

# NEW YORK'S FLAGSHIP

Annual Resource Planning Process  
Kick-Off

December 14<sup>th</sup>, 2023

 **University at Buffalo** The State University of New York







## UB's Top 25 Vision

Building on the existing strong foundation of academic excellence, knowledge and understanding, the University at Buffalo will advance into the nation's **Top 25 public research universities**, thereby expanding the scope of our reach and strengthening UB's world-wide impact



# New York's Flagship University

“A flagship university sets the standard to which other institutions aspire.”

President Satish K. Tripathi  
January 5, 2022



# SUNY Flagship Advocacy

To compete successfully with our national flagship peers  
and  
achieve UB's Top 25 Ambition through state investments in:



Current year primary area of opportunity:

## Capital Request

- Existing building renovations
- New building construction
- Critical maintenance

Research that aligns with NYS priorities and opportunities (investments in faculty, laboratories)

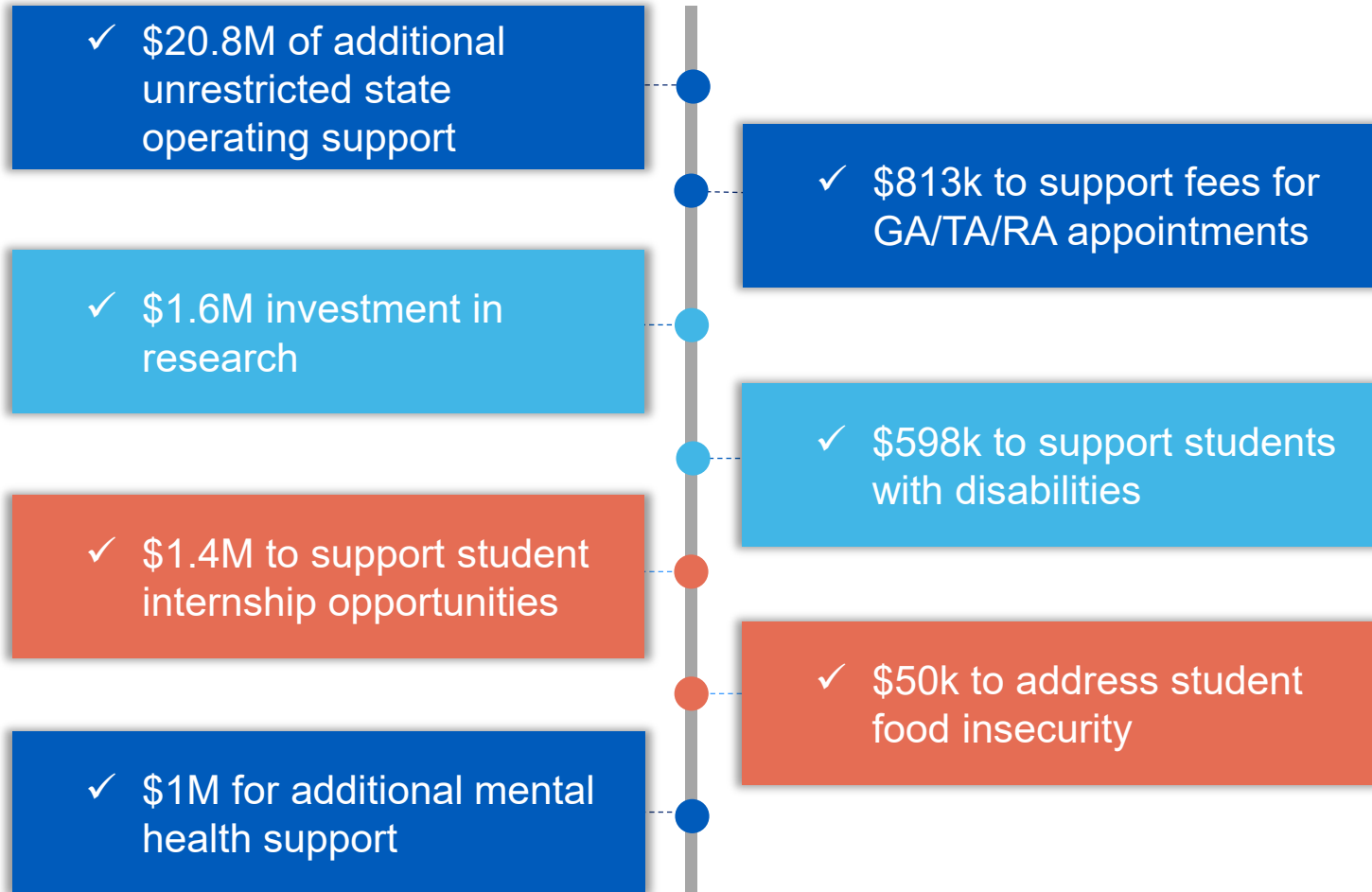
Student success and economic mobility (investments in the student experience, health and wellness, living/learning environments)

Levels of State/tuition funding per student relative to peers

Capital project delivery reforms; expedited academic program review

# Flagship Investments from NYS Last Year

## Recurring Investments



## One-time Investments





# 2023: CAPITAL PROJECTS YEAR IN REVIEW



**\$645,000,000**

**Capital Projects Value**

**2023:  
Year in Review**  
.....  
**Building Wide Projects**



**The Landing at Ellicott  
North Campus  
Status: Construction Phase  
\$20M**



**Brittany Murchie Mulla  
Sports Performance Center  
North Campus  
Status: Construction Phase  
\$6M**



**2023:  
Year in Review  
Building Wide Projects**



**Russell L. Agrusa Hall  
North Campus  
Status: Concept Phase  
\$110M**



**2023:  
Year in Review**  
.....  
**Building Wide Projects**



**Clark Hall  
South Campus  
Status: Concept Phase  
\$80M**



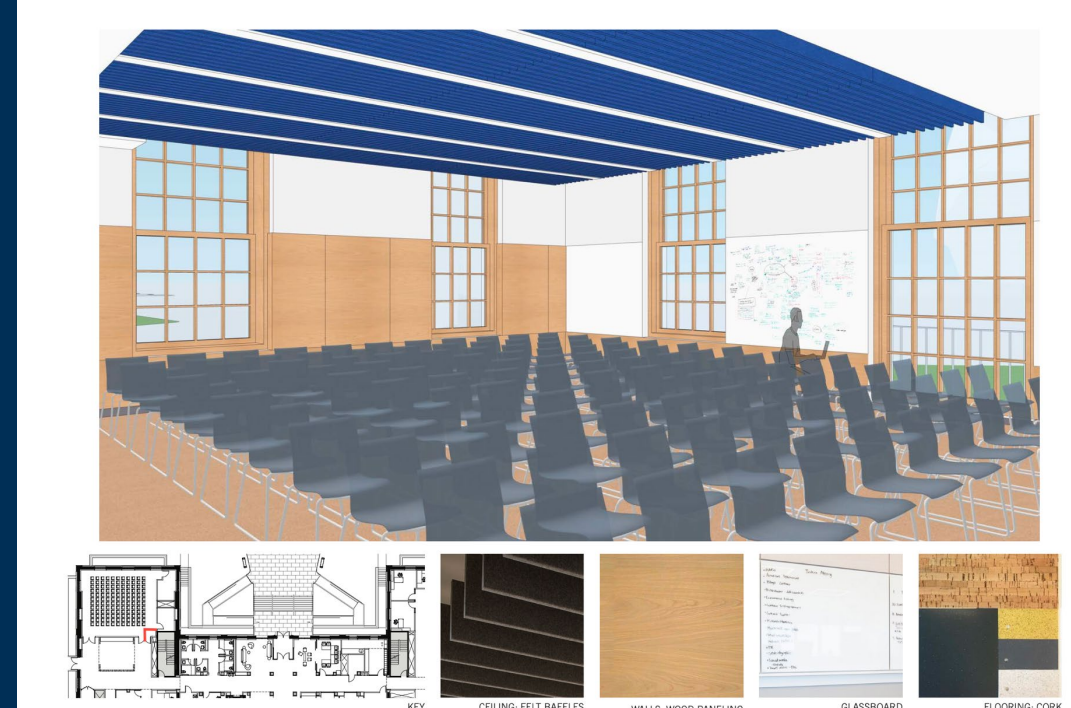
**Parker Hall  
South Campus  
Status: Program Verification Phase  
\$135M**



2023:  
Year in Review  
Building Wide Projects



Crosby Hall  
South Campus  
Status: Completed  
\$25M



Foster Hall  
South Campus  
Status: Construction  
\$35M

**50** approximate

**Small Scale Renovations**

**\$24,000,000**

**Project Value**



2023:  
Year in Review

Rehab Projects



**Silverman Library  
Front Entrance  
Complete: Aug 2024  
\$1.3M**



**AI Institute  
Lockwood Library  
Complete: March 2024  
\$1.4M**



**Baird Hall Classrooms  
Complete: Aug 2025  
\$7M**



**Capen Northcourt  
Complete: March 2024  
\$1M**

**2023:  
Year in Review**

**Rehab Projects**



**Diefendorf Hall  
Classrooms 6 & 7  
Complete: January 2024  
\$1M**



**Squire Hall  
1<sup>st</sup> Floor Clinics  
Complete: September 2023  
\$3.5M**



**Student Union  
Universal Restrooms  
Bidding in: Spring 2024  
\$1.3M**



**Student Union  
1<sup>st</sup> Floor Upgrades  
Bidding in: Spring 2024  
\$8.5M**



# 2024: A LOOK AHEAD



**\$1,266,000,000**

**New Building-Wide Projects Value**

**\$1,533,000,000**

**Capital Projects Value**



2024:

A Look Ahead

Building Wide Projects



Lockwood Library  
North Campus  
RQF Date: December 2023  
\$310M



Computing / Science Education Center  
North Campus  
RQF Date: March 2024  
\$60M



2024:  
A Look Ahead  
Building Wide Projects



Interdisciplinary Research Building  
North Campus  
RQF Date: March 2024  
\$100M



2024:

A Look Ahead

Building Wide Projects



**Health Sciences Complex  
South Campus  
RQF Date: June 2023  
\$439M**



**Cooke Hochstetter  
North Campus  
RQF Date: September 2024  
\$336M**

**2024:  
A Look Ahead  
Building Wide Projects**



**Joyce Exhibit at Abbott Library  
South Campus  
RQF Date: November 2023  
\$11M**



**Acheson Annex to Early Childhood  
Research Center  
South Campus  
RQF Date: TBD 2024  
\$10M**



# UNIVERSITY PRIORITIES





# Investment Priorities to Advance Goals

- Our investment strategy will continue a strong focus on building excellent academic programs, improving the student experience and academic success, and making UB a preferred student destination
- Each decision will be viewed through the lens of opportunity, innovation, equity and impact
- Units should consider requesting funding for previously funded programs where funding may be ending and new programs.



Disciplinary  
Excellence



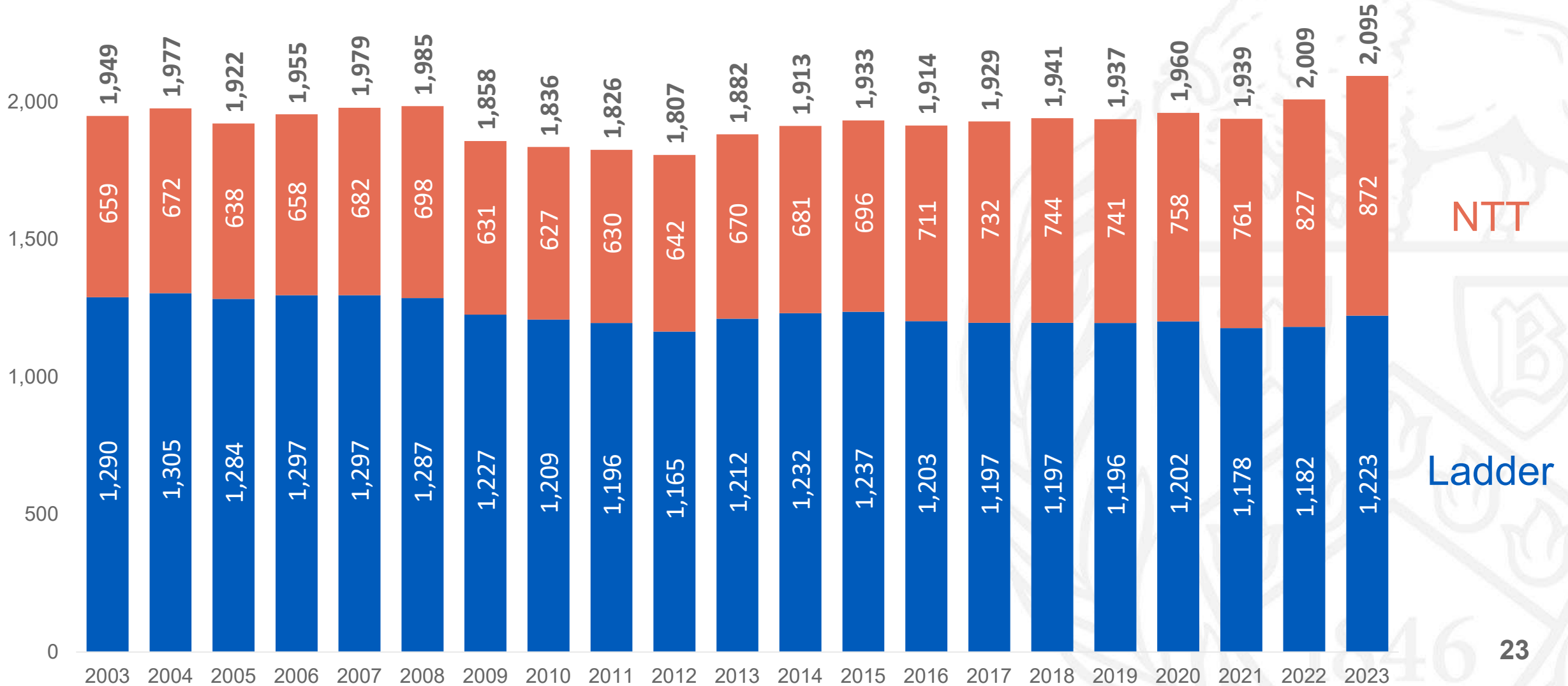
Student Success  
and Experience



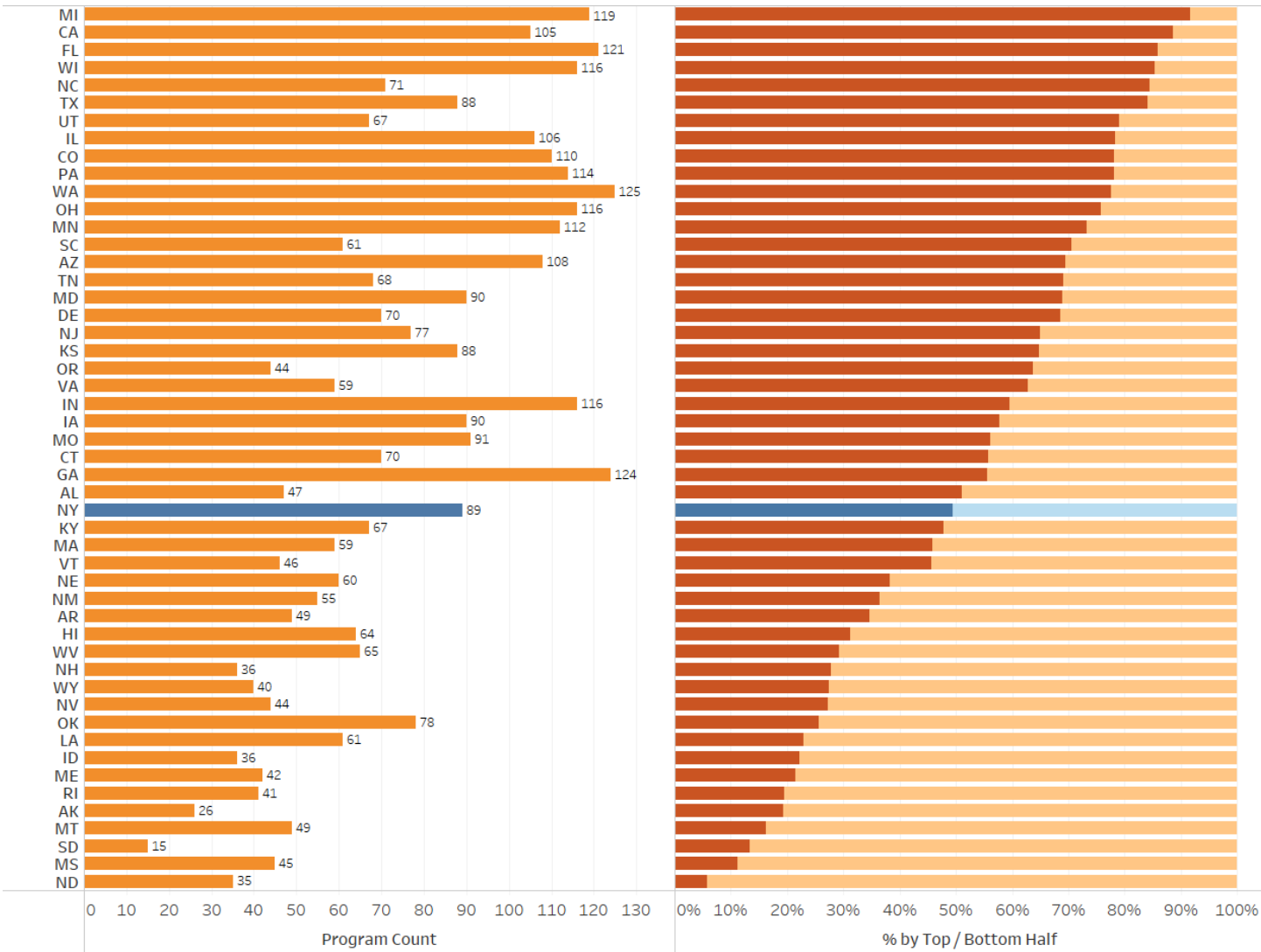
Enrollment

← Opportunity, Innovation, Equity, and Impact →

# Faculty Strength: A 20 Year Perspective



# PhD Programs by Academic Analytics Percentile Rank



- Half of UB's PhD programs in top two quartiles
- Many flagships to which we aspire have more than 70% in top half
- **What investments are required to position half of our academic programs in the top 25?**

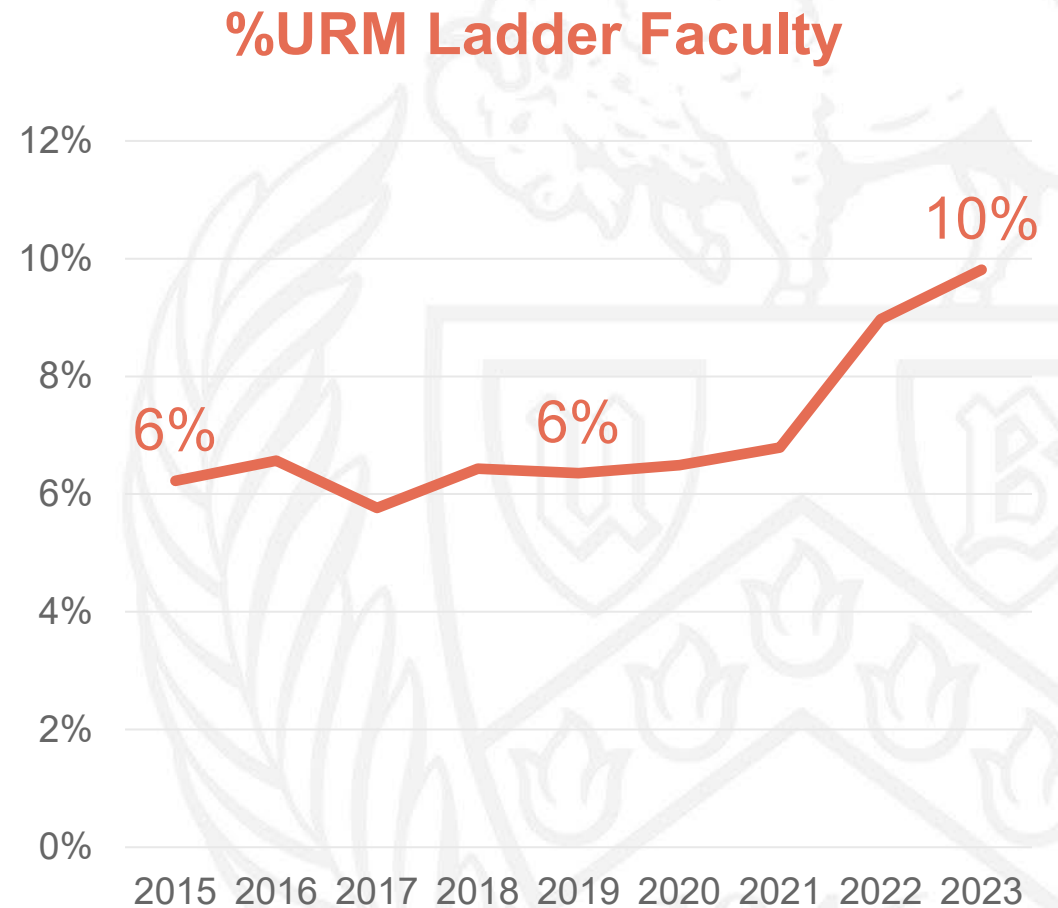


# Faculty/Disciplinary Excellence

- What makes a great department and leads to disciplinary excellence?
  - World-class faculty recognized for being at the forefront of their fields
  - Known as a leading thought center in an important area
  - Recruiting and graduating the very best PhD students who are placed in prestigious positions
  - A welcoming, inclusive and collaborative culture
  - An infrastructure that promotes and facilitates excellence
  - Excellent educational experiences for all students
- We are in the middle of an exciting plan to increase our faculty numbers at all ranks
- **How can we invest resources to strengthen this faculty potential?**

# Faculty Diversity Remains a Priority

- Faculty diversity is critical to faculty/disciplinary strength
- Visiting Future Faculty (VITAL) program
- Expanding Distinguished Visiting Scholars Program to other schools
- Implementing PACOR recommendations to build faculty and staff diversity
- **PRODiG Program reinvented (resources needed to participate)?**
- **What other investments should we make to maintain our momentum?**





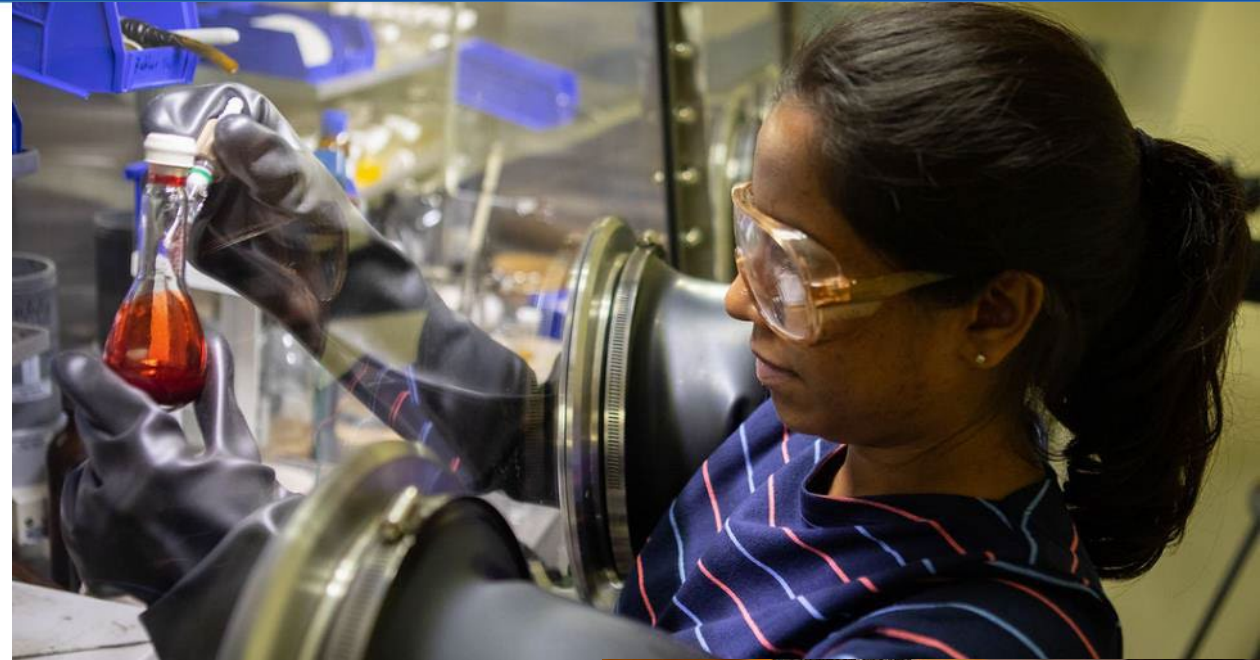
## PhD Excellence

- Recruit the very best students
- Focus on PhD student experience, completion, time to degree and career opportunities and outcomes
- Continue to improve diversity of PhD programs
- Continue to offer competitive stipends for full-time, funded PhD students by regularly raising minimum rate
- **What investments and supports are most needed to achieve our long-term PhD goals?**



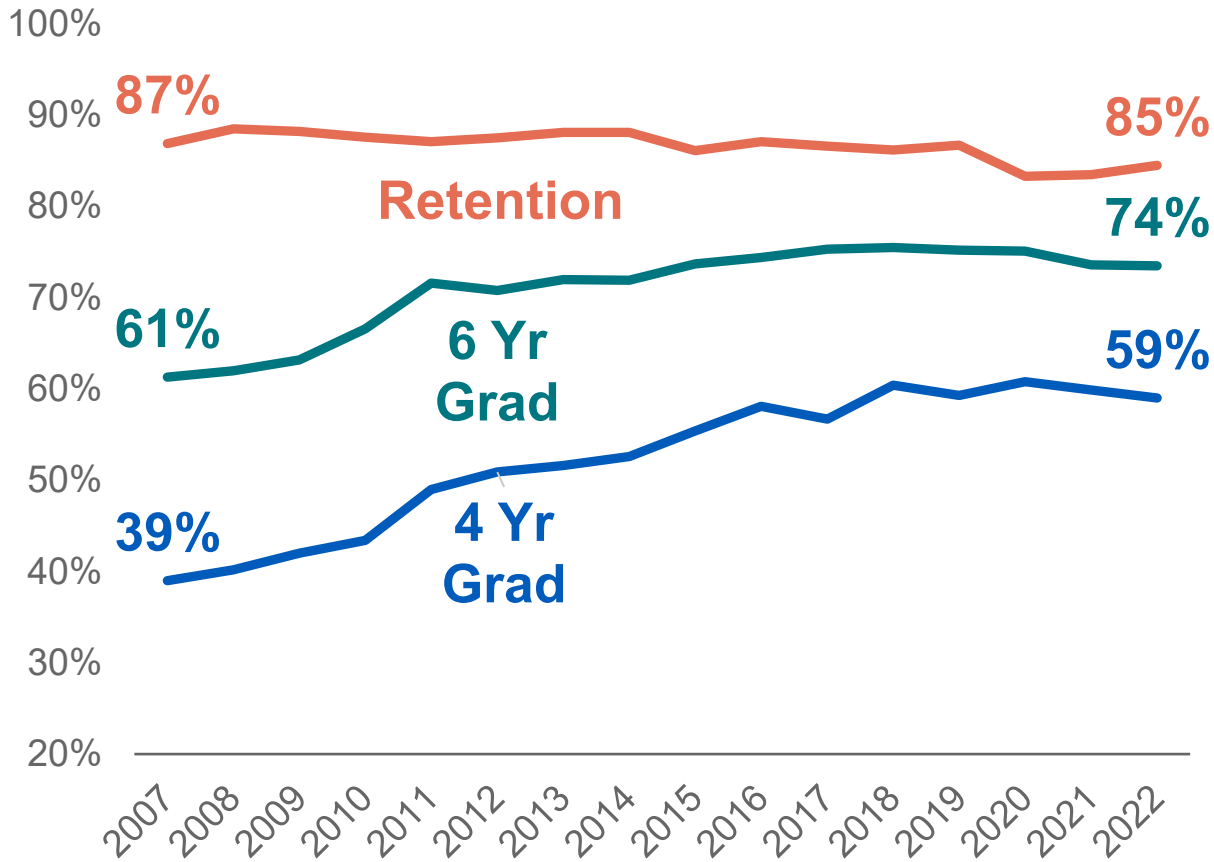
# Investing ICR to Enhance Research

- Last year, I asked how ICR can be invested to support faculty and enhance our research potential over the next two to three years.
- I have just received a final report from the VPRED on this subject and expect to fund many of these recommendations from last year's pool.
- We will invest more ICR to support research.
- **What are the best ideas?**

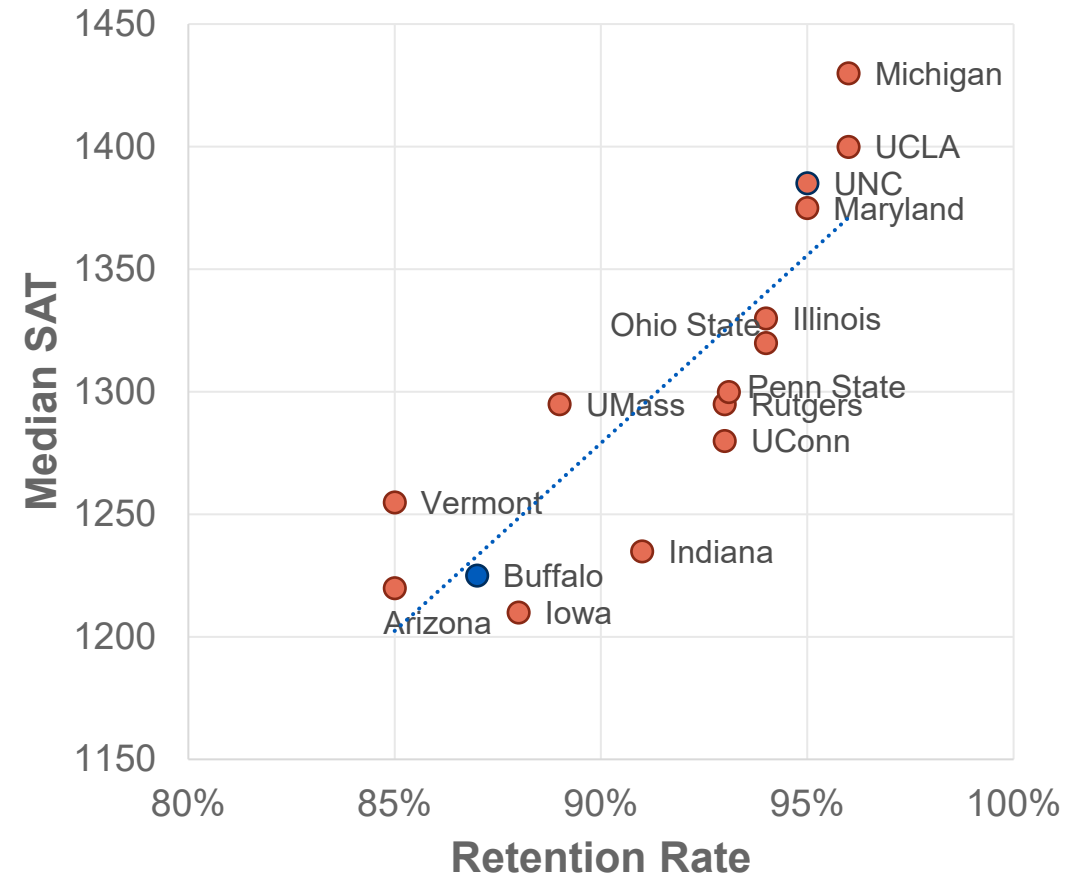


# Undergraduate Student Success and Experience

*Retention and Graduation Rates*



*1<sup>st</sup> Year Retention and SAT Scores*





# Student Success and Experience

- We need to assist all students admitted and improve the overall quality of the incoming class.
- Undergraduate retention remains a priority and a shared responsibility
- Improve the first-year experience
- We need deeper connections to our academic units for students
- Greater opportunities for experiential learning, externships and career placement
- Greater connections to the community





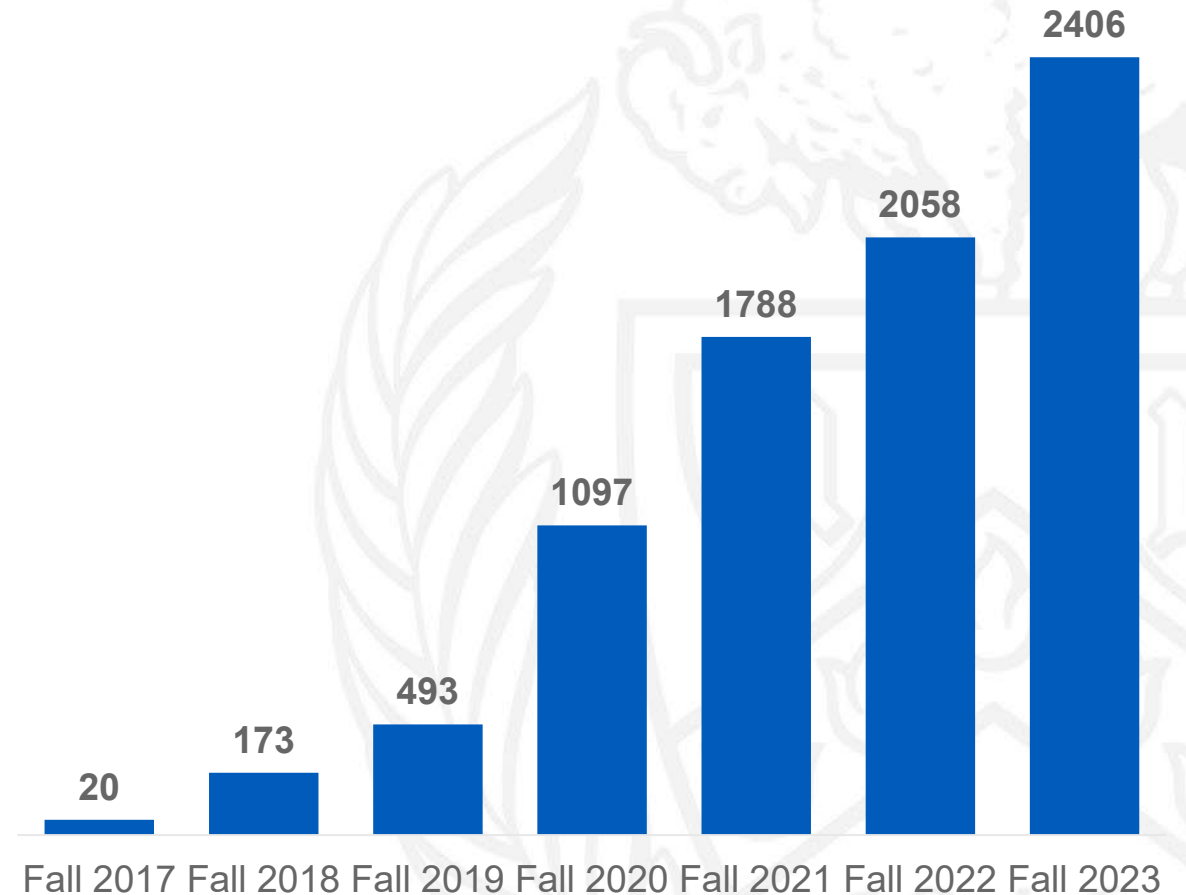
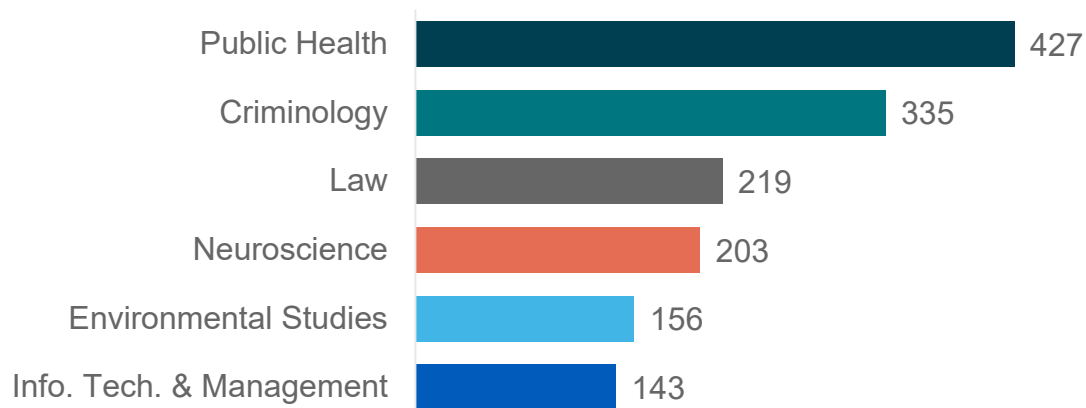
# Current Enrollment Plan

- **Undergraduate Target** – Return to 20,000 UG
  - 4,200 to 4,250 freshman
  - Stabilize and grow transfer population
  - Increase international enrollment
  - Set long-term targets for special populations such as Honors and EOP
  - Return to pre-pandemic retention and improve further
- **Graduate Target** – 11,000+
  - PhD: set program quality and size based on PhD Excellence discussion
  - Professional: enhance quality and increase enrollment where appropriate
  - Masters: opportunities to enhance existing and create new professional master's programs, both online and in-person

# Growth in New Undergraduate Programs

- New undergraduate programs have significantly increased enrollment over the last six years
- Currently, 11.8% percent of all undergraduate enrollment is from new undergraduate programs

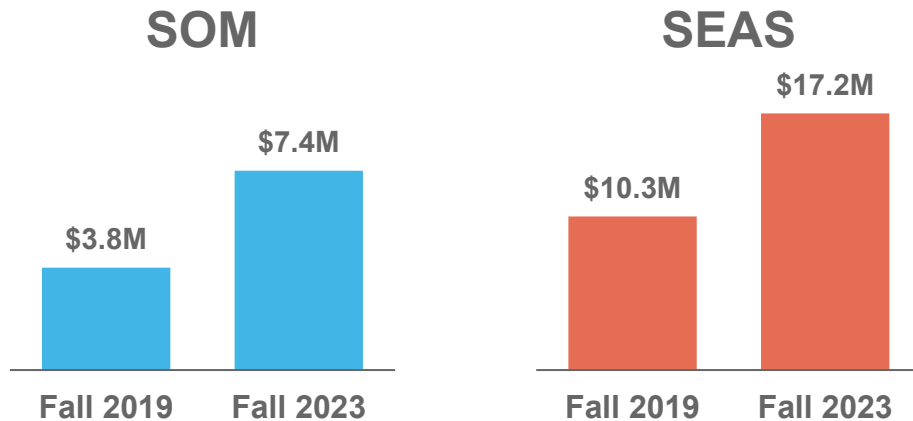
## Fall 2023 Enrollment Examples



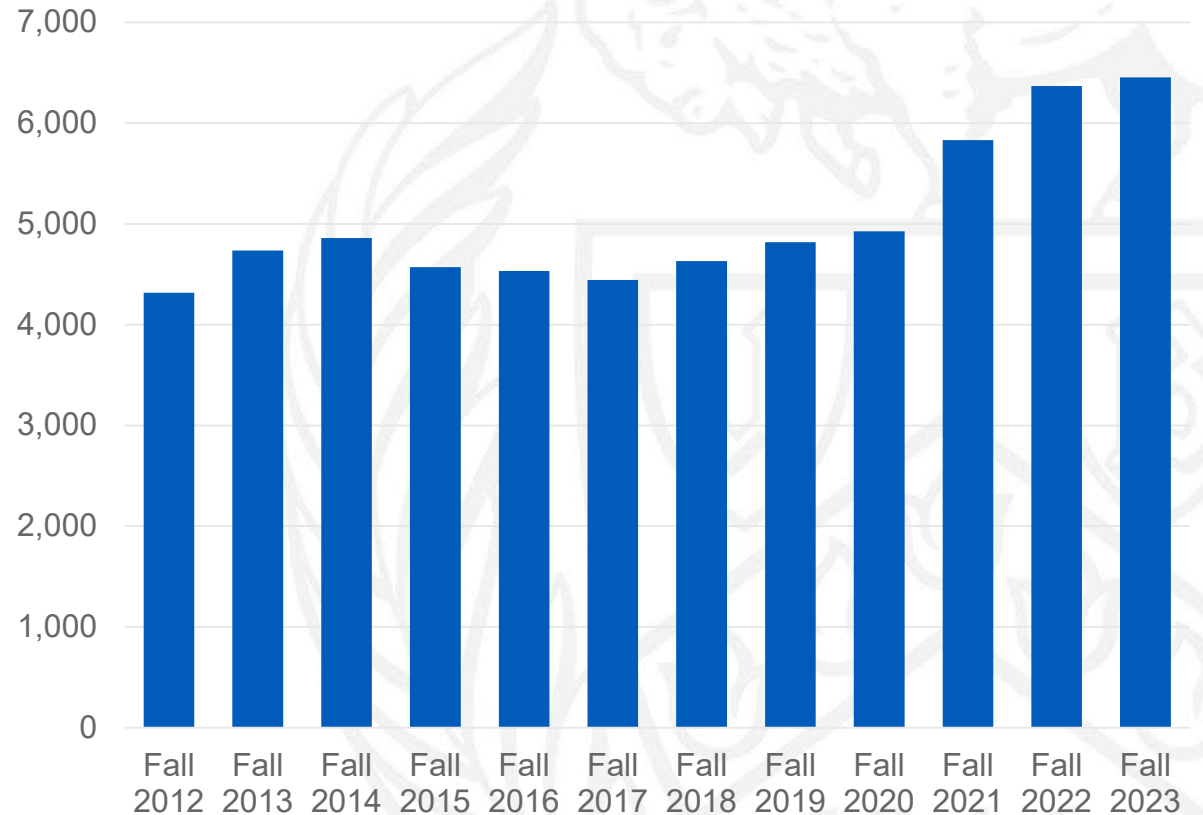
# Professional Master's Programs

- Two years ago, we invested **\$7.13M** in support of selected high volume professional master's programs. Revenue from these programs can drive faculty and PhD growth
- The return on these investments has been significant to the units

**Total Master's Tuition Revenue**



**Total Master's Enrollment**





# Potential Areas of Investment

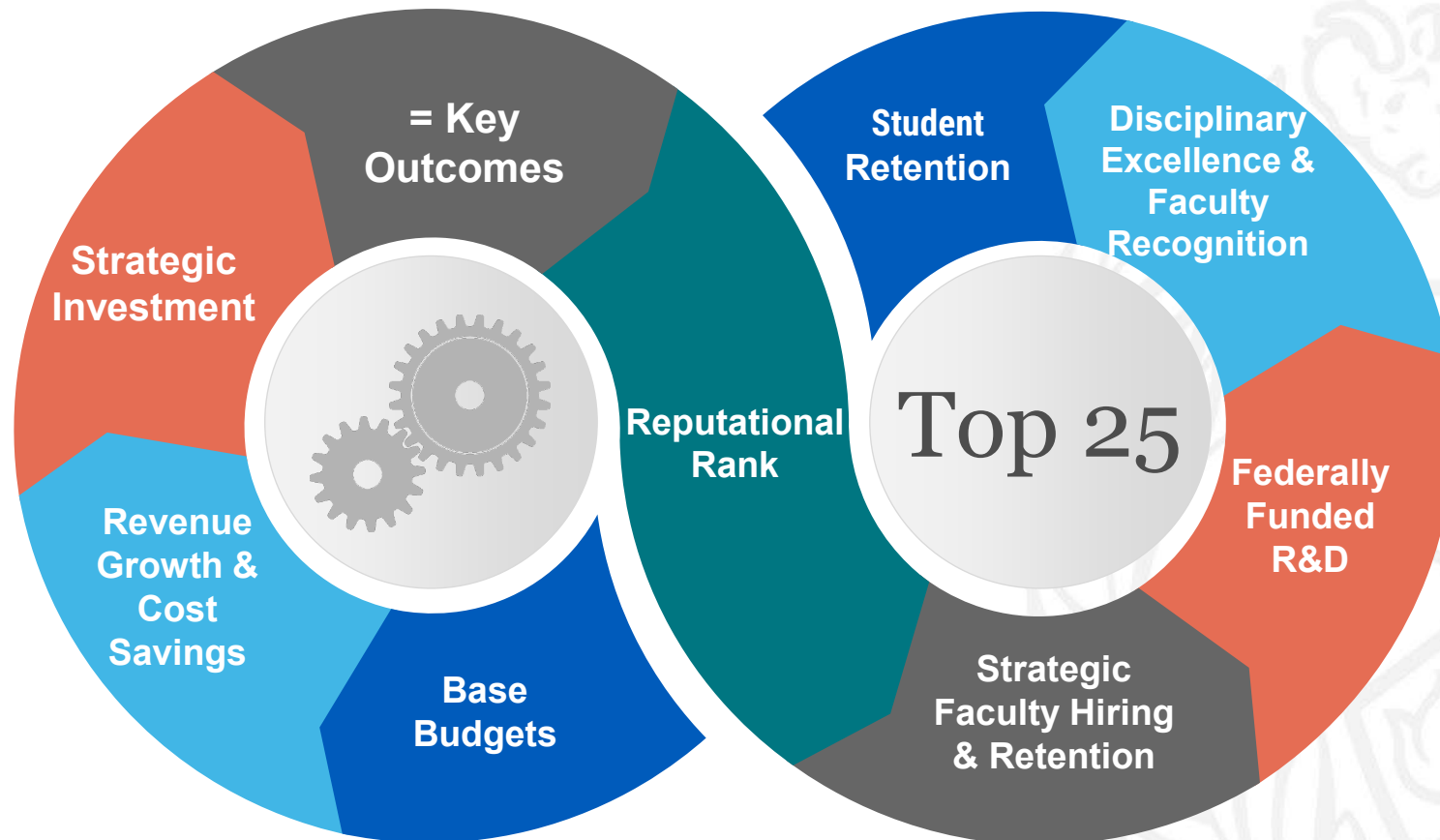
- New undergraduate degree programs
- More defined pipelines for transfer students, *especially international*
- Growing affinity groups (honors, EOP, etc.)
- Professional master's programs
- Innovative, cross cutting PhD programs
- Credentialed non-degree programs



# UB'S FINANCIAL CAPACITY

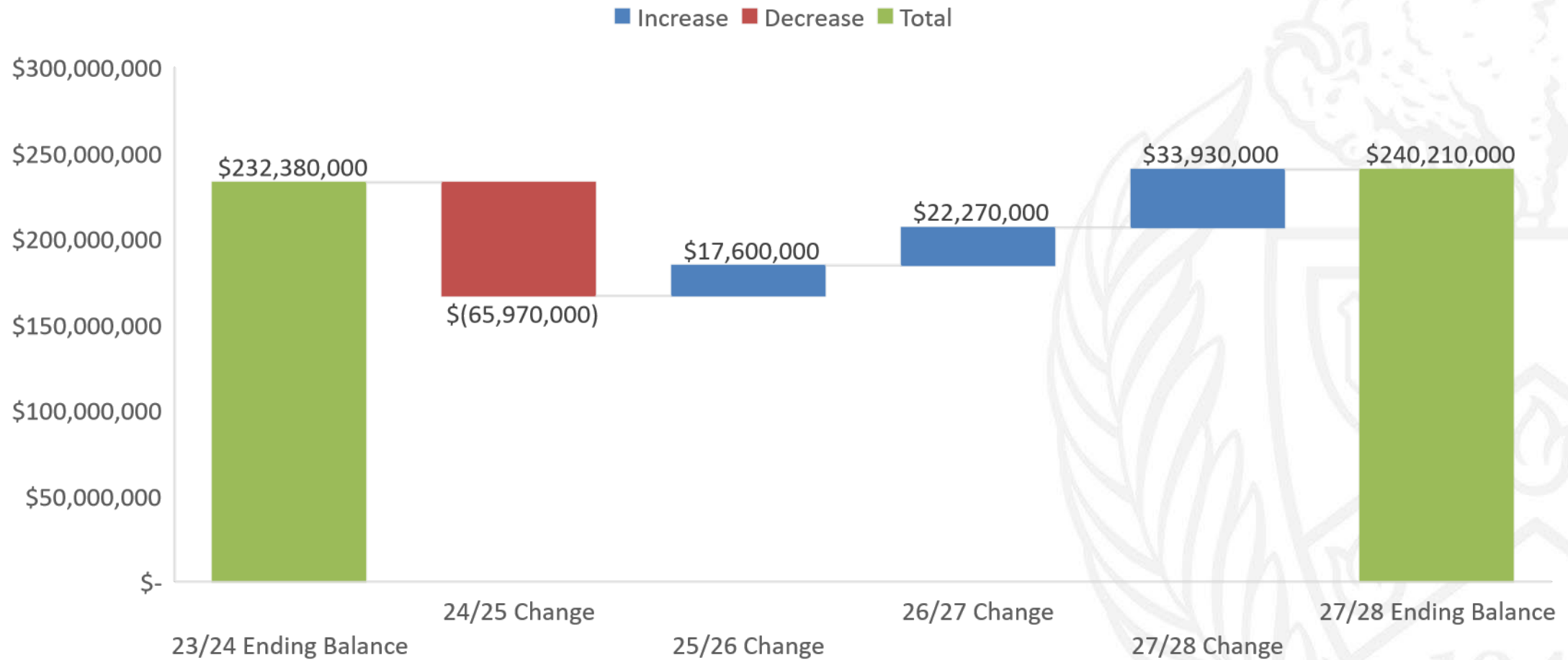


# Our Journey





# Multi Year Financial Plan (MYFP)

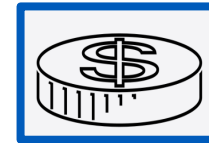


# Long-Term Financial Stability



## Current Year Cash Balance

The university overall cash balances exceed **\$850M** (projected operating budget is **\$926M** for the current year)



## Past Four Years

Cash balances grew by **over \$350M** in just the past 4 years



## Smaller Cash Outlook

Current year: expecting a much smaller overall net operating surplus (primarily due to compounded salary increases & one time cost of the retroactive salary increases).

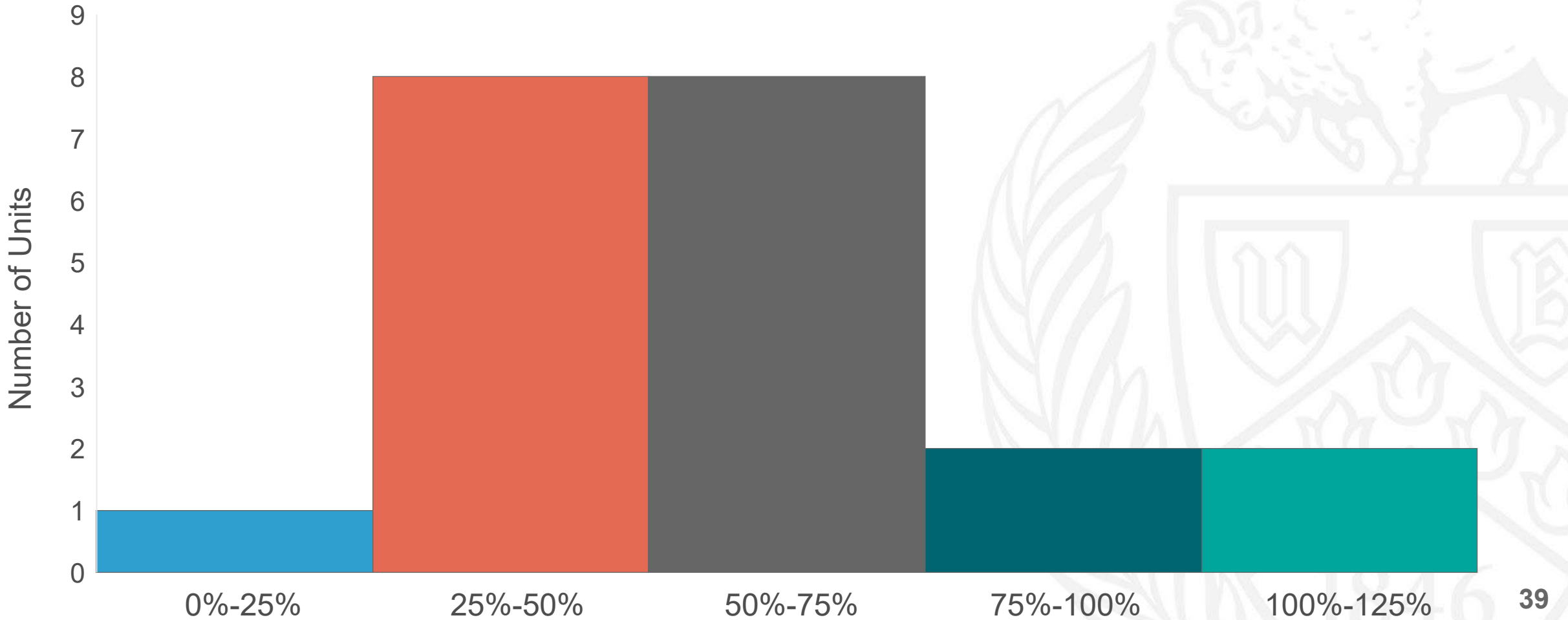


## Financial Stability

**Critical:** continue to leverage our significant cash balances to help us achieve our goals while maintaining a sustainable long-term financial outlook.

# Unit Balances by Percentage of Revenue

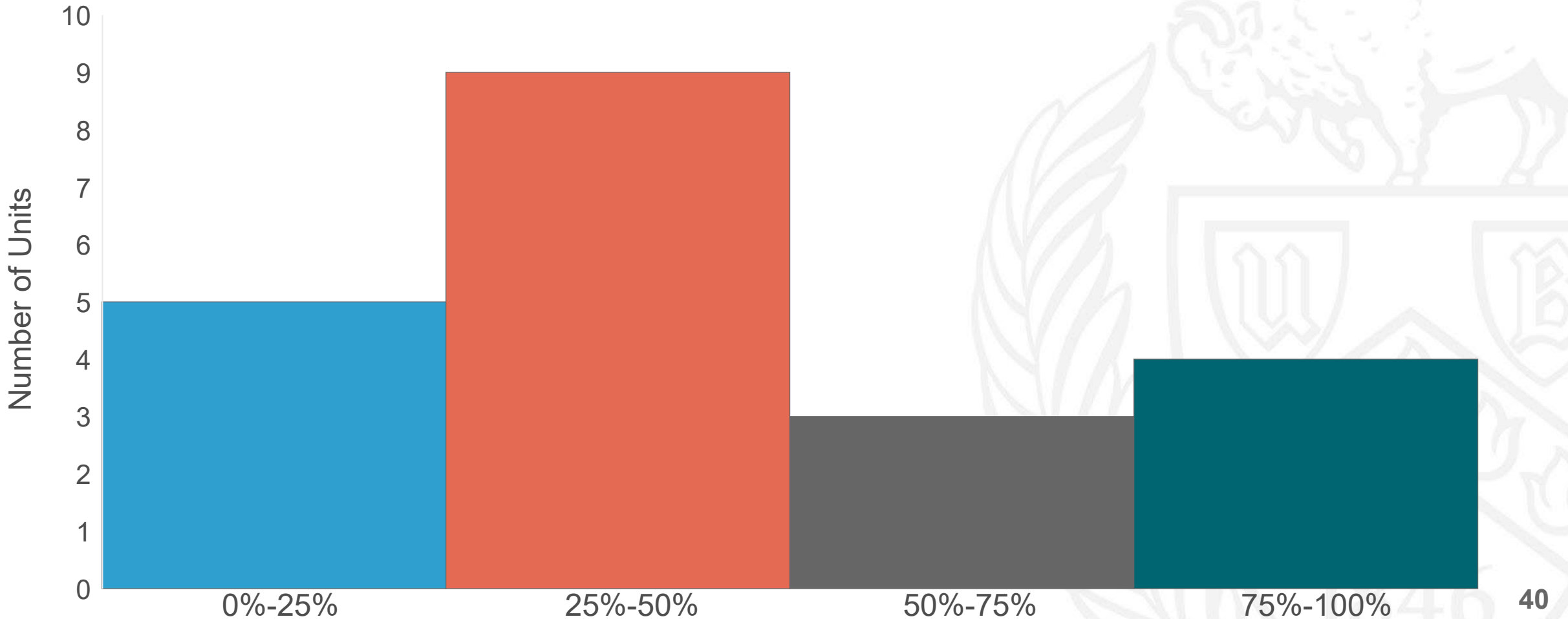
## All Funds





# Unit Balances by Percentage of Revenue

## State Operating



# PLANNING GUIDANCE



# Budget Model: Guiding Principles

## Strategic

- ✓ We align incentives with our mission and with strategic behaviors

## Predictability

- ✓ We build models that provide reliable foundations for planning

## Flexibility

- ✓ We build planning models that anticipate and are responsive to changes in the economic environment; we incorporate appropriate risk management strategies

## Integration

- ✓ We consider the university as a whole and make intentional connections between varying types of organizational needs and priorities

## Stewardship

- ✓ We exercise prudence in managing our resources, diversify revenues to promote resilience, maintain appropriate reserves, and reward efficiency and effectiveness



# UB Financial Planning Assumptions 2024/25

Area	Assumption
Enrollment	<ul style="list-style-type: none"> <li>• <b>Undergraduate enrollment of 19k to 20k</b></li> <li>• Focus on academic quality</li> <li>• Continue targeted growth in professional master's programs</li> <li>• Model "what if" scenarios of potential impact of international enrollment melt</li> </ul>
Tuition and Fee Rates	<ul style="list-style-type: none"> <li>• <b>Continue to be flat</b></li> <li>• UB will advocate for resident UG increases</li> <li>• Will work with units on advocating for any increases to specialized/professional tuition rates and fees where appropriate</li> </ul>
Negotiated Salary Increases	<ul style="list-style-type: none"> <li>• <b>Units should continue to plan to fund salary increases</b></li> <li>• Through attrition and strategic workforce planning units have managed to fund the past two UUP contracts.</li> <li>• Continue to reassess positions and take advantage of opportunities for redeployment of resources when presented in your unit.</li> <li>• UB will continue to advocate for state funding to cover negotiated salary increases, as without additional revenue support this approach is not sustainable long-term</li> </ul>
Reserves	<ul style="list-style-type: none"> <li>• <b>Identify the appropriate level of reserves needed across units and departments</b></li> <li>• Balance the need to mitigate risk with reserves against the opportunity cost of not leveraging existing resources</li> </ul>

# Undergraduate Tuition Revenue Targets



- ✓ Temporarily pause TRSA and negative base budget changes associated with undergraduate enrollment.
- ✓ Units will continue to benefit from the budget model as normal for exceeding the undergraduate tuition revenue targets.
- ✓ The Graduate/Professional model remains unchanged.
- ✓ Evaluate the undergraduate enrollment landscape over the next year.

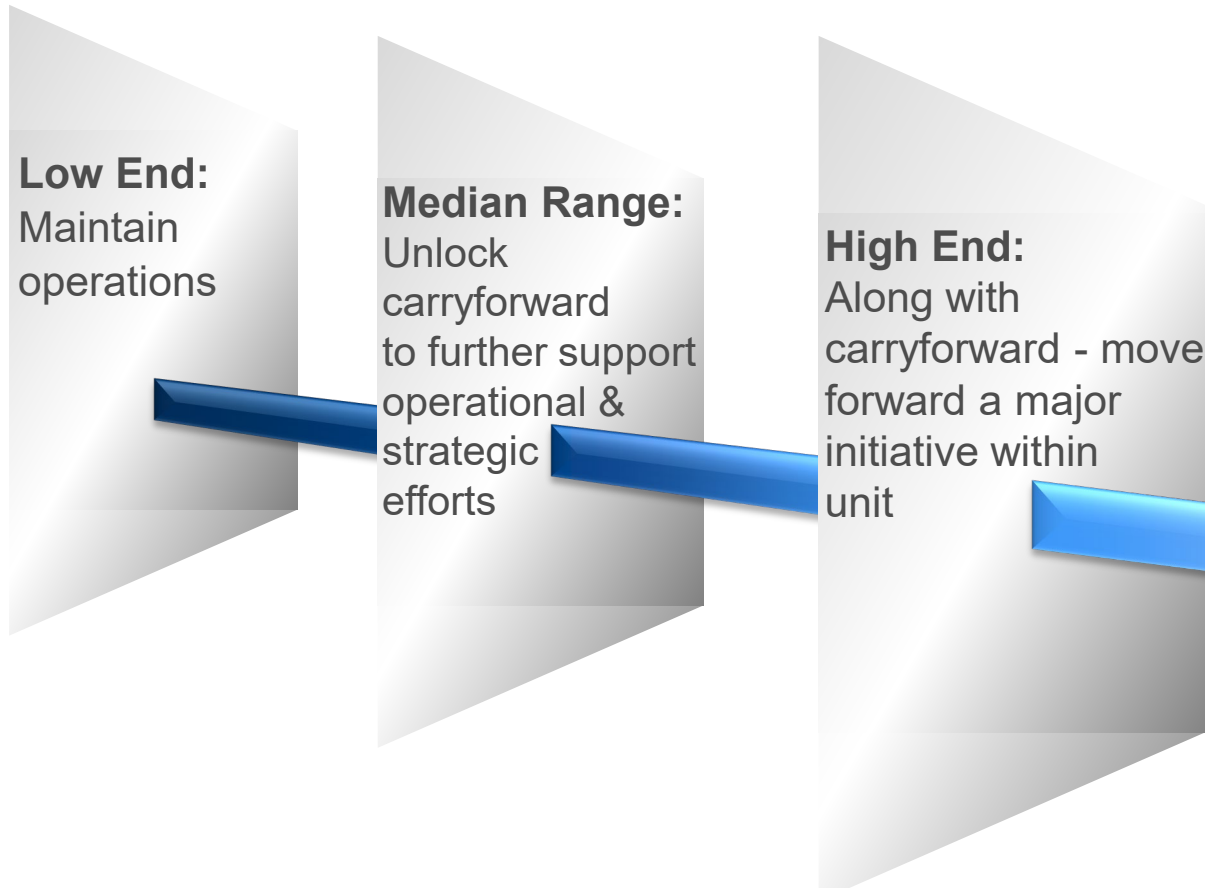


# 3% Annual State Operating Base Budget Increase

## What would you do?

(All units to include within investment proposal submissions.)

**IF you have State Operating Cash Balances that are.....**



Units with a carryforward greater than 15% of current state operating annual operating allocation will also need to discuss plans for utilization of those funds in addition to the 3% increase.



# Broad Based Fee Fixed Amounts

## Verify:

Do you receive a fixed amount of a Broad-Based Fee annually? This would be from the Tech Fee or the Campus Life Fee.

1

## Review:

These amounts have been fixed for over a decade in most cases.

2

## Usage?

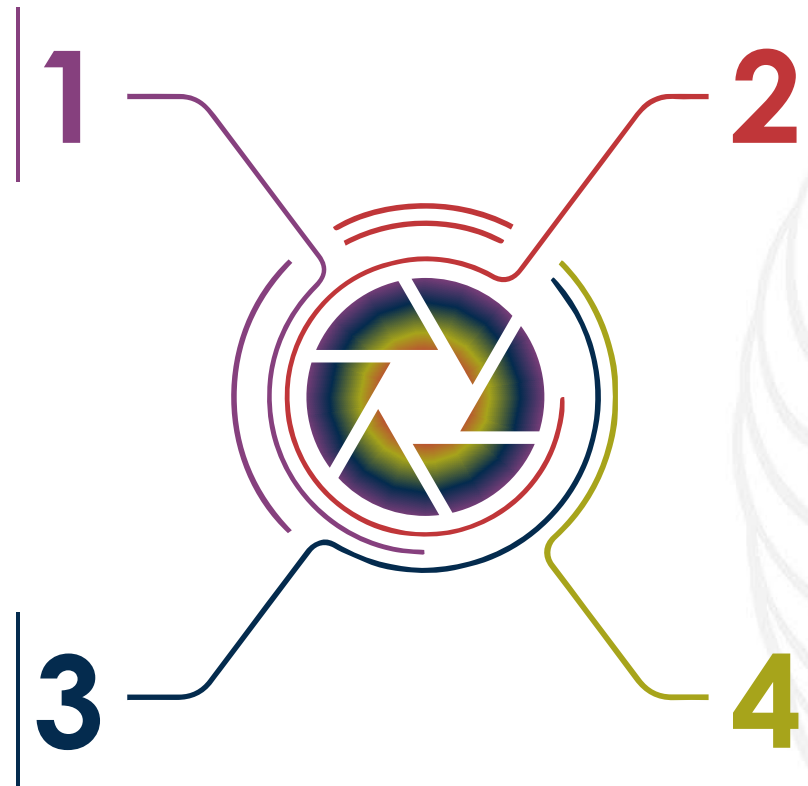
How are you utilizing these funds?

3

## Improvement?

Is there a better way to support this utilization?

4



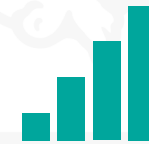
# UPLAN PROJECT



# What's in it for my unit?



Fully integrated, all-funds budgeting, planning and forecasting system.



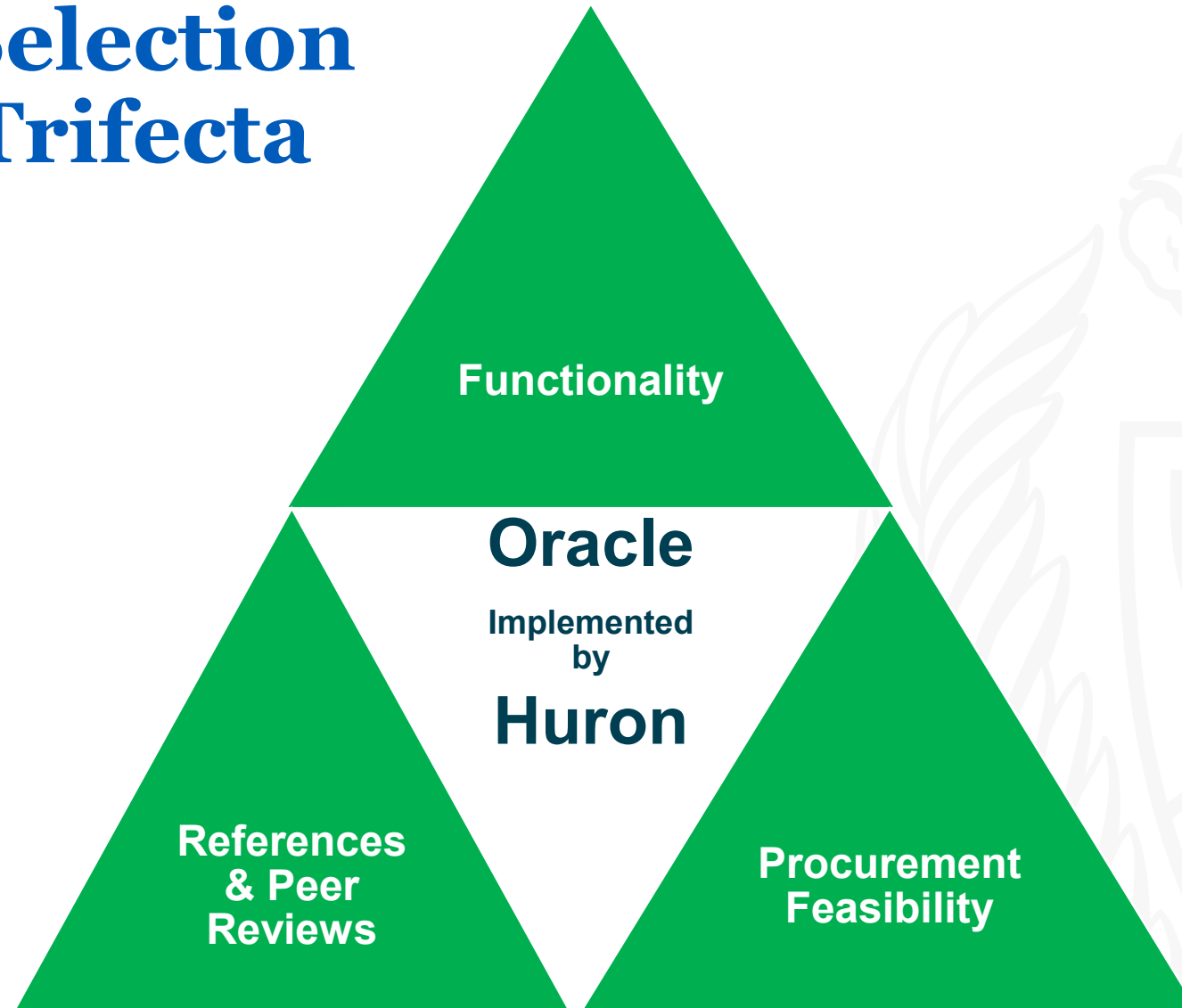
Consistent institutional data to support strategic decision-making.



Replaces and enhances current unit-based processes.



# Vendor Selection Criteria Trifecta

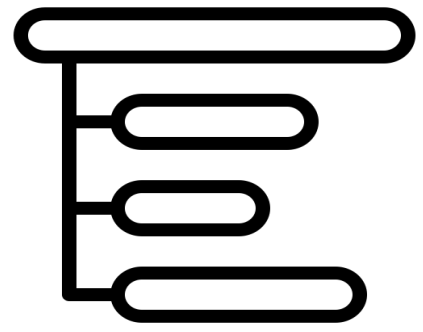


# UPLAN NEXT STEPS



# Unit/UB Review Level of Readiness

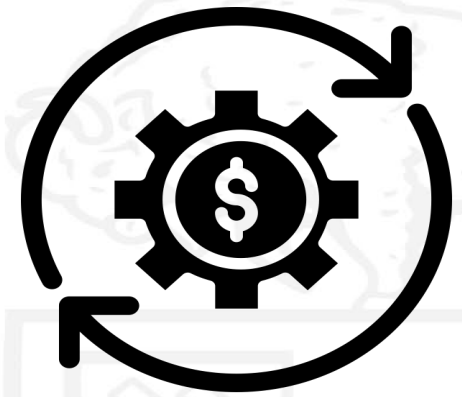
3 levels of Readiness – On Track, Monitoring or At Risk  
Timeline – ASAP, continuous as needed



Entity Hierarchy



Chart of Accounts

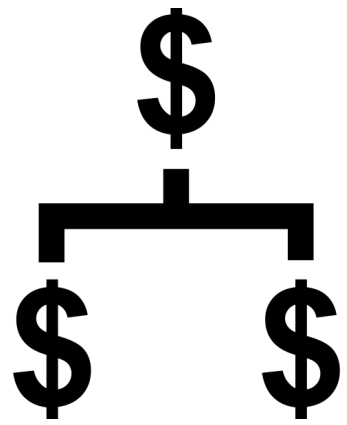


Budget Process Transformation



# Unit/UB Review Level of Readiness

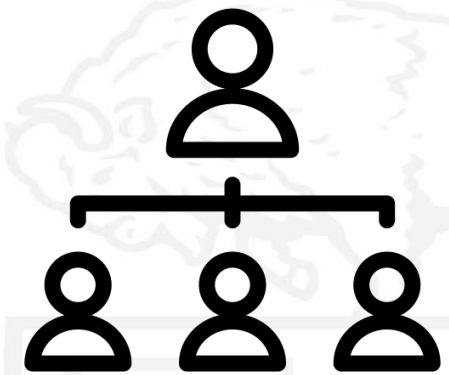
3 levels of Readiness – On Track, Monitoring or At Risk  
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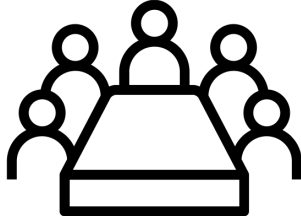
Level of Budgeting



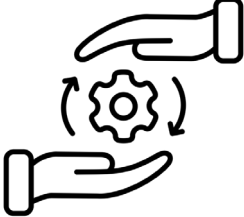
Budget Tools Transformation




Role to Position Mapping

	Meeting with Dean/VP Units – Fall 2023 and continue throughout the project
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	System/Implementor, design, build, testing, training – Fall 2023 – Fall 2024
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	Change Management Strategy – Fall 2023, continuous as needed
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	Communication Strategy – Fall 2023 through completion
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# Recap: Investment Priorities to Advance Goals

- Our investment strategy will continue a strong focus on building excellent academic programs, improving the student experience and academic success, and making UB a preferred student destination
- Each decision will be viewed through the lens of opportunity, innovation, equity and impact



Disciplinary  
Excellence



Student Success  
and Experience



Enrollment

← Opportunity, Innovation, Equity, and Impact →



# Discussion

