be able to help Alzheimer's patients who have disruptive behavior due to the disease.

Upstate opens Golisano Center for Special Needs

Upstate has opened the Golisano Center for Special Needs, designed to streamline autism care for children in the region. The center provides comprehensive, coordinated and scientifically-based medical and behavioral care for children and adolescents with many types of intellectual and developmental disabilities.

Upstate researchers land \$3 million NIH grant to study connection between sleep and stroke

Two Upstate professors and researchers have received a \$3 million grant to study how sleep disorders and stroke affect one another. College of Nursing Associate Professor Karen Klingman, PhD, RN, and Physical Therapy Professor George Fulk, PT, PhD, FAPTA have been studying the links between sleep disorders and stroke for many years. They were awarded a \$3 million National Institutes of Health grant in the fall and started enrolling participants in their study this spring. It is the first Research Project (R01) grant – the NIH's original and historically oldest grant – for both The College of Nursing and The College of Health Professions.

COVID: Upstate doctor published in New England Journal of Medicine on safety and efficacy of COVID-19 vaccine for adolescents 12 to 15

Upstate infectious disease physician-scientist Stephen J. Thomas, MD, is a co-author of a new article in the New England Journal of Medicine describing the safety and efficacy of the Pfizer/BioNTech COVID-19 vaccine in adolescents ages 12 to 15. Thomas is the coordinating principal investigator for the late-stage Pfizer/BioNTech global vaccine trial and the principal investigator at Upstate, which enrolled 12- to 15-year-olds in the study.

Upstate faculty member named as a Pew Scholar in Biomedical Sciences

Alaji Bah, PhD, assistant professor in the Department of Biochemistry and Molecular Biology at Upstate Medical University has been named as a 2021 Pew Scholar in the Biomedical Sciences, the Pew Charitable Trusts announced. Bah was one of only 22 individuals out of 198 nominations submitted by leading U.S. academic and research institutions to receive four years of funding to invest in exploratory research.

9. PHILANTHROPY

THE UPSTATE FOUNDATION

Eileen Pezzi, MPA – *Vice President for Development*

Founded in 1976 as a 501(c)3 not-for-profit corporation, the Upstate Foundation is a public charity designed to receive and administer gifts and bequests exclusively for charitable purposes with a focus on (1) the provision of patient health care, (2) the education of health care providers, (3) scientific research, and (4) community health and well-being. The Upstate Foundation also is the primary vehicle for receiving and distributing philanthropic gifts for Upstate Medical University.

The Foundation has 24 full- and part-time staff members, who, with a 44-member board of directors, manage more than 1,000 funds; conduct multi-year, million-dollar endowment campaigns; capital campaigns; administer alumni associations for the Upstate Colleges of Nursing and Health Professions; implement named giving and planned giving programs; provide Donor Advised Funds, run annual campaigns for Upstate University Hospital, Upstate Golisano Children's Hospital and the Upstate Cancer Center; and sponsor several major fundraising events, and many third-party events annually. In addition, the Foundation is home to the local chapter of the Children's Miracle Network Hospitals. The Foundation is largely self-supporting. Highlights for the past year include:

- 5th overall in funds raised by SUNY-affiliated fundraising entities (2019-2020, excluding Cornell), despite having an alumni pool of less than 11% the number of either the 1st or 2nd-highest SUNY campuses.
- Total Foundation assets = \$247 million (7/31/21)
- The Foundation's investment policy has resulted in extremely favorable outcomes relative to peers. The fund has earned top decile performance ranking relative to other mid-large size Foundations over the last 3,5,7 and 10 years!
- Earned the Economic Impact Award from CNY Business Journal.

Response to the COVID-19 Emergency

- To-date have raised over \$1M in cash and gifts-in-kind.
- The Upstate Foundation immediately provided \$10,000 to open the Support of Upstate Employees Fund which aids employees with unmet needs such as childcare, eldercare and food. Continues to fundraise for these needs.
- Assisted the Office of Patient Experience with the fundraising and purchase of 98 iPads, along with additional donations, for patients who have limited contact with loved ones.
- Exceeded a \$50K challenge match offered by the SUNY Impact Foundation to raise emergency funds for students who have experienced temporary set-backs and need aid. Looking for similar opportunities going forward.
- Continue to provide K-cup machines and coffee for all nursing units (second round funding).
- Provided K-cup machines and coffee for the NY State Fair COVID testing site.
- Purchased \$16K in face shields.

- Over \$25K in emergency aid provided to 43 College of Medicine students and another \$75k to other students.
- Assisted staff with the cost to quarantine.
- Frank Middleton funding through the Foundation for developing an Autism test proved to be the protocol for the most accurate pooled COVID test in the country.
- Gala streaming benefit concert for employees and the public in response to all the COVID support raised as much as the traditional in-person event.

Grateful Patient & Family Program (GP&F) for Upstate's 2 hospitals and regional outpatient services

- Successfully raised money from these constituents even during the pandemic.
- Implemented a new monthly donor program.
- 130 physicians engaged on the Physician Philanthropic Council; 25 have an active referral relationship with a development officer.
- 133 healthcare providers and staff engaged on the Upstate Philanthropic Council; worked with them to identify COVID needs and assist with ensuring support got to the right individuals (i.e., gift cards).

Golisano Center for Special Needs Campaign

- \$6.4M campaign (2019-2022) to expand this valuable regional resource, which is an extension of our Golisano Children's Hospital. The new center (space and staff) will allow for an additional 563 evaluations per year.
- Tom Golisano made a leadership gift of \$3 million.
- We are on track to reach campaign goal at the end of 2021, one year early.

Comprehensive Planned Giving Program Implementation:

- 70 Legacy Society Members. 6 added in the past year.
- Expansion of the Legacy Advisory Committee to 24 members. Members are leading advisors in the community who provide referrals for legacy gifts
 - Advisory Committee meets twice a year
 - Launch of branding and awareness for the planned giving program
- Following up on results of 3 surveys, which provided leads for interest in legacy gifts as well as commitments made.
- Sampling: \$100k charitable gift annuity from a retired surgeon and \$20k from a donor.

Donor Advised Funds

- The Donor Advised Funds program was established in 2019. We believe we are the first SUNY campus related foundation to establish this program.
- 12 Donor Advised Funds (DAF) have been established to-date with over \$2M in assets.
- Most DAF donors were not major donors before opening their DAF.
- Many DAF donors contribute to Upstate programs and needs.

Student Aid/Scholarships

- In addition to typical scholarship support, gave out two full ride scholarships for the College of Medicine and 1 for the College of Nursing.
- Provided \$100K in student aid for COVID support.
- Opened Paley's Pantry, a food assistance program for students.

Community Outreach

- The second Call in for Cancer radiothon for the Upstate Cancer Center was very successful and the Spring Golisano Children's Hospital radiothon hit an all-time high raising \$280K.
- The first walk/run was held in the Southern Tier/Binghamton area in August bringing in nearly \$30K, adding new sponsor relationships as well as increasing our visibility in the region. This is a relatively new territory for the Foundation.
- During a difficult year, approximately 60 third party groups continued to raise money for SUNY Upstate Medical University.

Upstate Foundation: Plans for 2021-2022 Academic Year

- Continue to focus on expanding the Donor Advised Fund program which is the fastest growing area of philanthropy.
- Wrap up the \$6.4M Golisano Center for Special Needs campaign and hold a donor open house event.
- Continue to support Mr. Sam Nappi's outreach to raise funding for the Upstate Nappi Wellness Institute. Beam raising ceremony took place this summer.
- Roll out the next phase of the new branding campaign for the Upstate Foundation this Fall, including our new slogan: Where your gift impacts the health of our entire region.
- Continue succession planning, including recruiting and onboarding new staff as several long-time staff members retire.
- Implement the Foundation's Growth Plan, funded by the Board of Directors.

UPSTATE MEDICAL ALUMNI FOUNDATION (MAF)

Paul Norcross - *Executive Director Medical Alumni Foundation*

Mission Statement

The Upstate Medical Alumni Foundation's mission is to promote the interests and improve the effectiveness of the College of Medicine at Upstate Medical University, to foster fellowship among our alumni, to assist in the recruitment of students, and to provide opportunities to network for both students and alumni.

About the Upstate Medical Alumni Foundation (MAF)

What began as a “band of brothers” in the early 1950’s is now a professional 501(c) 3 organization that manages over 150 funds which primarily support educational programs for students in the College of Medicine. The MAF provides medical students with over \$800,000 annually in scholarship aid, and funds many other student centered initiatives such as providing textbooks, white coats, reimbursement for educational travel expenses, career mentoring and other student priorities identified by the college. The MAF also serves the needs of our Alumni by holding Reunions, regional receptions and keeping them connected through publications such as the *Alumni Journal* and through the MAF’s on-line Alumni directory.

Today the Upstate Medical Alumni Foundation has an ongoing plan to engage its alumni in seeking their philanthropic support. The MAF consists of 4 full-time and 2 part-time staff members who along with a 37- member board of directors manage over \$30 million in assets, run annual and membership campaigns; oversee a major gifts, named giving and planned giving program; and administer the student scholarships and awards program.

We remain committed to the success of our students and alumni/ae.

Upstate Medical Alumni Foundation Fundraising Year 2021 At a Glance:

October 1, 2020 through September 31, 2021

TOTAL GIFTS AND PLEDGES \$1,984,643

Number of Gifts 2,302

Number of Donors 1,716

Breakdown of Fundraising Initiatives:

\$1,193,998 Scholarship Support

\$107,163 Endowment (*excluding scholarships*)

\$586,032 Operating Funds (*Alumni Annual Fund, Parent Annual Fund and Membership Program*)

\$97,450 Restricted Giving
 Elizabeth Blackwell Campaign \$70,900
 Research Programs \$20,000
 Misc. Programs \$6,550

Generation to Generation, Excellence in Medicine Campaign

The silent phase of the Generation to Generation Campaign began October 1, 2017 and has continued through August 1, 2020. The Campaign was announced in the Alumni Journal 2021 Autumn edition. The goal of the Generation to Generation Campaign is to raise \$15,000,000 to support student scholarships.

During the silent phase \$7.3 million has been raised in gifts and pledges.

Upstate Medical Alumni Foundation Programs 2021:

Student Services and Programs

1. **Scholarship Support:** In 2021 the Medical Alumni will provide \$736,242 to 91 students.
2. **Textbook/Reference Guides Program:**
Netters Atlas of Human Anatomy books given to all first-year students
First Aid for the USMLE books given to all second-year students
White Coat Clipboards given to all third-year students.
3. **White Coat Program:** The initial white coat is provided to all first year-students at the White Coat Ceremony and then a new white coat is provided to all third-year students to begin their medical rotations.
4. **Student Reimbursement for Travel to Medical Conferences:** The MAF assists medical and MPH students with expenses incurred by attending or presenting at medical seminars, conferences, mission trips or other medical or academically related events. Each student is eligible for reimbursement up to \$300 per calendar year.
5. **Career Advisory Event and Network:** Virtual in 2021, the Career Advisory brought together 87 students and mentors, giving students the opportunity to explore their interests in various specialties or residency programs and gather advice from those with first-hand experience in that field.
6. **Fellowships:** The MAF supports the Susan and Gustave L. Davis, MD '63 Summer Fellowship for Pathology, the Ellen Cook Jacobsen, MD '50 Fellowship in Psychiatry, and the Pediatric Residents Endowment for International Studies. In 2021 the MAF had \$20,400 available in support for these fellowship programs.

Alumni Services and Programs

1. **Alumni Events:** Dues to Covid restrictions all Regional Alumni Receptions and Reunions were cancelled.
2. **Alumni Journal:** The Alumni Journal showcasing alumni accomplishments and campus news is provided to all alumni, parents, students and the campus community three times per year.

Lectureships

The MAF supports honorarium and expense related funds for the following lectures: The Lawrence Pickett, MD Endowed Lectureship in Pediatric Surgery, The Welton M. Gersony Pediatric Lectureship, Robert V.P. Hutter, MD '54 and Ruth L. Hutter Endowed Lectureship and The Donald and Mary Elizabeth King Endowed Lectureship. In 2021 the MAF had \$21,600 available in support for these lectures.

Chairs and Professorships

The MAF supported the following Named Department Chairs and Professorships in 2021:
\$92,700 to the Stanley A. August, MD Endowed Professorship in Pediatrics
\$62,400 to Medical Alumni Endowed Professorship in Bioethics
\$35,200 to Lloyd S. Rogers Endowed Professorship in Surgery



A new campaign for student scholarships which provides the opportunity for alumni to create a legacy at Upstate Medical College while lessening student debt for future physicians.

According to the Association of American Medical Colleges, the average cost of a four-year medical education from a public institution now tops \$250,000. The result is an averagedebt burden of more than \$220,000 for today's College of Medicine graduates.

At the same time, the United States is facing a growing shortage of primary care physicians. The shortages are particularly acute in rural areas. Upstate has a legacy of addressing this need through its Rural Medicine program but the reality of loan debt is an obstacle for many students. For today's graduates, pursuing higher-paying specialties may not be a choice of passion or prestige but one of necessity.

To help combat these issues, the Upstate Medical Alumni Foundation has launched a campaign to help College of Medicine alumni support College of Medicine students. Aiming to raise at least \$15 million for student scholarships by 2025, the goal is to reduce student debt and simultaneously address the primary care shortage by providing our graduates with the freedom to pursue the specialty of their choice.

10. SUMMARY

It's fair to say that COVID has changed all of us forever. I can say confidently, however, that it has changed us for the better in many ways as outlined in this year's annual report. All of Upstate is nimbler and more forward-looking than ever before. Our myriad efforts to combat the virus have elevated Upstate's already respected reputation to new heights. From Dr. Thomas' critical work on the Pfizer vaccine to Dr. Frank Middleton's ground-breaking work developing one of the best saliva pool tests in the world, to our community outreach to get vaccines into as many arms as possible – Upstate has led the fight against COVID-19 in Central New York every step of the way.

Being named the 35th Best Place in America to work in the large employer category by Forbes, was a proud moment in Upstate and all of SUNY's history.

Upstate remains resilient, strong and every day becomes Upstate stronger. I could not be prouder to lead the 'new' Upstate Medical University into 2022 and beyond.

APPENDIX: AWARDS, RECOGNITIONS, & ACHIEVEMENTS

AWARDS & RECOGNITIONS

UPSTATE MEDICAL UNIVERSITY

- **2020 Healthcare Equity Index (HEI) LGBTQ Health Care Equality Top Performer**
 - Upstate earned 'LGBTQ Health Care Equality Top Performer' designation from Human Rights Campaign Foundation.
- **AHA (American Heart Association) 2020 Get with The Guidelines - Stroke Gold Plus with Honor Roll Elite and Target: Type 2 Diabetes Honor Roll Achievement Award**
 - The American Heart Association and American Stroke Association recognized Upstate University Hospital for its continued success in using the Get with The Guidelines - Stroke, Target: Stroke, and Target: Type 2 Diabetes programs.
- **2020 HealthGrades Vaginal Delivery 5-Star Recipient (Community Hospital)**
 - The Family Birth Center at Upstate Community Hospital has been named a five-star facility for vaginal delivery as recognized by Healthgrades, an independent organization that evaluates hospital performance across the country. The five-star rating indicates that Upstate's clinical outcomes for vaginal delivery are statistically better than expected, according to Healthgrades. Healthgrades found that from 2016 to 2018, women having vaginal deliveries in hospitals with a five-star rating had, on average, a 43.6 percent lower risk of complications during their hospitalization when compared to facilities with a one-star rating.
- **Upstate collects honors for outstanding care in stroke, heart failure and resuscitation**
 - Upstate University Hospital's stroke and heart failure programs and its success in treating patients who suffer cardiac arrests while in the hospital has been recognized by the American Heart Association for outstanding achievement. Upstate has received the following awards:
 - Get with The Guidelines®-Stroke Gold Plus with Honor Roll Elite and Target: Type 2 Diabetes Honor Roll
 - Get with the Guidelines-Heart Failure Gold Plus with Target: Type 2 Diabetes Honor Roll.
 - Get with the Guidelines-Resuscitation Silver Adult Achievement Award.
- **Upstate earns 'Most Wired' honor from College of Healthcare Information Management Executives**
 - The College of Healthcare Information Management Executives (CHIME) announced that Upstate University Hospital has earned the 2020 CHIME Digital Health Most Wired recognition as a certified level 8 Ambulatory. The CHIME Digital Health Most Wired program conducts an annual survey to assess how effectively healthcare organizations apply core and advanced technologies into their clinical and business programs to improve health and care in their communities. Upstate previously was honored with Most Wired designations in 2016 and 2017, by the Health and Hospital's Network and the American Hospital Association, respectively.

- **Upstate received multiple recognitions as CenterState CEO “Economic Champions”**
 - CenterState CEO recognizes local companies that are “Economic Champions” because of their success in adding jobs, expanding their products or services, gaining national recognition or contributing to the success of the region in special ways. Upstate received this recognition for the following:
 - SUNY Upstate Medical University
 - Upstate Foundation
 - Upstate University Hospital
 - Upstate University Medical Associates
- **Healthcare Facility of Distinction, CNY Business Journal Excellence in Healthcare Award**
 - Upstate Medical University was selected to receive the Healthcare Facility of Distinction honor at the 9th annual CNY Business Journal Excellence in Healthcare awards.
- **The American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP) named Upstate Community Hospital one of just 89 facilities nationwide as a having meritorious outcomes for surgical care in 2019.**
 - More than 600 hospital participating in the program were eligible for the recognition. As an ACS NSQIP-participating hospital, Upstate Community Hospital is required to track the outcomes of inpatient and outpatient surgical procedures. ACS then analyzes those outcomes and reports back to the hospitals to further inform patient safety initiatives improve the quality of surgical care. The ACS NSQIP recognition program commends a select group of hospitals for achieving a meritorious score in either an “all cases” category or a category that includes only “high risk” cases. Upstate Community Hospital has been recognized on the “all cases” meritorious list. The score is determined using outcome performances related to patient management in the following eight clinical areas: mortality, unplanned intubation, ventilator for more than 48 hours, renal failure, cardiac incidents (cardiac arrest and myocardial infarction); respiratory (pneumonia); SSI (surgical site infections-superficial and deep incisional and organ-space SSIs); or urinary tract infection.
- **AARC (American Association for Respiratory Care) Apex Recognition**
 - SUNY Upstate Medical University Respiratory Care Program was named a recipient of the 2021-2022 Apex Recognition Award. This respiratory care program has demonstrated best practices in educating our future practitioners and promotes patient safety by providing access to respiratory therapists to deliver their care. The program is among an elite group of respiratory care educational programs from across the US to receive this award.
- **Magnet Designation**
 - Upstate University Hospital achieved Magnet designation from the American Nurses Credentialing Center (ANCC)—it is the highest and the most prestigious distinction a healthcare organization can receive for nursing excellence and patient care.

- **Upstate Medical University named to Forbes Best Large Employers List**
 - Upstate Medical University has been named to Forbes' Best Large Employers 2021 List. Upstate is ranked No. 35 on the list overall, above others in the education industry category including Cornell, Harvard and Johns Hopkins universities. 25 colleges and universities are on this year's list, which includes more than two dozen industry sectors such as construction, engineering, manufacturing and more.
- **Upstate Foundation receives Impact Award from Central New York Business Journal**
 - The Upstate Foundation received The Central New York Business Journal's Impact Award for its Covid-19 relief efforts. The Impact Award, one of several categories of the Business Journal's 2021 Nonprofit Awards, recognizes the creation or implementation of a program that touched the lives of others in a meaningful way and had a direct impact on the community. Specifically, the Foundation raised \$1 million in eight months for Covid relief.
- **US News & World Report College Rankings**
 - **Upstate's COM's Primary Care Program grouped with schools ranked 93 to 123 by US News and World Report** - In Primary Care, Upstate College of Medicine was grouped with schools ranked 93 to 123. Other schools in the group include Drexel, Florida Atlantic, Oklahoma State, Rutgers and Stony Brook.
 - **COM ranked #88 for 'Best Medical Schools: Research' by US News and World Report** - In Research, Upstate College of Medicine was ranked 88, tied with Eastern Virginia Medical School. That put Upstate ahead of the University of South Carolina, Florida Atlantic and Howard University, and just two behind Drexel
 - **Upstate's Public Health program ranked #104 by US News and World Report** - Upstate's Public Health program was ranked 104th among Public Health schools by U.S. News and World Report. It is tied with Brigham Young University, the University of Kansas, the University of New Hampshire, University of Tennessee and five other schools.
 - **COM tied for 39th among most diverse medical schools, as ranked by US News and World Report** - College of Medicine tied for 39th among most diverse medical schools. "Each medical school's ranking is based on the percentage of the total fall 2020 medical school enrollment composed of underrepresented minority students as reported to U.S. News, and how that percentage compares with state and national race and ethnic group proportions. U.S. News worked with the Robert Graham Center, a division of the American Academy of Family Physicians, as the data provider for this ranking," according to U.S. News. The schools sharing the 39th ranking include Cornell, Eastern Virginia, Mayo, U of R, University of Virginia, University of Wisconsin – Madison, and NYU. Among those Upstate outperformed: Yale, Dartmouth, Vanderbilt, U Buff, Mount Sinai, Baylor and Johns Hopkins.

- **SUNY Upstate Medical University ranks in the top 5.2% worldwide, by Center for World University Ranking**
 - SUNY Upstate Medical University ranked in the top 5.2% out of 19,788 universities worldwide according to the 2021-22 edition of the “Global 2000 List by the Center for World University Rankings.” The Center for World University Rankings (CWUR) publishes the largest academic rankings of global universities. This year, SUNY Upstate Medical University ranks are as follows:
 - World Rank: 1024
 - Regional Rank (USA and Canada): 252
 - National Rank: 224
 - Quality of Education Rank: -
 - Alumni Employment Rank: -
 - Quality of Faculty Rank: -
 - Research Performance Rank: 981
 - Overall Score: 70.1
- **CenterState CEO Health Care Heroes recognition**
 - Upstate was recognized as one of CenterState CEO's Health Care Heroes as part of their Annual Meeting.
- **Upstate earns United Way recognition for Women United and Emerging Leaders affinity groups**
 - The Upstate Medical University chapters of Women United and Emerging Leaders was honored with United Way of CNY's Affinity Partnership award. This award is presented to a company that supports and encourages employees to invest and engage in our community by joining one or both of United Way of CNY affinity groups, Emerging Leaders (ELU) and Women United (WU).

UPSTATE FACULTY, STAFF, & STUDENTS

- **SUNY Board of Trustees Commendation to Upstate and Interim President Mantosh Dewan, MD**
 - The State University of New York Board of Trustees issued a commendation to Upstate Medical University and Interim President Mantosh Dewan, MD, for their “exceptional leadership in combating the COVID-19 pandemic.” The commendation cited Upstate’s extensive work in addressing the COVID-19 pandemic, from its clinical trials for vaccines and treatments, to wastewater testing and its breakthrough work on pooled surveillance testing and a saliva diagnostic test to rapidly identify COVID-19 cases on SUNY campuses.
- **Upstate’s Andras Perl, MD, PhD, earns one of the American College of Rheumatology’s highest honors**
 - Upstate Medical University’s Andras Perl, MD, PhD, who holds the rank of SUNY Distinguished Professor, has been named a Master of the American College of Rheumatology (ACR). The honor is one of the top accolades the ACR can bestow on its members. The honor recognizes Perl for his outstanding contributions to the ACR and the field of rheumatology through scholarly achievement and/or service to their patients, students and profession.

- **Two Upstate University Hospital administrators are recognized by Becker's Hospital Review**
 - Two Upstate University Hospital leaders have been named in Becker's 2020 Hospital Review lists of the 100 academic medical center CEOs and CFOs to know:
 - Chief Executive Officer Robert Corona, DO, MBA, FCAP, FASCP,
 - Chief Financial Officer Stuart Wright, MBA, CPA,
- **Ruth Weinstock, MD, PhD, elected President of Medicine and Science for the American Diabetes Association (ADA)**
 - SUNY Distinguished Service Professor Ruth S. Weinstock, MD, PhD, one of the nation's leading physician-scientists in the area of diabetes, who serves as division chief of Endocrinology, Diabetes and Metabolism at SUNY Upstate Medical University, has been elected President of Medicine and Science for the American Diabetes Association (ADA). Dr. Weinstock assumed the post as President-elect effective November 2020 and began a full term as President in January 2021. The post of President of Medicine and Science is one of four elected principal officers of the ADA. Dr. Weinstock is only the fifth woman to hold this post the ADA's 80-year history.
- **CNY Business Journal Excellence in Healthcare Awards**
 - **Outstanding Hospital Executive:** Dr. Amy Tucker
 - **Excellence in Medicine:** Dr. Stephen Thomas
 - **Impact Player:** Christopher Dunham
- **SUNY trustees pass resolution commending Dr Stephen Thomas for international leadership role in COVID-19 vaccine trial**
 - The SUNY Board of Trustees passed a resolution commending Stephen Thomas, MD, professor and chief of Infectious Diseases at Upstate Medical University on his appointment as lead principal investigator for the Pfizer/BioNTech global phase 3 COVID-19 vaccine trial. The commendation also cited Dr. Thomas's early leadership on international health issues, among them Dengue, Ebola, MERs-CoV vaccine trials as well as Zika vaccine development efforts. Dr. Thomas has been instrumental Upstate's COVID-19 response, not only in the numerous research projects and clinical trials, but in the university's response to the first wave of the pandemic, when he led the Upstate's Incident Command process.
- **Upstate's Infectious Diseases Chief Dr. Stephen Thomas presented to Associated Medical Schools of New York on COVID -19**
 - Upstate's Infectious Diseases Chief Dr. Stephen Thomas joined Dr. Anthony Fauci, director of the National Institute of Allergy and Infectious Diseases, for an Associated Medical Schools of New York presentation on how New York state's biomedical research community has responded to the Covid-19 pandemic.
- **Dr. Dewan included on City & State New York's '2021 Upstate Power 100' list**
 - From the list: Few leaders have played as critical a role in helping the state pinpoint the spread of the coronavirus as Mantosh Dewan. The medical school president led efforts to develop one of the most accurate COVID-19 tests on the market, and the FDA called the saliva test the best of its kind. SUNY Upstate recently opened a COVID-19 testing lab at the University at Buffalo as well as its own lab to study infectious diseases.

- **SUNY Honored Frank Middleton, PhD, and Stephen Thomas, MD, for their work on the Covid-19 testing and vaccine front**
 - Chancellor Jim Malatras visited the Upstate campus to present Frank Middleton, PhD, and Stephen Thomas, MD, with portraits in recognition of their work on the Covid-19 testing and vaccine front.
- **Syracuse Press Club presented Kathleen Paice Froio with Best News Source award**
 - Kathleen Paice Froio, assistant director of public and media relations at Upstate Medical University, has been selected by the Syracuse Press Club as winner of the Philip A. Hoffmann President's Award for Best News Source. According to the Syracuse Press Club, the Best News Source award "recognizes those involved in making news that provide access, information, and insight to journalists covering stories important to the citizens of Central New York." The Syracuse Press Club said Froio was extremely supportive and assisted press in making connection with experts who could discuss the COVID pandemic.
- **Upstate student won Young Scientist award from World Congress on ADHD**
 - An Upstate Medical University student has been given a prestigious award by an international conference on attention deficit hyperactivity disorder. Eric Barnett is a sixth-year MD/PhD student in the College of Graduate Studies. He was one of just eight recipients of a Young Scientist award at the recent World Congress on ADHD, which is sponsored by the World Federation of ADHD. As part of the award, Barnett completed a 20-minute pre-recorded presentation for the virtual four-day Congress and will receive 500 Euros (about \$611).
- **Dr. Mantosh Dewan received Chancellor's Medal from Syracuse University**
 - Syracuse University Chancellor Kent Syverud thanked Upstate President Mantosh Dewan during its commencement ceremonies and bestowed upon Dr. Dewan the Chancellor's Medal, SU's highest award. "Dr. Dewan and his team were great friends to this university and all of us throughout the pandemic," Syverud said. "They served Central New York and the Orange community faithfully and heroically. They were at the forefront globally of testing and vaccine development. And thanks to Upstate Medical University, under Mantosh Dewan's leadership, we were able to process 100,000 Covid tests on this campus during the fall semester—a key part of keeping us open in the fall."
- **Upstate professor honored by the Schizophrenia International Research Society with the 2021 Outstanding Translational Research Award**
 - After learning that her twin brother suffered from schizophrenia and that there was no cure, Upstate professor and researcher Cynthia "Cyndi" Shannon Weickert, PhD, dedicated her career to better understanding the biology underlying the disease. Now, the professor of neuroscience and physiology is being honored by the Schizophrenia International Research Society with the 2021 Outstanding Translational Research Award. Weickert, who has 30 years of laboratory and clinical research experience, is a part-time professor at Upstate and also leads a translational research program at Neuroscience Research Australia in Sydney. She was nominated for the award by professor Iris Sommer from the Netherlands and was presented with the award at the virtual international meeting in April. Her translational research involves studying the cellular and molecular changes in the brains of people with schizophrenia,

discoveries she uses as the basis for novel adjunctive treatment trials in the hope of developing alternative and more effective treatments.

- **2021 Champions of Humanistic Care from the Arnold P Gold Foundation:**

- The Arnold P. Gold Foundation announced the 2021 Champions of Humanistic Care, physicians, nurses, and healthcare team members who have been selected by their healthcare institutions for compassion and courage during the COVID-19 pandemic. More than 200 healthcare team members have been chosen from Gold Partners Council member institutions and Gold Corporate Council member companies, as well as other affiliated Gold partners. Upstate honorees were:
 - Dr. Elizabeth Asiago-Reddy (Director of Inclusive Health Services)
 - Diane Nanno (Director of Nursing for Transitions of Care)
 - Crystal Marshall (Asst. Nurse Manager, 6K)

- **Upstate faculty member named as a Pew Scholar in Biomedical Sciences**

- Alaji Bah, PhD, assistant professor in the Department of Biochemistry and Molecular Biology at Upstate Medical University has been named as a 2021 Pew Scholar in the Biomedical Sciences, the Pew Charitable Trusts announced. Dr. Bah was one of only 22 individuals out of 198 nominations submitted by leading U.S. academic and research institutions to receive four years of funding to invest in exploratory research. Dr. Bah's research studies how proteins that lack a fixed structure form membraneless cellular subcompartments support biological processes.

- **Upstate earns six national Healthcare Advertising Awards**

- Upstate Medical University received six awards from the 38th Annual HealthCare Advertising Awards. Selected from more than 4,400 entries, Upstate earned three silver, a bronze and two merit awards in this competition that is describes as "the oldest, largest and most widely respected in healthcare advertising." Upstate earned awards for COVID response materials, a patient handbook, annual report, and external publication; podcasts and television advertising. All award-winning projects were produced by Marketing and University Communications, directed by Leah Caldwell, assistant vice president. Contributors included Marketing staff Amber Smith, Jim Howe, Charles McChesney, Dan Cameron and Susan Keeter; Educational Communications staff Steve Shaw; and the pediatric sickle cell staff (Kathryn Scott, MD, MPH; Jill Majeski, PsyD; Laura Jenkins, OTR, MS SpEd; Stefany McKee Wilcox, MS; Christine Hodgkinson, LMSW; Dana Maley, RN, APHON and Maggie Zick, CCLS).

- **Best of Category, Excellence in Photography by SUNYCUAD**

- A photo taken by Upstate photographer Deborah Rexine of Dr. Prateek Harne during the early days of COVID, was selected as Best of Category, Excellence in Photography by SUNYCUAD (Council for University Advancement). It's an organization whose membership includes advancement professionals from all SUNY campuses.

COVID-19 TESTING

POOLED SALIVA TESTING

- **Approvals/Authorizations**
 - (August 2020): **NYS DOH approval of pooled surveillance testing for Covid-19**
 - The State University of New York was approved by the New York State Department of Health to undertake pooled surveillance testing for Covid-19 - an innovative method where numerous samples can be run as part of one test. SUNY's pooled testing approach was developed and validated by SUNY Upstate Medical University's laboratory and Quadrant Biosciences, and will use saliva samples, pooled in batches as small as 10 and as large as 25 samples. The pooled testing allows for about 10-25 people to be screened in one test. The testing can be done using saliva rather than by swabs that are inserted in a patients' nose. Individuals administer the tests themselves, swabbing their mouths for 10 or 15 seconds each, and provide the saliva samples to medical personnel.
 - (September 2020): **FDA approved emergency use authorization for diagnostic saliva COVID-19 test developed by SUNY Upstate Medical University and Quadrant Biosciences**
 - The individual saliva swab diagnostic test for COVID-19 developed by SUNY Upstate Medical University and Quadrant Biosciences was granted emergency use authorization by the U.S. Food and Drug Administration. While this test was being used to date to support SUNY's widespread testing of students across campuses, the emergency use authorization will help additional labs begin to use this test, helping pinpoint and contain the virus and protect New Yorkers.
- **Growing Capacity**
 - (September 2020): **Five additional COVID-19 testing machines for Upstate Medical University**
 - SUNY Chancellor Jim Malatras announced that SUNY has secured five additional COVID-19 testing machines from Bio-Rad Laboratories allowing Upstate Medical University to enhance coronavirus testing capacity and frequency across SUNY's 64 colleges and universities. The testing machines—which were purchased for a total of \$100,000 by SUNY System Administration—will allow SUNY to process up to 15,000 additional pooled saliva or individual saliva tests per week, bringing SUNY's overall weekly testing capacity to more than 120,000. One of the five machines will also allow Upstate Medical to conduct more wastewater testing for COVID-19.
 - (December 2020): **SUNY, Upstate partners with NYPA to test essential utility workers for COVID-19 with saliva swab test**
 - SUNY Chancellor Jim Malatras announced with Upstate Medical President Mantosh Dewan M.D. and New York Power Authority (NYPA) President and CEO Gil C. Quiniones, a mandatory COVID-19 testing program for NYPA's utility employees who are essential to the operation and maintenance of NYPA's statewide power system. The testing program

uses Upstate and Quadrant Biosciences' Clarifi COVID-19 saliva test, which was recently ranked number one by the U.S. Food and Drug Administration for being the most sensitive saliva test and detecting the virus in its earliest stages and sixth globally among all COVID-19 tests. As part of the agreement, SUNY will provide NYPA with the capability to regularly test NYPA's essential employees, including power generation and transmission staff, in locations within communities showing a COVID-19 positivity rate of 7.5 percent or higher. Testing is currently taking place at NYPA's Niagara Power Plant in Lewistown, NY. The NYPA essential employee testing program is SUNY's most recent partnership to test more of New York's essential workers.

- (February 2021): **Chancellor Malatras announced SUNY Upstate Medical University to construct a COVID-19 testing laboratory at the University at Buffalo to increase capacity and speed up analysis as SUNY campuses reopen**
 - SUNY Chancellor Malatras announced that SUNY Upstate Medical will construct a new laboratory at the University at Buffalo to increase capacity and speed up analysis of Upstate's COVID-19 saliva test. Chancellor Malatras had recently increased testing frequency of all students, faculty, and staff on campus for the spring semester to at least once a week and the new Upstate Medical and partner Quadrant Biosciences lab at UB will be able to process 150,000 tests a week, increasing the total testing 350,000 tests per week across SUNY, with results being returned to campuses within 24 hours.
- **Awards/Recognitions**
 - (December 2020): **SUNY Upstate Medical received No. 1 FDA ranking among COVID-19 saliva test for detecting virus in earliest stages**
 - SUNY Upstate Medical received number one ranking for its COVID-19 saliva test by the U.S. Food and Drug Administration for detecting the virus in its earliest stages. The test developed by Upstate Medical and NY Start-Up Quadrant Biosciences, called Clarifi COVID-19, was also cited by the FDA as being among the most sensitive tests regardless of type, ranking 6th worldwide in detecting the virus. The FDA reviews COVID-19 tests based on the effectiveness of finding the smallest traces of SARS-CoV-2, the virus which causes COVID-19. The Upstate Medical and Quadrant Biosciences Clarifi COVID-19 Test falls into the saliva testing category and has the best (lowest) Limit of Detection at 600 copies of the virus per milliliter. Tests with lower LoDs are better able to detect infections at the earliest stages when individuals may be infectious, but asymptomatic. The Clarifi COVID-19 test is among the most sensitive in any category—only five others are more so currently.
 - (December 2020): **MedTech named the Upstate and Quadrant Biosciences COVID diagnostic saliva test as Project of the Year**
 - Upstate Medical University and Quadrant Biosciences have received one of MedTech's 2020 Honors for its work developing a saliva swab test to detect the coronavirus. MedTech named the Upstate and Quadrant Biosciences COVID diagnostic saliva test as Project of the Year. The saliva

swab test is being used across New York state and throughout the SUNY system. The honor is “awarded to an initiative that has had a singular and demonstrable positive impact on public health,” according to MedTech. Med Tech is state-wide trade association of more than 100 pharmaceutical, biotech and medical technology companies, their suppliers and services providers, and research universities. The test developed by Upstate Medical and NY Start-Up Quadrant Biosciences, called Clarifi COVID-19, recently received a No. 1 ranking for COVID-19 saliva tests by the U.S. Food and Drug Administration for detecting the virus in its earliest stages. The test was cited by the FDA as being among the most sensitive tests regardless of type, ranking sixth worldwide in detecting the virus. The test is also cost-effective and easy to use.

ANTIBODY TESTING

- **August 2020: Antibody Testing Clinical Trial**
 - Upstate Medical University launched a new clinical trial of an antibody that could be used in the fight against COVID-19. The Institute for Global Health and Translational Science sought healthy individuals to participate in this clinical trial to assess how the body reacts to an antibody created by SAB Biotherapeutics. Upstate is one of two sites nationwide testing the antibody.

VACCINE

- **NYS Vaccine Distribution and Implementation Task Force**
 - Dr. Dewan was asked to participate in Governor Cuomo's Vaccine Distribution and Implementation Task Force. This group was established to advise on the set up and operations of the state's COVID-19 vaccination program. This group is comprised of experts in public health, immunizations, government operations, data and other fields relevant to vaccine distribution and administration.
- **Upstate's Dr. Stephen Thomas tapped as lead principal investigator for Pfizer/BioNTech global phase 3 COVID-19 vaccine trial**
 - SUNY Upstate Medical University's Stephen Thomas, MD, was appointed the lead principal investigator for the world-wide Pfizer/BioNTech vaccine trial, which is showing a more than 90 percent efficacy in preventing COVID-19. Upstate serves as one of the global phase three vaccine trial locations. As the lead principal investigator, Thomas, Upstate's Chief of Infectious Disease, will support Pfizer and BioNTech as they prepare vaccine trial data for submission to regulatory agencies including the U.S. Food and Drug Administration, which is expected to happen later this month. As one of the global phase three vaccine trial sites, Upstate has enrolled more than 300 adult volunteers in the trial. The study of the vaccine candidate in younger volunteers will begin soon, with Upstate being selected again as one of a few sites.
- **Upstate tapped as one of 10 Regional Vaccination Hubs to distribute COVID-19 vaccine to area residents**
 - Upstate Medical University was chosen as one of 10 Regional Vaccination Hubs to facilitate and distribute the COVID-19 vaccine to residents of New York state.

Upstate is the designated hub coordinator for Central New York and will work with 10 partner hospitals, Onondaga County, the City of Syracuse, nursing homes and other local facilities on creating a distribution plan. The CNY regional hub includes hospitals in Madison, Oswego, Cortland, Cayuga and Onondaga counties

- **Upstate Medical University one of four sites worldwide to enroll young children in Pfizer covid vaccine trial**
 - Upstate Medical University was one of the first sites in the world to enroll children under 5 years of age in the Pfizer Covid-19 vaccine trial when the study began April 5. Joseph Domachowske, MD, professor of Pediatrics and of Microbiology and Immunology at Upstate, is the principal investigator. Upstate's Pfizer study for kids will roll out in phases over a few months. Phase 1 will open in April and establish optimal dosage of the vaccine for this younger set of participants. Phase 1 is expected to be completed by the end of May. Phase 2/3 is the full enrollment and efficacy phase of the blinded placebo-controlled trial, and is expected to begin by June. To be eligible for the study, children between 6 months and 11 years of age must be in good health and be able to make a two-year commitment to the study. Volunteers will be required to provide blood samples for up to two years after receiving the vaccine/placebo. Participants might be seen up to 10 times during the two-year study period. The two-year time frame for the study is important to assess the safety and long-term immune response. Study visits will take place in Upstate's Pediatric Infectious Diseases outpatient clinic located on the fifth floor of the Physician's Office Building, Irving Avenue.

INNOVATION

- **Upstate first hospital in CNY to use ROSA Brain robot for minimally invasive brain surgery**
 - Upstate University Hospital has started using a new robot technology to perform minimally invasive brain surgery that offers a higher level of accuracy and in many cases reduces procedure time by several hours. The ROSA Brain robot is a surgical navigation and positioning system that allows surgeons at Upstate to perform procedures more accurately, with fewer complications and sometimes in half the time as before. The ROSA Brain robot has so far been used at Upstate for a pediatric laser ablation and for a procedure to treat epilepsy in an adult. ROSA stands for robotic surgical assistant.
- **Upstate is first hospital in region to use recording device for deep brain stimulation to improve treatment for neurologic disorders**
 - Upstate University Hospital is the first hospital in New York state outside of New York City to use a new recording technology to help patients suffering from neurologic disorders such as Parkinson's disease, essential tremor and epilepsy. The U.S. Food and Drug Administration approved the new deep brain stimulation device called Percept PC Neurostimulator in July. In addition to delivering deep brain stimulation therapy, or DBS, to patients, the device also records the event,

which can help doctors identify when to optimally deliver electrical stimulation, thereby lessening a patient's movement disorder symptoms.

- **Upstate Medical University tests medical deliveries by drone**
 - Tests by a team from the Nuair alliance, SUNY Upstate Medical University and Virginia-based DroneUp show it will work, but challenges remain. A drone industry alliance and a Syracuse hospital have successfully completed a year-long project to prove the feasibility of making fast medical deliveries - rooftop to rooftop - with drones. A team from the Nuair alliance, SUNY Upstate Medical University and Drone Up, a Virginia-based drone services company that is a member of the alliance, successfully delivered an unused COVID-19 test kit from one rooftop to another on the university's campus in January.

COLLABORATIONS

- **Invitation from Commissioners Alford and Gupta to Join Onondaga County Livability Alliance**
 - Onondaga County has been awarded a grant from New York State to implement "Age Friendly Onondaga County." SUNY Upstate Medical University will be part of the Livable Communities Alliance, which will advise our work. Co-led by the Onondaga County Adult and Long Term Care Services-Office for Aging and the Health Department, the goal of Age Friendly Onondaga County is to promote population health and the livability of our community for people of all ages to make the County A Great Place to be Young and Grow Old. The County has contracted with FOCUS Greater Syracuse to manage and move the project forward. As a member of the Livable Communities Alliance, someone from SUNY Upstate will identify someone who can attend the majority of all meetings, who understands well the community you serve, and who has a strong interest in supporting Age Friendly Onondaga County's goal. It is of special interest to have someone who is involved in Upstate's Age Friendly Health Systems work as this complements our focus on community livability. The Alliance consists of local government agencies, community organizations and citizens who will provide critical input to the project from October through December 2021.
- **Upstate Medical University received Stevens Initiative funding for program to virtually connect young people around the world**
 - The Stevens Initiative announced its support of Bridging Cultures to Defeat COVID-19, implemented by Upstate Medical University. Upstate is one of 19 grantees to be named a 2021 Stevens Initiative grantee. Grantees will bring together thousands of young people from the U.S. and the Middle East and North Africa for an exciting opportunity to engage with global peers through virtual exchange. In addition to developing relationships with their peers abroad, virtual exchange allows young people to build empathy, develop leadership skills, and learn about new topics. While participants have different experiences depending on their virtual exchange program, all are impacted in ways both big and small, including changes in career trajectory, a new interest in different cultures, lifelong friendships, and more. Under the Stevens Initiative, Bridging Cultures to Defeat Covid-19, implemented by Upstate Medical University, is a

virtual health sciences education program that brings together American, Middle Eastern, and North African clinical and scientific trainees for collaborative scientific and medical education and for unique professional development and cultural exchange opportunities.

- **Upstate now offering bachelor of science in respiratory therapy in Rochester**
 - Beginning this fall, students will be able to earn a bachelor of science degree in respiratory therapy from Upstate Medical University in Rochester classrooms. Upstate's College of Health Professions is opening a distance learning program at the new campus of Rochester General College of Health Careers. Rochester students will take part in classes along with students at the Upstate campus in Syracuse.
- **Upstate Golisano joins children's hospitals in Rochester and Buffalo to urge passing of Child Poverty Reduction Act**
 - The leaders of three Upstate New York children's hospitals are joining forces with the area chapters of the American Academy of Pediatrics in urging the passage of the Child Poverty Reduction Act, legislation that offers a template for cutting poverty by implementing a myriad of measures, including expanding access to pre-kindergarten and child care and expanding and strengthening New York's child tax credit. Gregory Conners, MD, MPH, MBA, executive director of Upstate Golisano Children's Hospital in Syracuse and chair of Pediatrics at Upstate Medical University, has joined forces with University of Rochester Medicine's Golisano Children's Hospital and Oishei Children's Hospital in Buffalo, to urge New York lawmakers to support the legislation that has the potential to improve the health of the Empire State's most vulnerable citizens.

CLINICAL TRIALS & RESEARCH

- **NIH awarded Upstate professor's lupus clinical trial \$7.2 million grant**
 - An Upstate Medical University professor is the principal investigator on a lupus drug clinical trial that has been awarded a \$7.2 million grant from the National Institutes of Health. Upstate Division Chief of Rheumatology Andras Perl, MD, PhD, is leading the study, which is based at Upstate and involves 20 lupus centers from academic institutions around the United States including Cedars-Sinai Medical Center and the University of Rochester. This is the first NIH-supported multi-center clinical trial led by an Upstate professor.
- **Upstate participating in clinical trial to test blood pressure medication to treat symptoms of Alzheimer's**
 - Upstate Medical University is seeking patients with moderate to severe Alzheimer's disease to participate in a new clinical trial to test how a well-established blood pressure medication may help some patients. The joint study is called PEACE-AD, which stands for Prazosin for Disruptive Agitation in Alzheimer's Disease. Prazosin has been used for several decades to treat high blood pressure, but may be able to help Alzheimer's patients who have disruptive behavior due to the disease. Upstate's Nappi Longevity Institute is participating in the study, which is being coordinated by the Alzheimer's Disease

Cooperative Study (ADCS), a national academic research organization that specializes in clinical trials related to Alzheimer's.

- **Three Upstate researchers participate in international study looking at ADHD and cardiometabolic diseases**
 - Two Upstate Medical University professors and researchers are involved in an international, multi-site study taking a closer look at the connections between Attention Deficit Hyperactivity Disorder (ADHD) and cardiometabolic diseases such as obesity and diabetes. Stephen V. Faraone, PhD, is the principal investigator for the Upstate site for the TIMESPAN project. He is a distinguished professor and vice chair of research in Upstate's Department of Psychiatry. Faraone has studied ADHD in children and adults for three decades. Co-investigators at Upstate are Ruth Weinstock, MD, PhD, distinguished service professor and division chief of Endocrinology, Diabetes and Metabolism and Yanli Zhang-James, MD, PhD, associate professor of psychiatry. TIMESPAN is a five-year project that kicked off April 1 and involves scientists and researchers from 17 institutions from 14 countries. Upstate is the only American site.
- **Upstate researchers land \$3 million NIH grant to study connection between sleep and stroke**
 - Two Upstate Medical University professors and researchers have received a \$3 million grant to study how sleep disorders and stroke affect one another. College of Nursing Associate Professor Karen Klingman, PhD, RN and Physical Therapy Professor George Fulk, PT, PhD, FAPTA have been studying the links between sleep disorders and stroke for many years. They were awarded a \$3 million National Institutes of Health grant in the fall and started enrolling participants in their study this spring. It is the first Research Project (R01) grant – the NIH's original and historically oldest grant – for both The College of Nursing and The College of Health Professions. The study is in partnership with Good Shepherd Rehabilitation Network in Allentown, Pennsylvania. The two institutions will enroll a total of 200 patients who have suffered a stroke. The study, which will take between four and five years, will examine sleep disorders not including obstructive sleep apnea (OSA).
- **Upstate Cancer Center doctor presented results of clinical trial for small cell lung cancer at American Society of Clinical Oncology Annual Meeting**
 - Jeffrey Bogart, MD, presented findings of a lung cancer treatment clinical trial at the American Society of Clinical Oncology Annual Meeting, one of the largest gatherings of cancer experts in the world. Dr. Bogart presented evidence that shows when treating small cell lung cancer, once daily radiation therapy treatment for seven weeks is just as effective as twice daily radiation treatment for three weeks. Dr. Bogart was principal investigator of the trial, which included more than 700 patients throughout the United States from 2008 to 2019. About 30,000 people are diagnosed with small cell lung cancer each year. That type of cancer, which is treated with chemotherapy and radiation, accounts for about 15 to 20 percent of all lung cancer patients.

