

NEW YORK'S FLAGSHIP

Annual Resource Planning Process
Kick-Off

December 14th, 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)

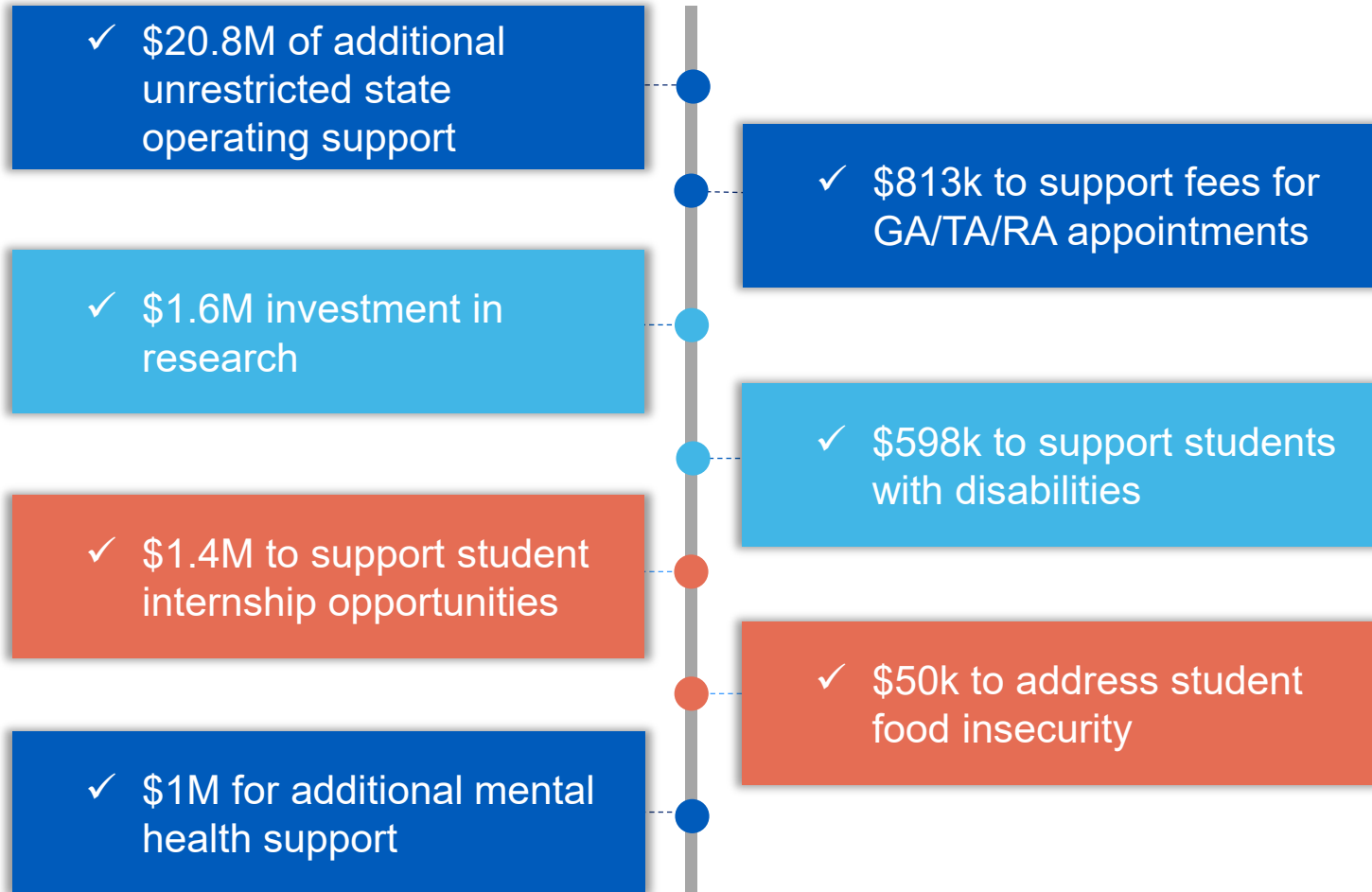
Student success and economic mobility (investments in the student experience, health and wellness, living/learning environments)

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**

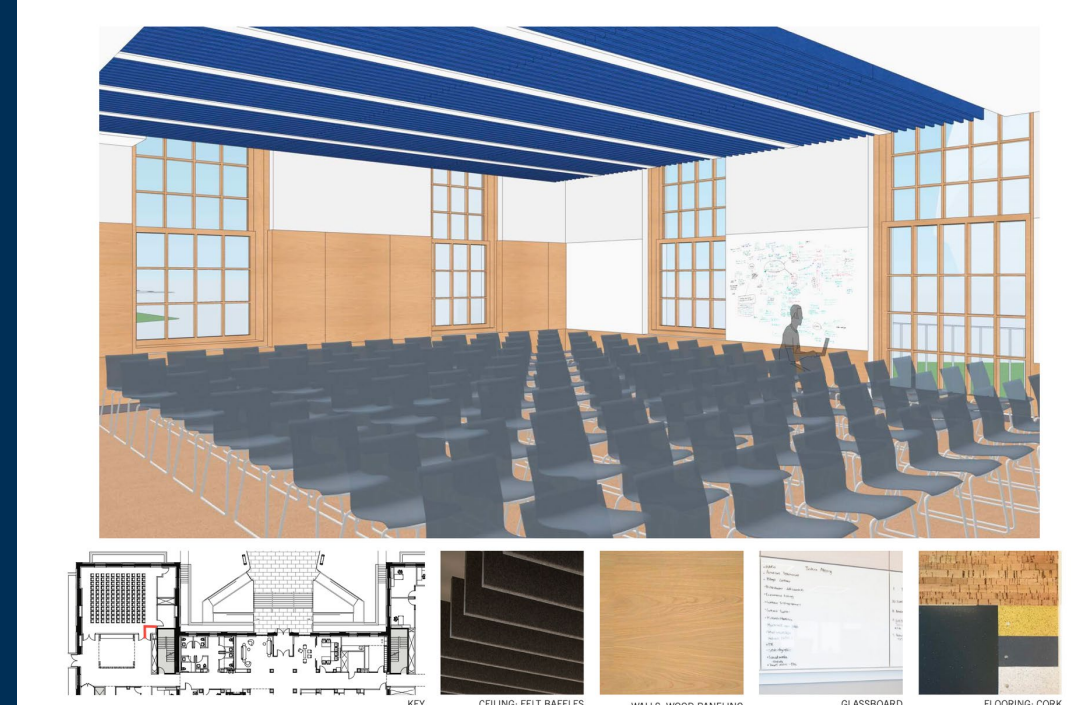


**Parker Hall
South Campus
Status: Program Verification Phase
\$135M**

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
1st Floor Clinics
Complete: September 2023
\$3.5M**



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



**Student Union
1st 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



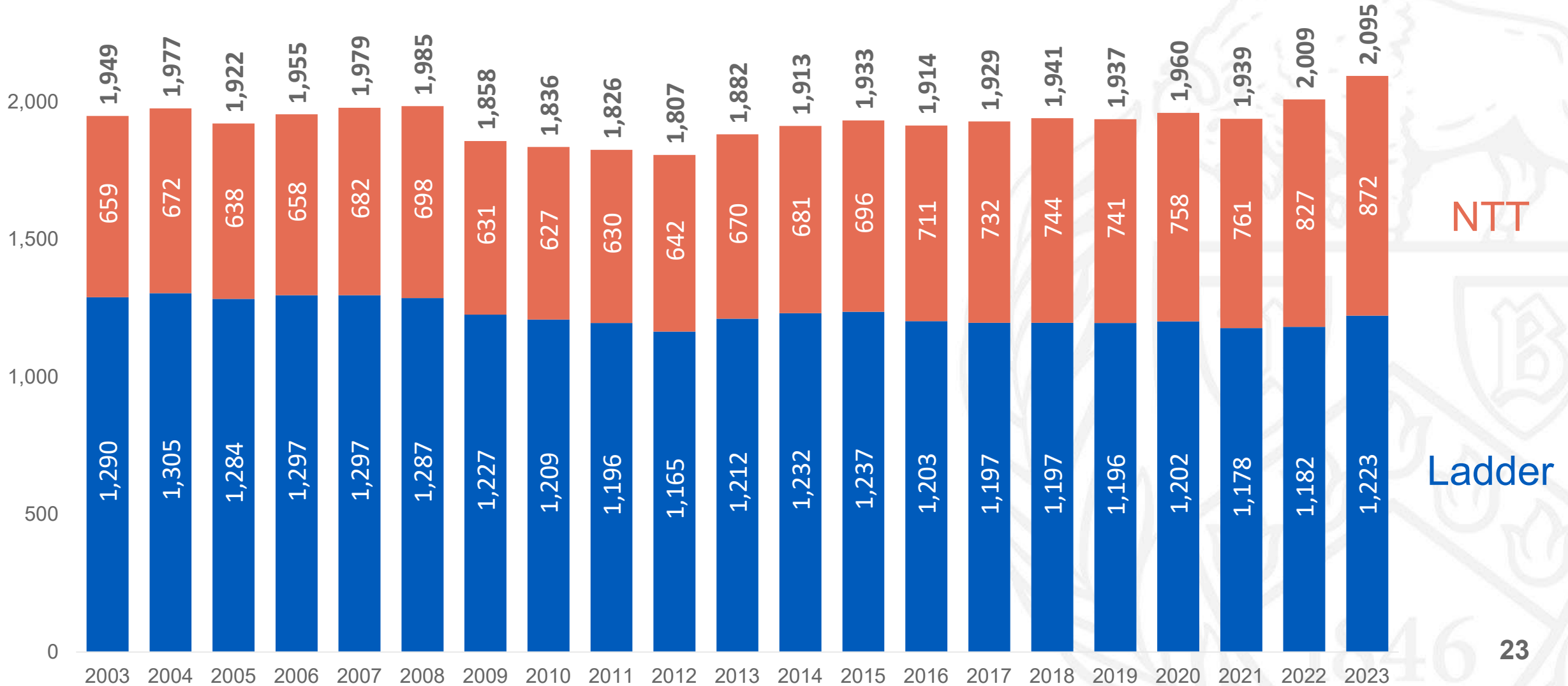
Student Success
and Experience



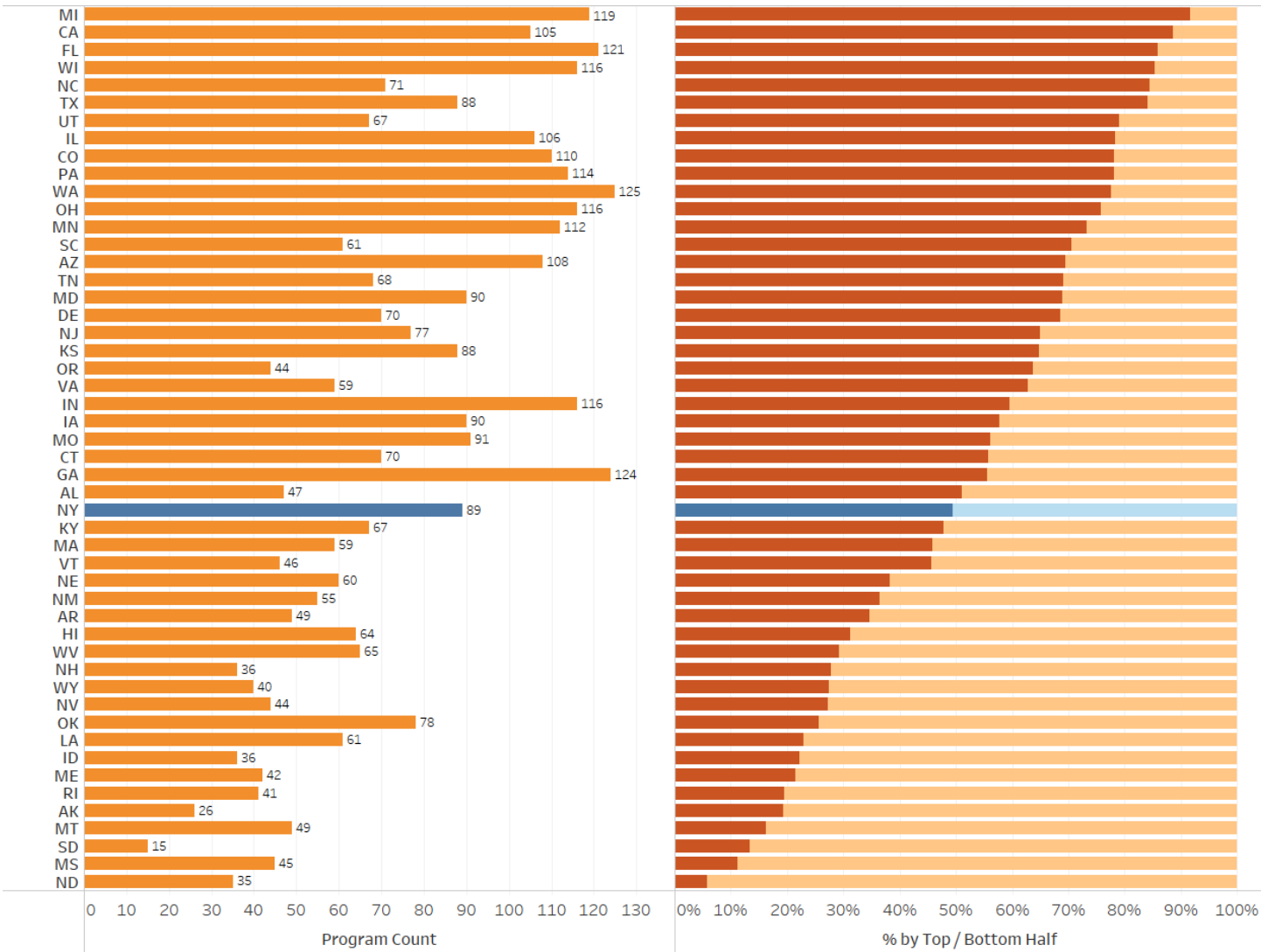
Enrollment

← Opportunity, Innovation, Equity, and Impact →

Faculty Strength: A 20 Year Perspective



PhD Programs by Academic Analytics Percentile Rank



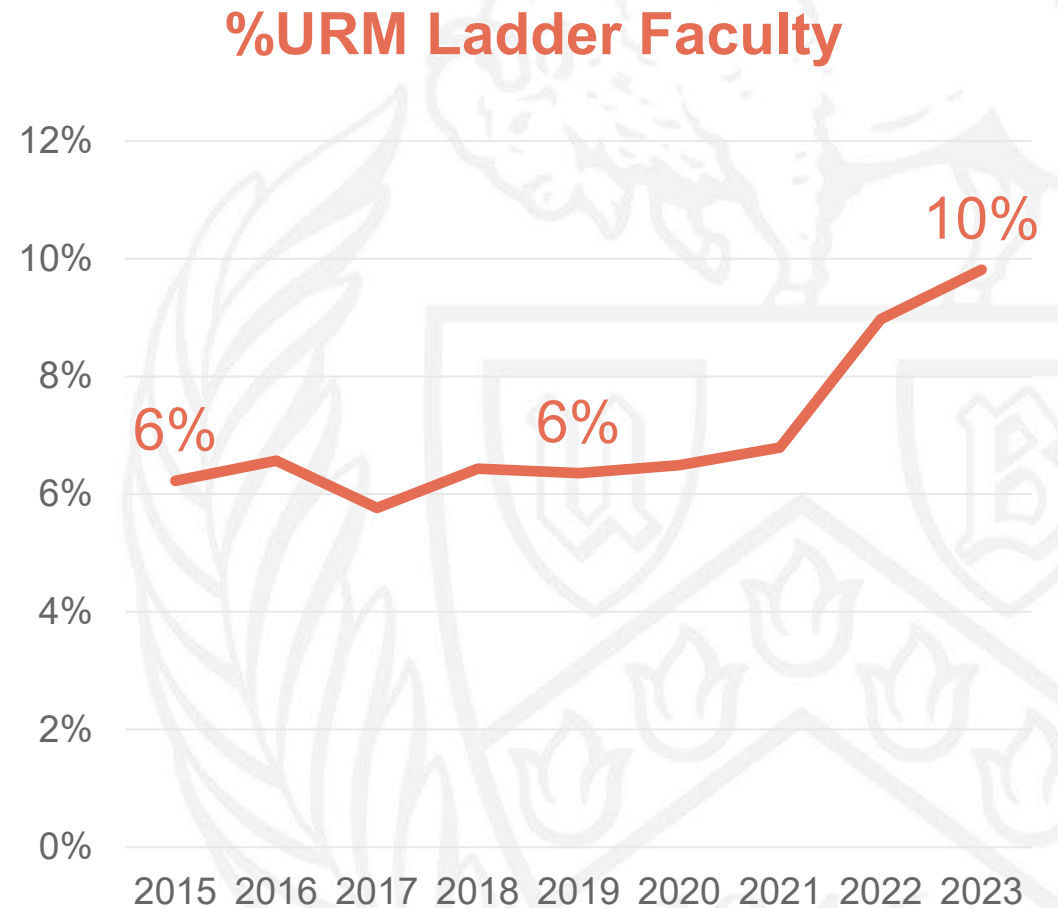
- Half of UB's PhD programs in top two quartiles
- Many flagships to which we aspire have more than 70% in top half
- **What investments are required to position half of our academic programs in the top 25?**

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?**



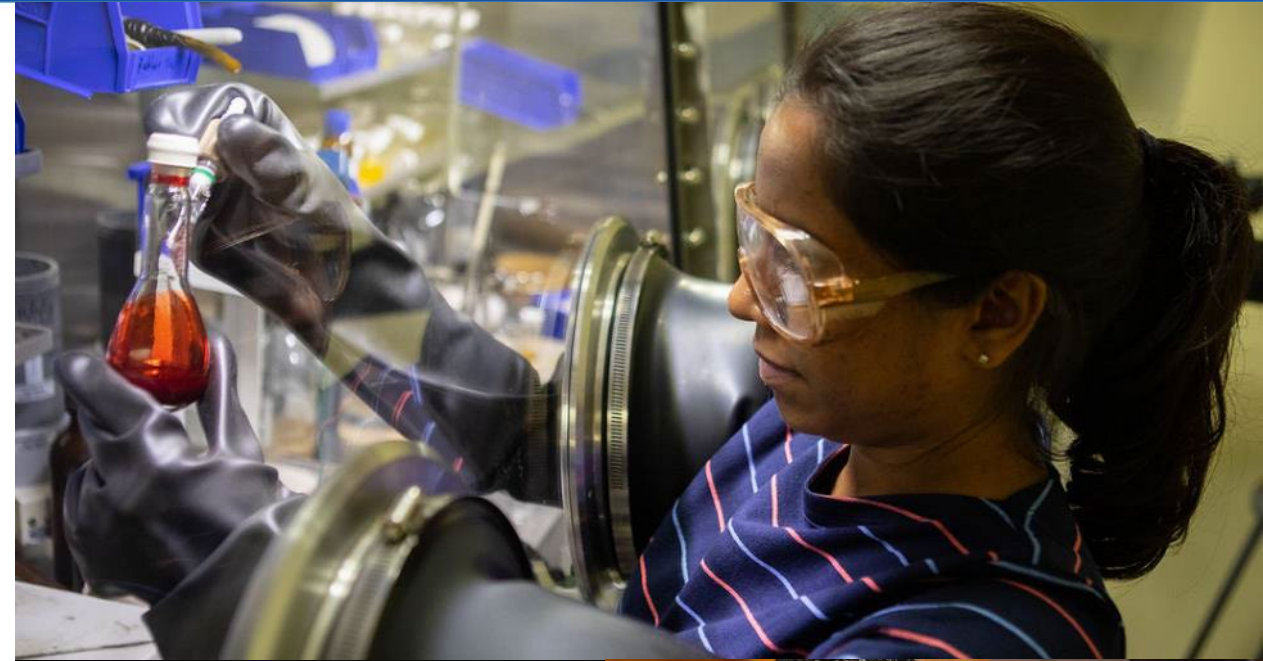


PhD Excellence

- 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?**

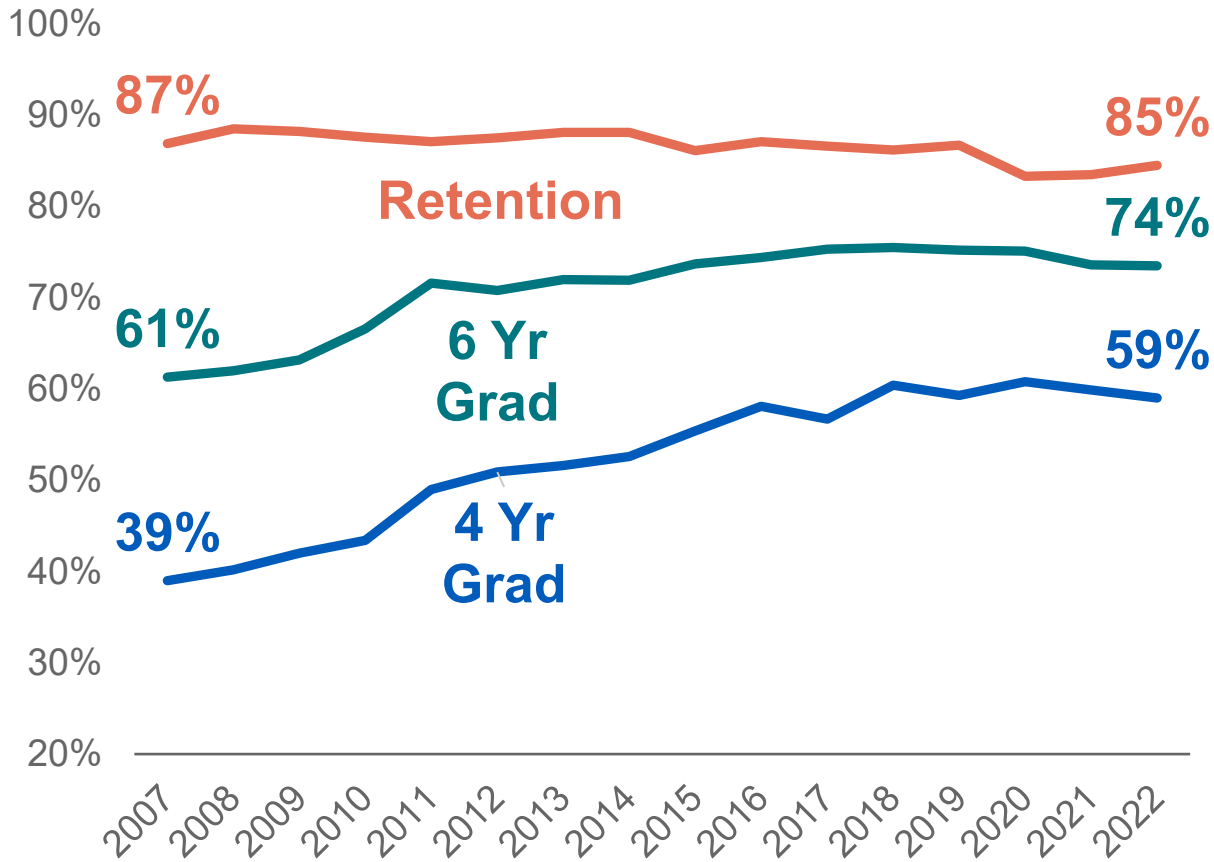
Investing ICR to Enhance Research

- 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?**

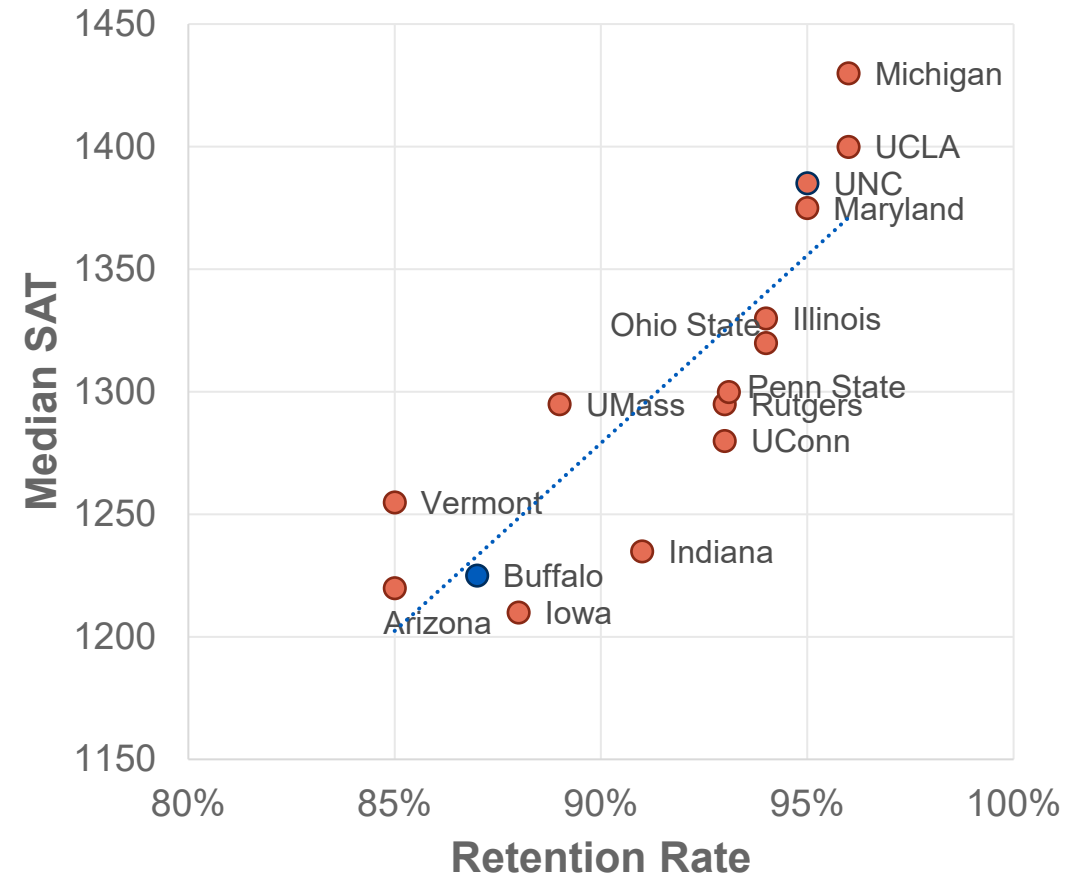


Undergraduate Student Success and Experience

Retention and Graduation Rates



1st 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



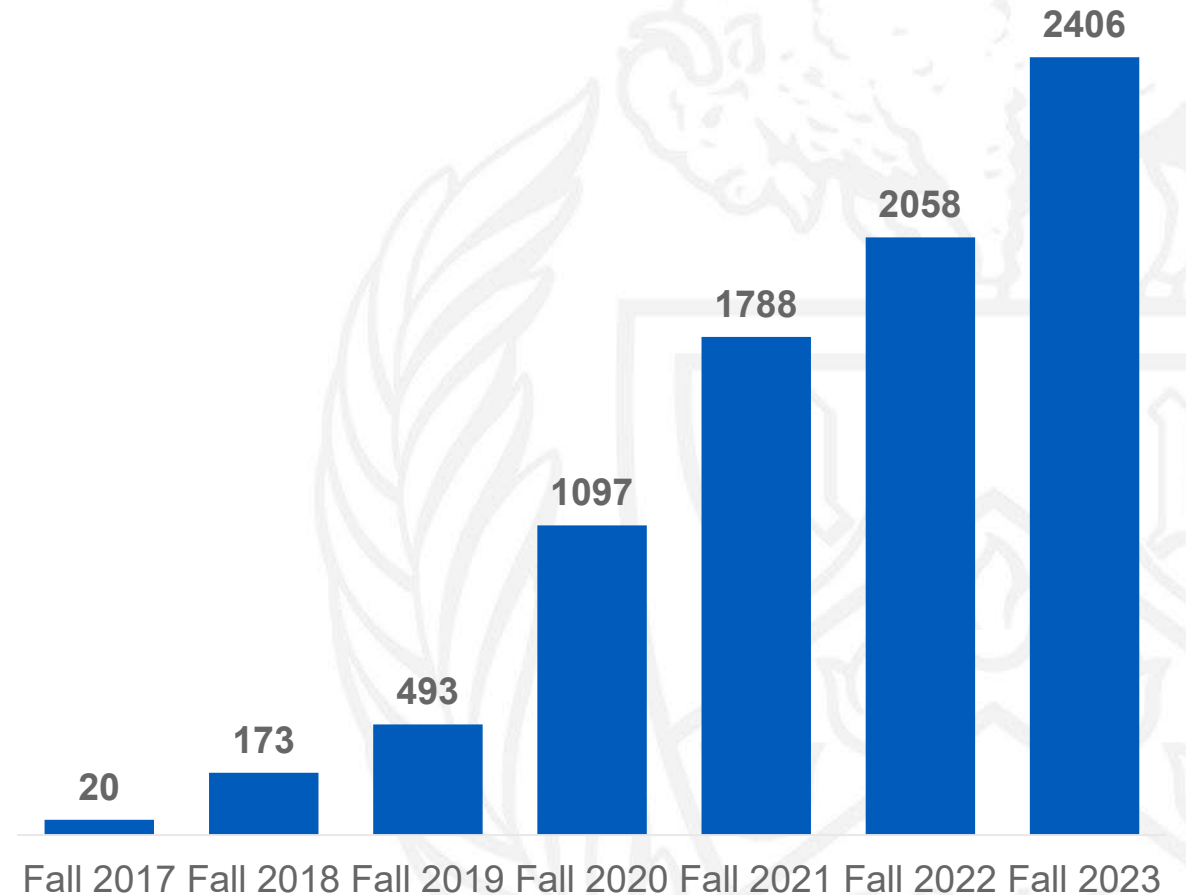
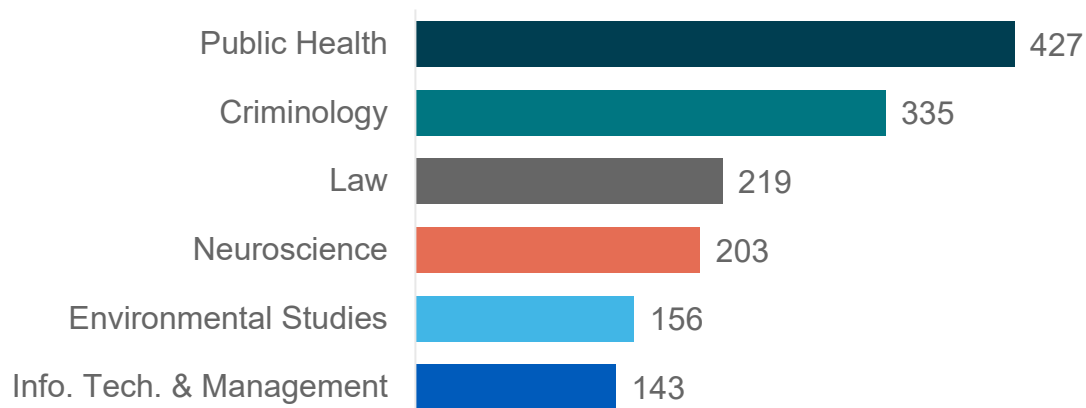
Current Enrollment Plan

- **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

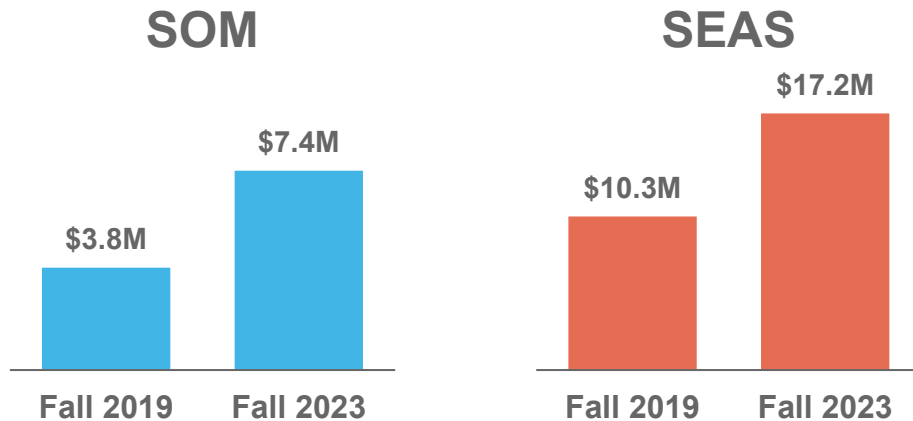
Fall 2023 Enrollment Examples



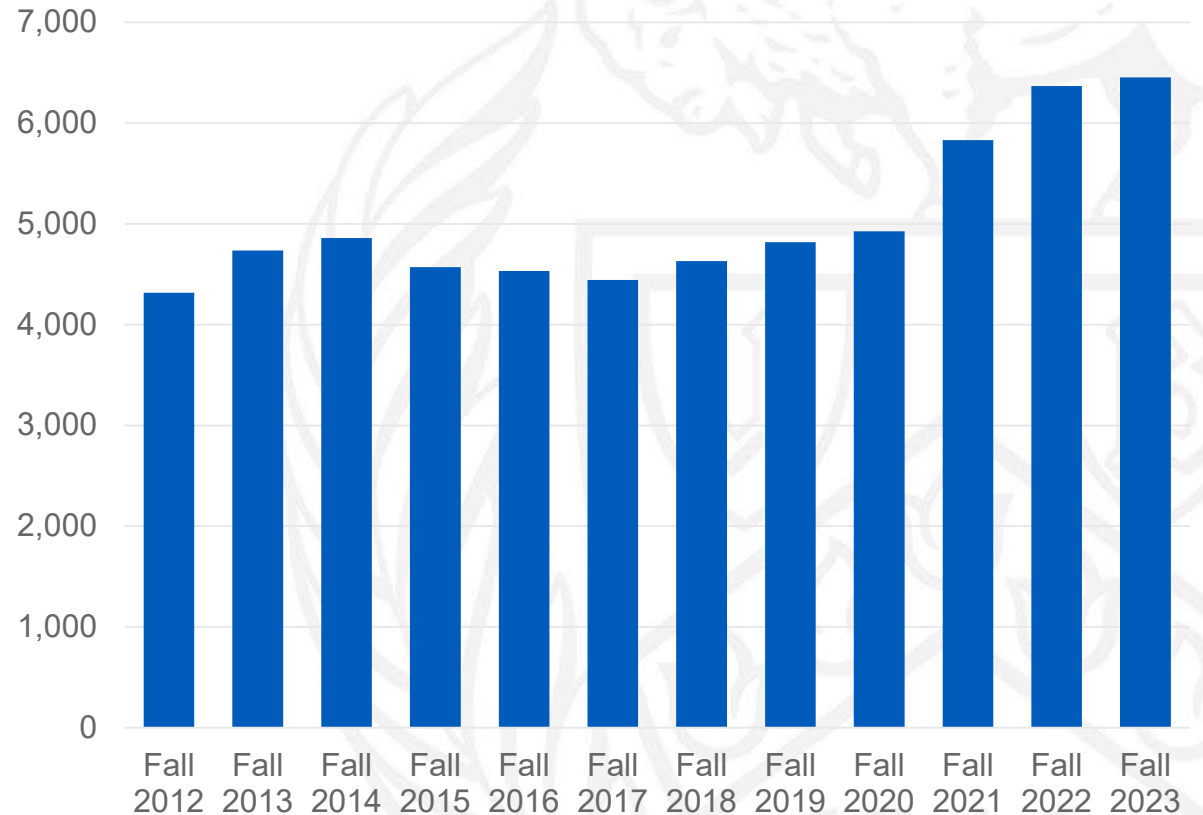
Professional Master's Programs

- 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

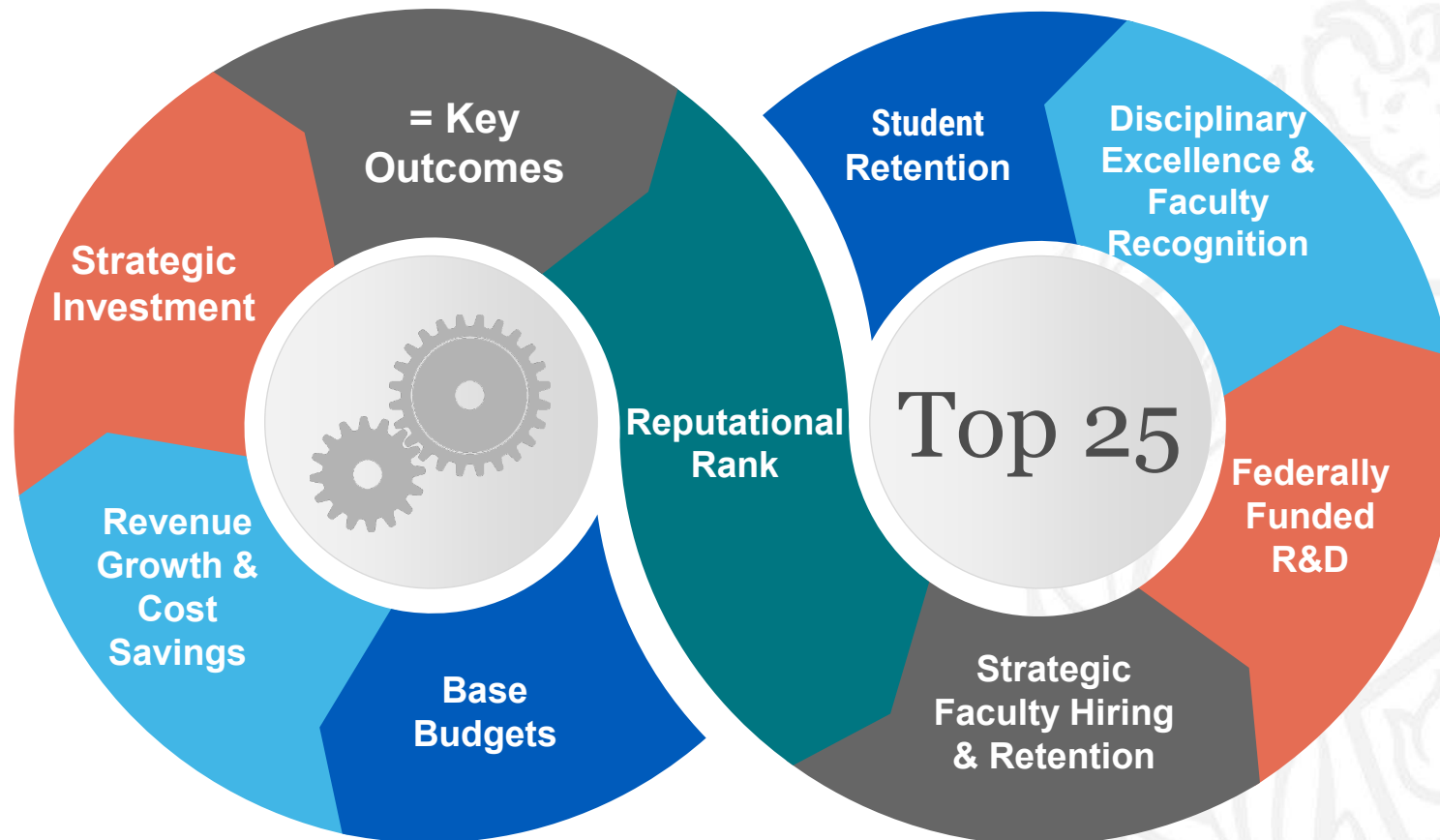
- New undergraduate degree programs
- More defined pipelines for transfer students, *especially international*
- Growing affinity groups (honors, EOP, etc.)
- Professional master's programs
- Innovative, cross cutting PhD programs
- Credentialed non-degree programs



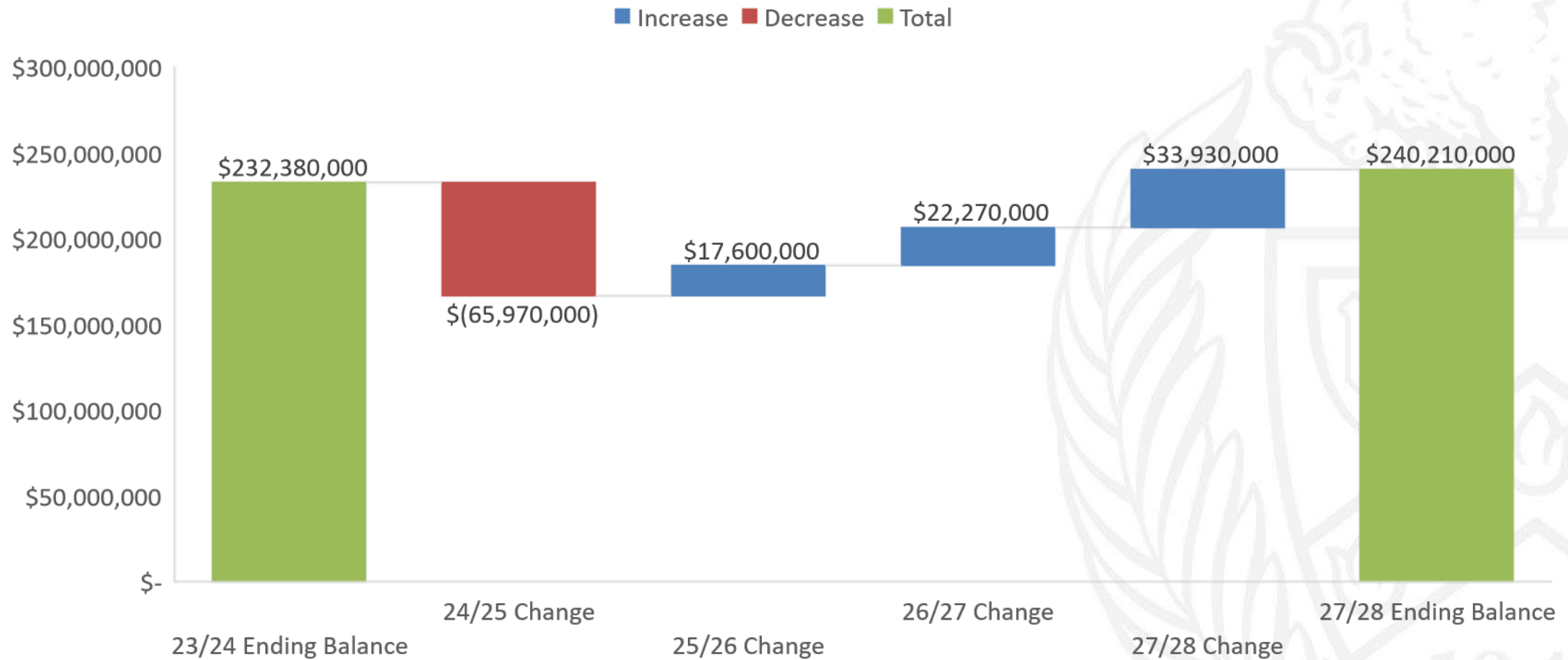
UB'S FINANCIAL CAPACITY



Our Journey



Multi Year Financial Plan (MYFP)

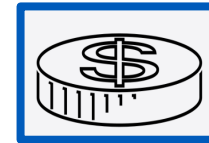


Long-Term Financial Stability



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).

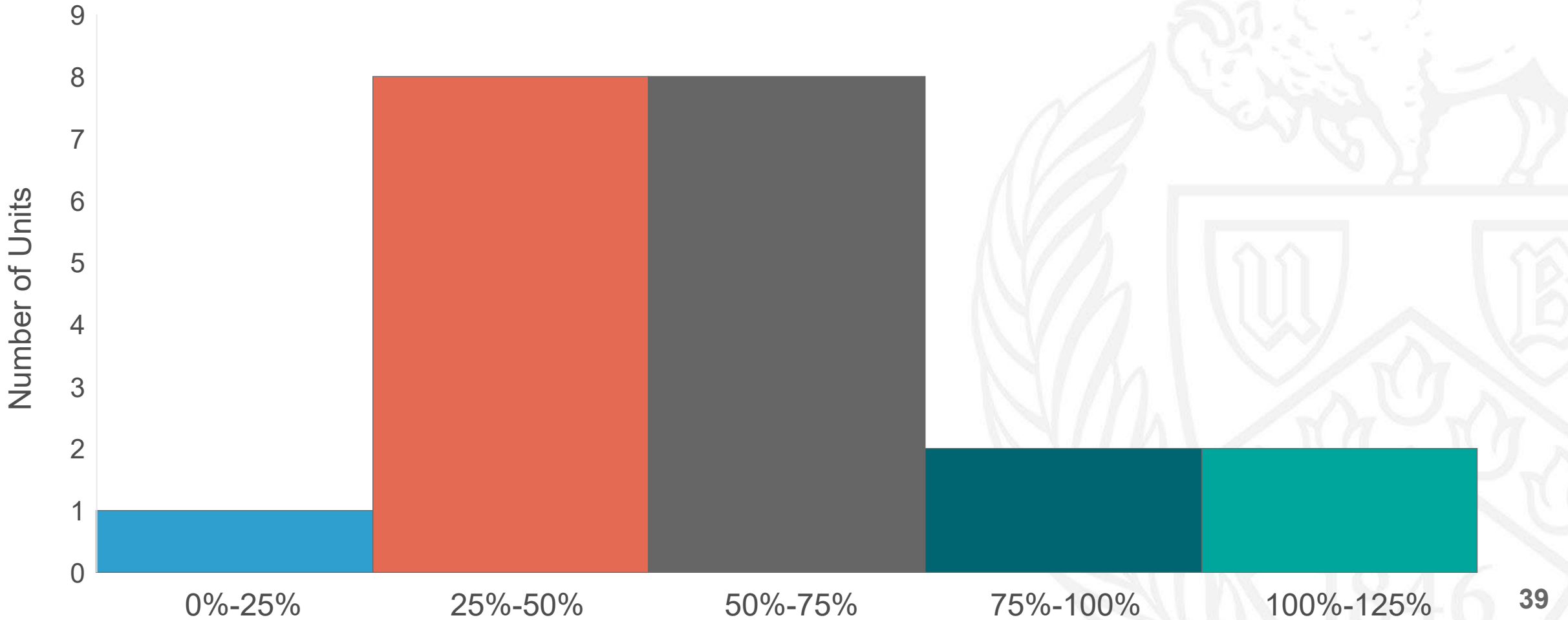


Financial Stability

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

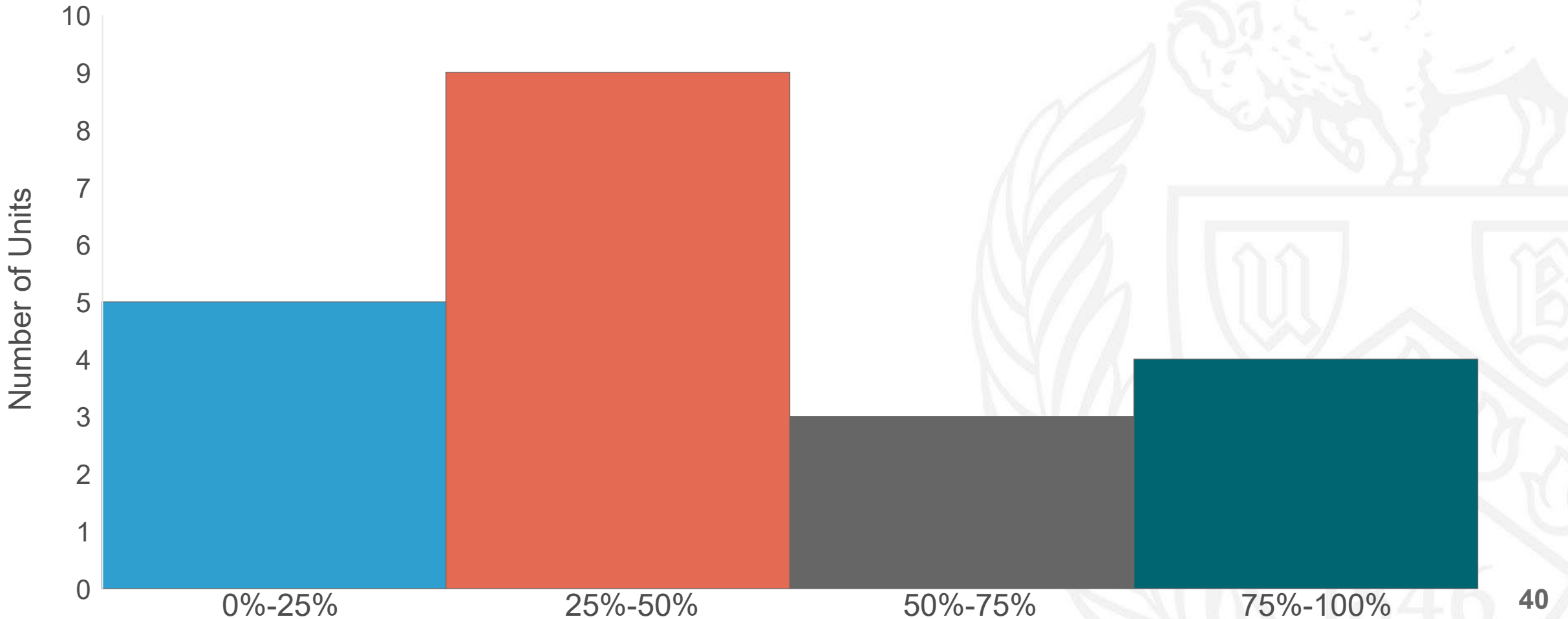
Unit Balances by Percentage of Revenue

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"> • Undergraduate enrollment of 19k to 20k • Focus on academic quality • Continue targeted growth in professional master’s programs • Model “what if” scenarios of potential impact of international enrollment melt
Tuition and Fee Rates	<ul style="list-style-type: none"> • Continue to be flat • UB will advocate for resident UG increases • Will work with units on advocating for any increases to specialized/professional tuition rates and fees where appropriate
Negotiated Salary Increases	<ul style="list-style-type: none"> • Units should continue to plan to fund salary increases • Through attrition and strategic workforce planning units have managed to fund the past two UUP contracts. • Continue to reassess positions and take advantage of opportunities for redeployment of resources when presented in your unit. • 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
Reserves	<ul style="list-style-type: none"> • Identify the appropriate level of reserves needed across units and departments • Balance the need to mitigate risk with reserves against the opportunity cost of not leveraging existing resources

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.



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?

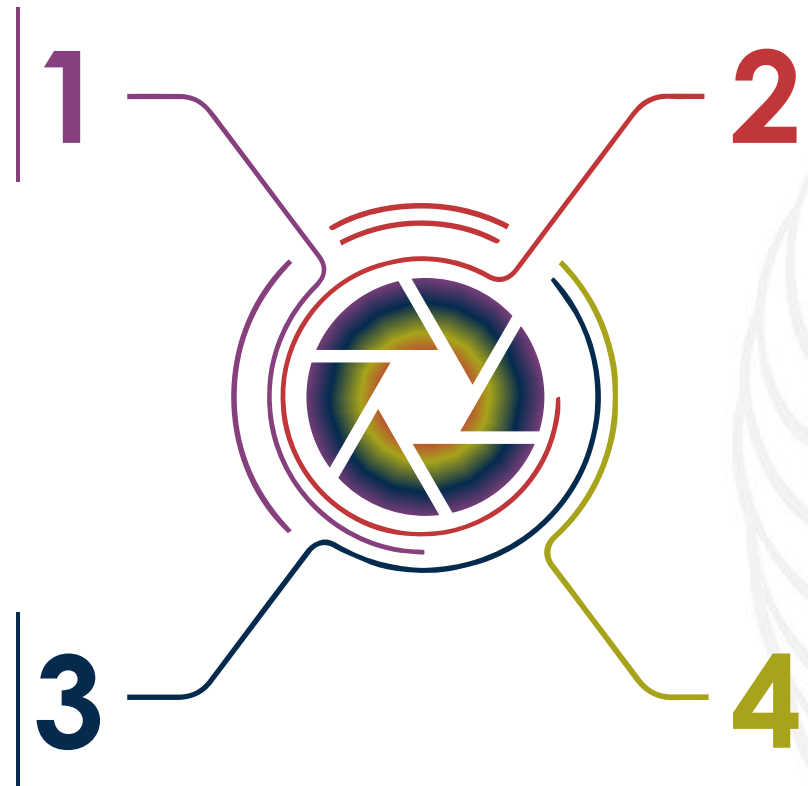
How are you utilizing these funds?

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.

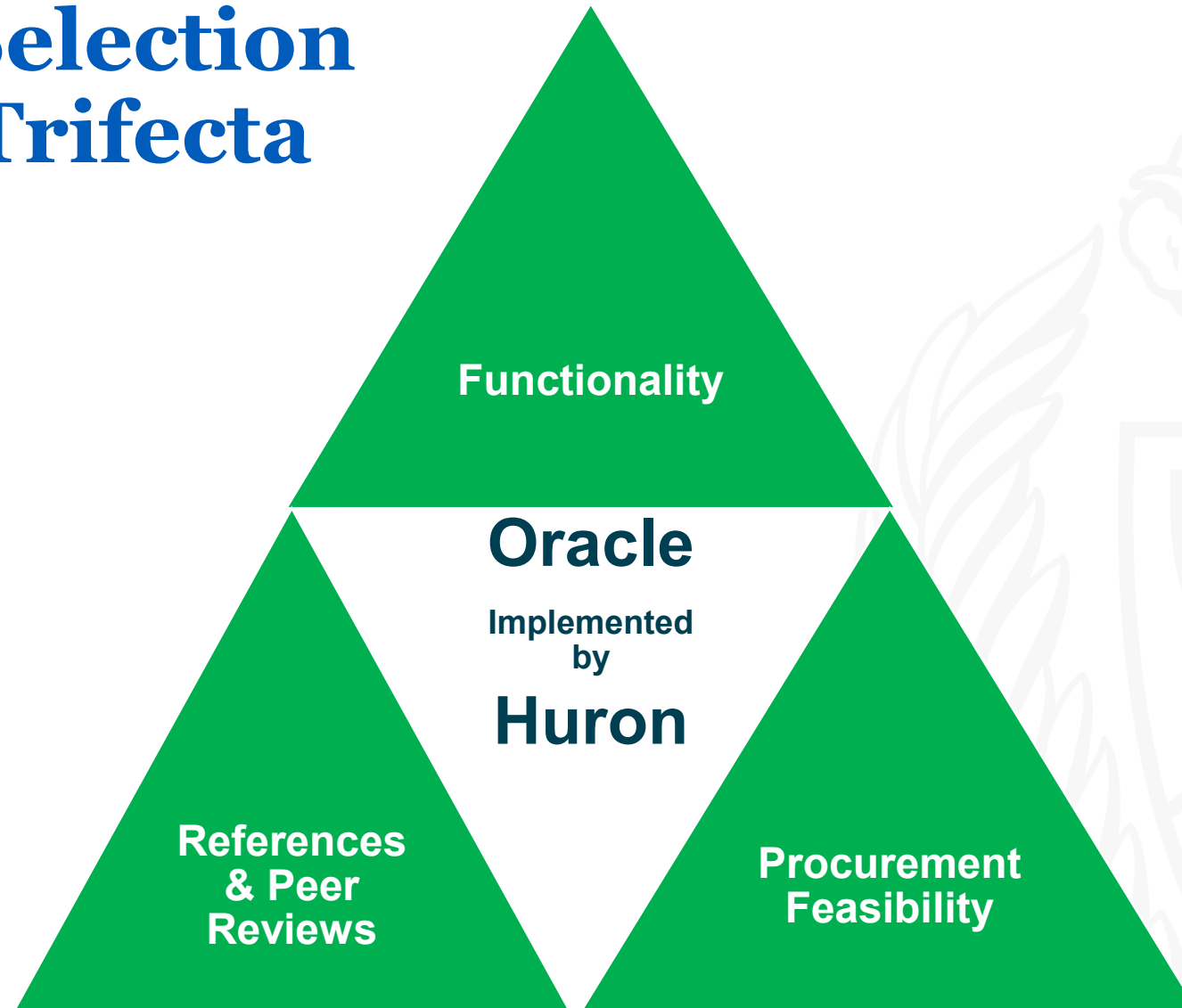


Consistent institutional data to support strategic decision-making.



Replaces and enhances current unit-based processes.

Vendor Selection Criteria Trifecta

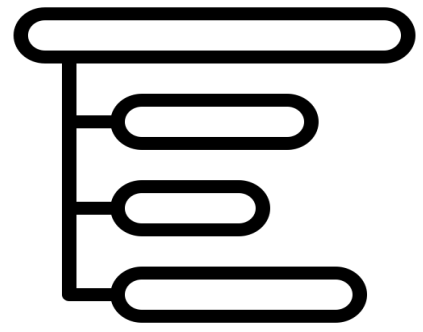


UPLAN NEXT STEPS



Unit/UB Review Level of Readiness

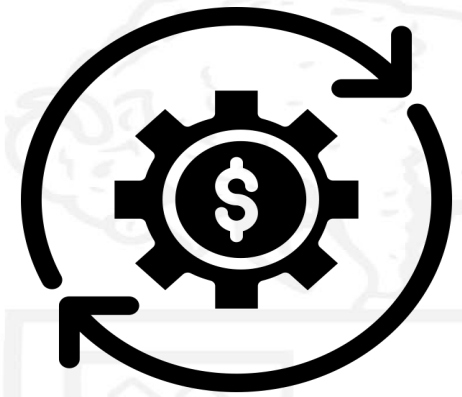
3 levels of Readiness – On Track, Monitoring or At Risk
Timeline – ASAP, continuous as needed



Entity Hierarchy



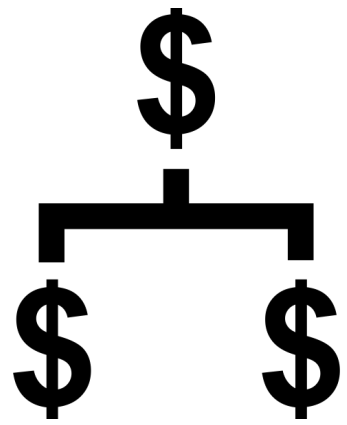
Chart of Accounts



Budget Process Transformation

Unit/UB Review Level of Readiness

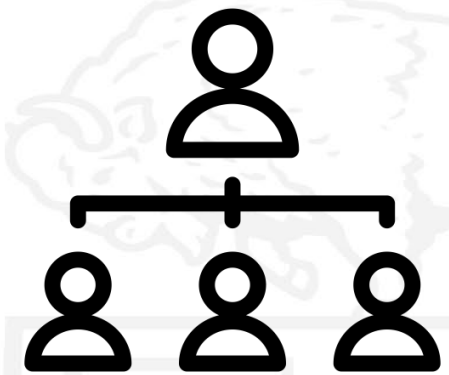
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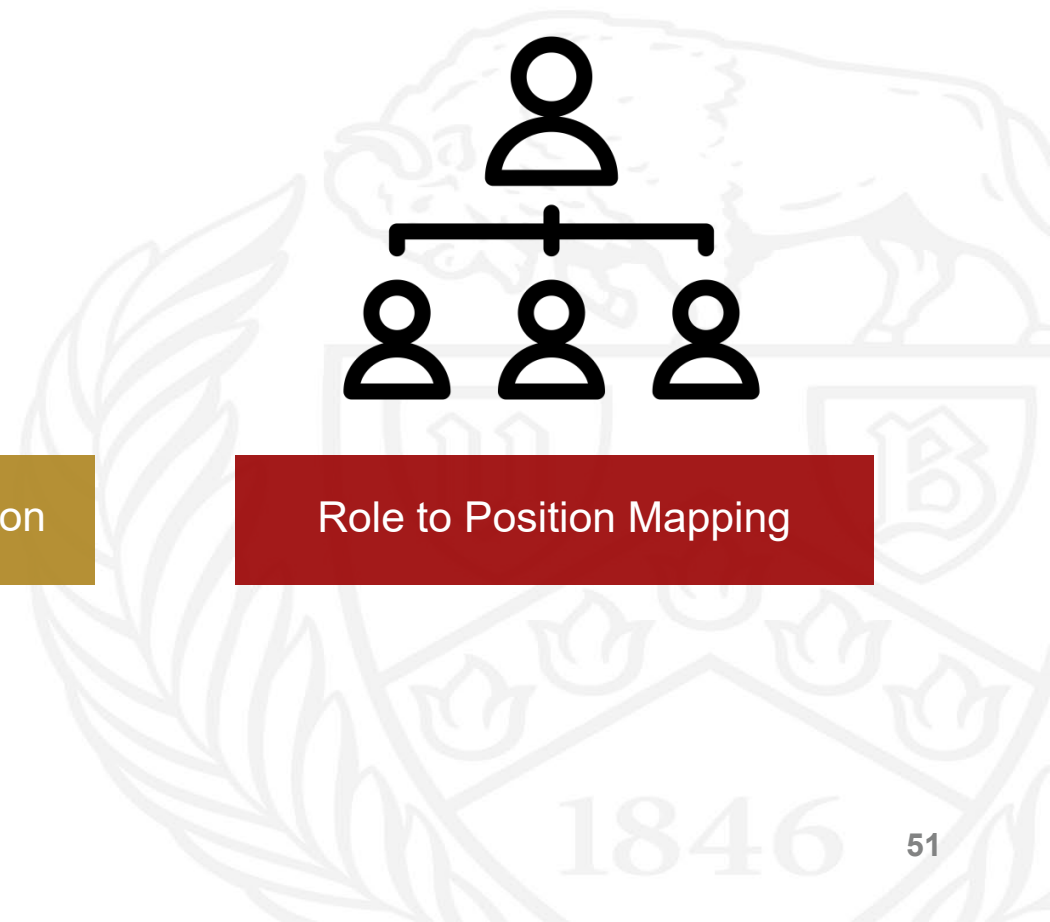
Level of Budgeting



Budget Tools Transformation



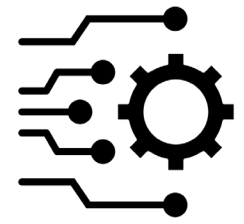
Role to Position Mapping



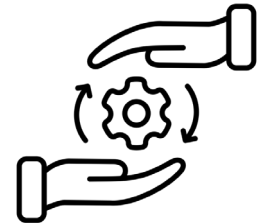
Meetings



Meeting with Dean/VP Units – Fall 2023 and continue throughout the project



System/Implementor, design, build, testing, training – Fall 2023 – Fall 2024



Change Management Strategy – Fall 2023, continuous as needed



Communication Strategy – Fall 2023 through completion



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

