

# CONTINUING UB'S MOMENTUM

Annual Resource Planning Process  
Kick-Off

December 9<sup>th</sup>, 2021



# 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.



## What Characterizes Top 25 Public Research Universities?

- Best in nation academic departments and programs
- Faculty competing at highest levels, recognized for their excellence
- Quality students who succeed at their institution and beyond
- Faculty, staff and students are reflective of changing demographics
- Welcoming, inclusive and modern campus
- Strong alumni/friend engagement
- Strategic use of resources – philanthropy, research funding, enrollment and state aid
- Innovation and entrepreneurship contributing to regional and national economy
- Global in reach and impact

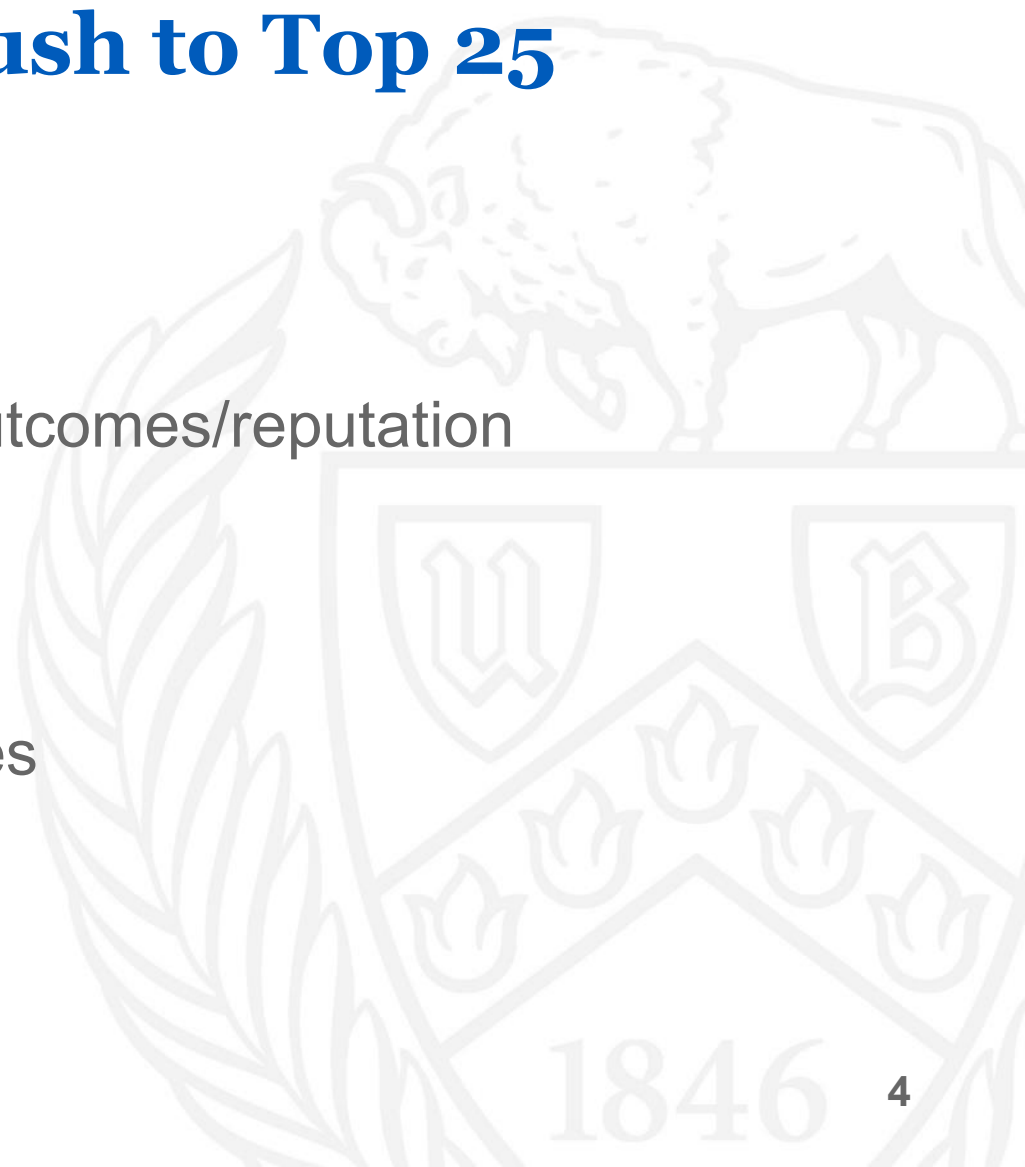
# Institutional Priorities in our Push to Top 25

## 1. Student Success and Retention

## 2. Disciplinary Excellence

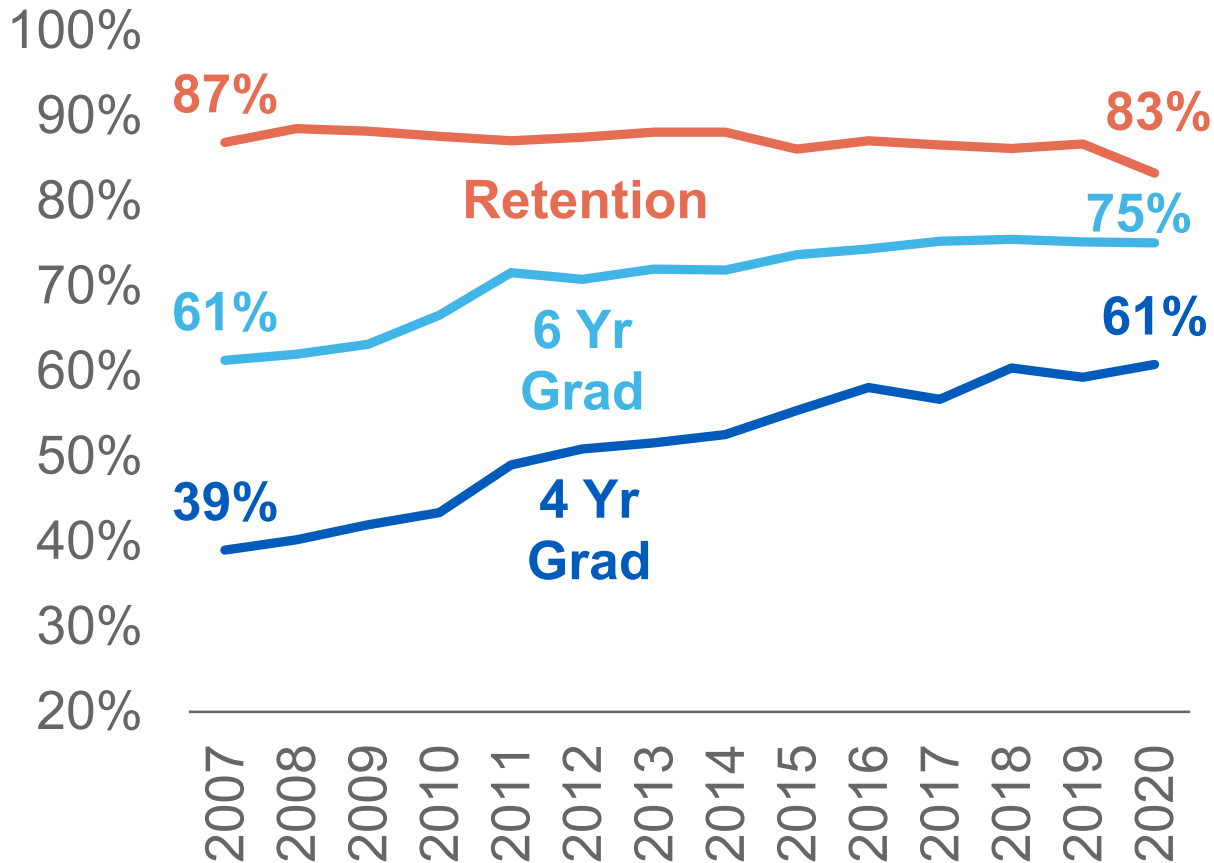
1. Targeted investments to improve outcomes/reputation
2. Retention of key faculty
3. Raising faculty salaries
4. Improving PhD quality and outcomes
5. Infrastructure needs

## 3. Diversity & Inclusion



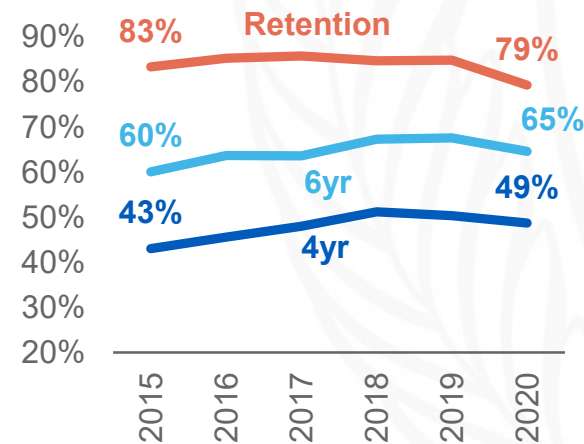
# Undergraduate Retention and Degree Completion

*Retention and Graduation Rates*

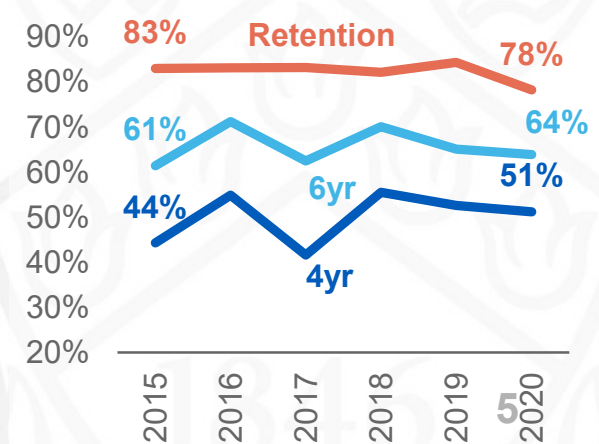


- Evaluate and implement recommendations from recent Retention Task Force
- Support for unit based strategies to improve retention and time to degree

*First Gen Rates*



*URM Rates*





## Observations on Current Disciplinary Strengths

- Many points of pride for UB in a diversity of disciplines
- Many, but not all, represent important niche areas of study
- Many, but not all, represent smaller programs
- Generally, there is an absence of larger programs that may play a critical role in driving overall university rankings



# Engine of Disciplinary Strength and Recognition



- Faculty are the engines of program success and reputation
- A critical mass of excellent faculty is needed for a program to be highly recognized
- Faculty and the students they attract need appropriate infrastructure to pursue their scholarship/research

# Critical Programs Need to be Elevated to Achieve Higher UB Recognition

- For UB to achieve its aspirations, we need to have strength and be recognized in programs critical to future societal impact.
- Programs could be departments or targeted collaborations between departments.
- UB needs to make well informed concentrated investments in selected programs rather than investing broadly across the larger landscape.
- Requires a focused strategy and partnership between units and center.
- Will require investments in academic and academic support services.
- Clear academic prioritization will be critical to successful investment requests.





## PhD Education is Critical to Disciplinary Strength

- Focus on improving PhD student quality
- Focus on PhD student experience, completion, time to degree and career outcomes
- Evaluate long term enrollment strategies for PhD programs across the university
- Continue to improve diversity of PhD programs

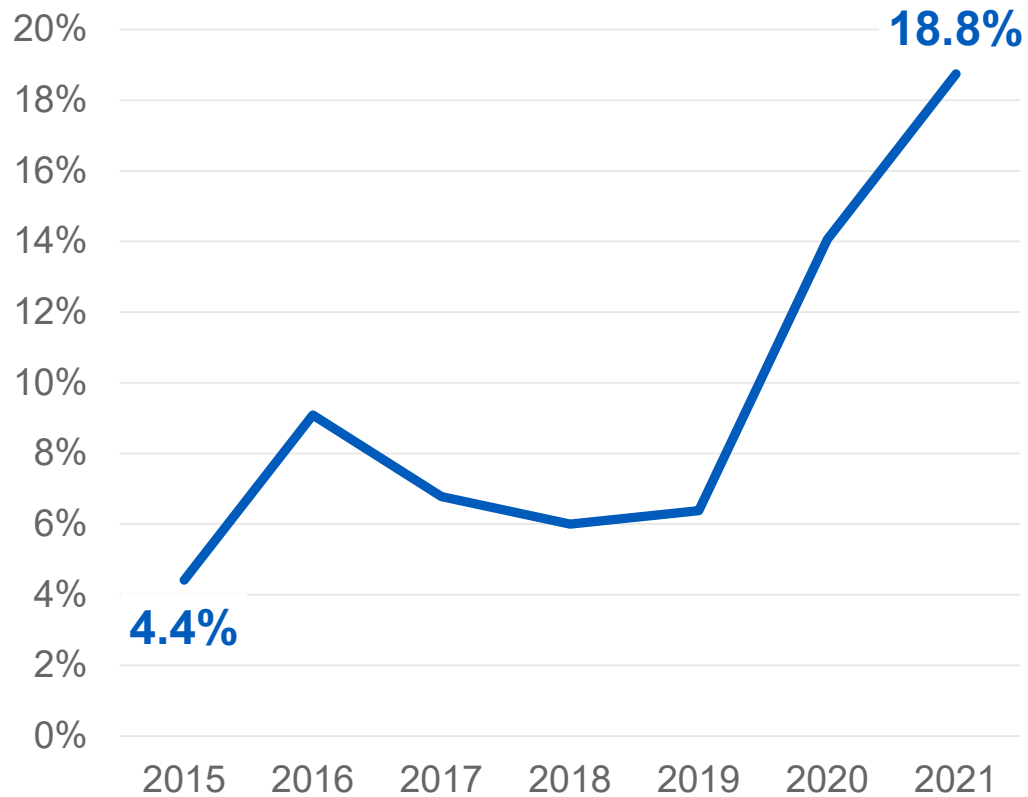
# Maintain and Amplify Focus on Diversity/Inclusion

- Pursue implementation of President's Advisory Council on Race recommendations
- Consider expanding CDI Distinguished Visiting Scholars Program to other schools
- Continue targeted recruitment of leading scholars from underrepresented backgrounds (URM)
- Visiting Future Faculty (VITAL) program
- Strengthen efforts to retain URM faculty

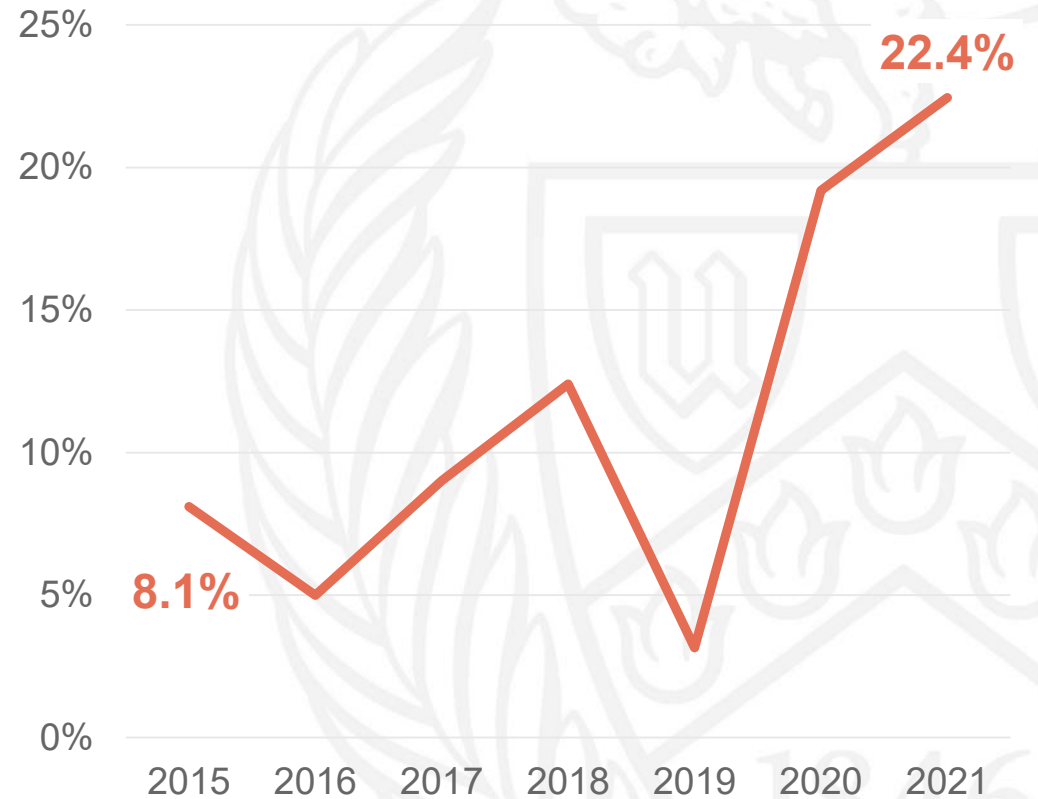


# Recent Trends in URM Faculty Hiring

### %URM Ladder Faculty



### %URM Non-ladder Faculty

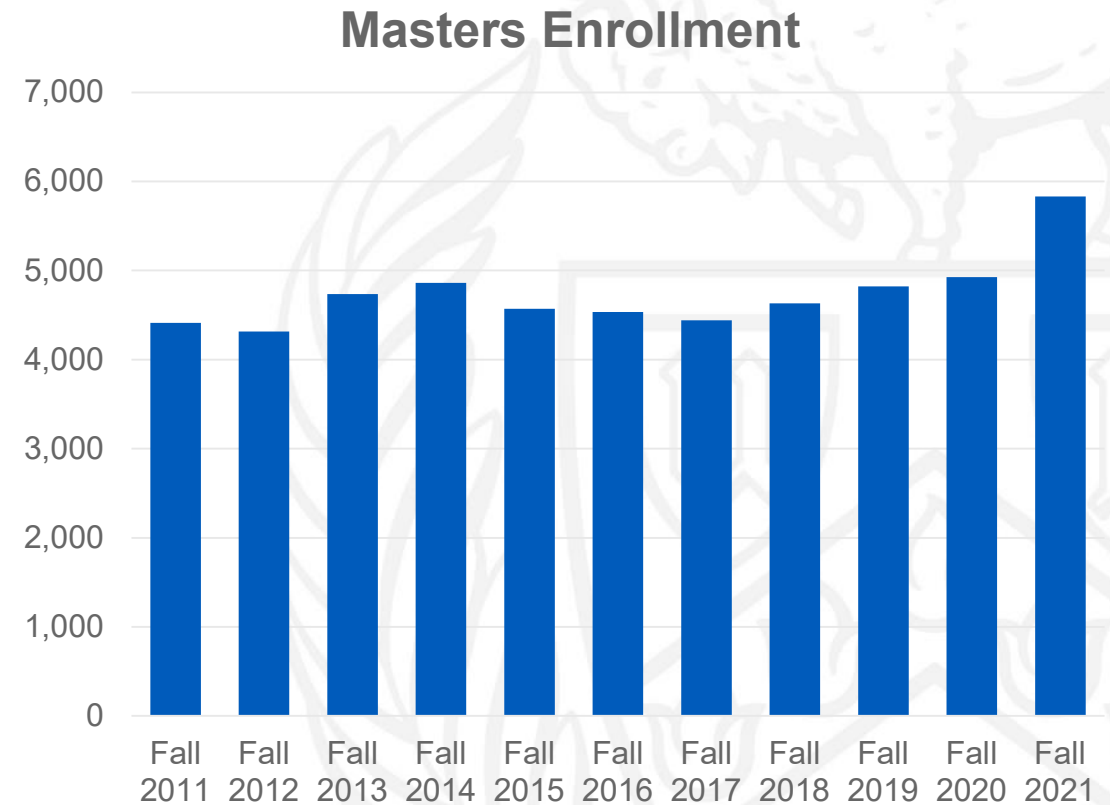


# Current Enrollment Plan

- **Undergraduate Target** – 20,000 to 20,500
  - 4200 to 4250 freshman
  - return to pre-pandemic retention and improve further
  - maintain transfer population
- **Graduate Target** – 10,000+
  - 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

# Professional Master's Programs

- Focus on supporting a select number of high volume professional masters programs
- Programs should have clear credentials and positive employment outcomes.
- Programs should have sustainable enrollments and net revenue generation that can be deployed to enhance research excellence



# NEW YORK STATE & SUNY FINANCIAL UPDATE



# SUNY State Budget Request Overview

NYS projecting a \$14.7B Budget Surplus for 2021/22

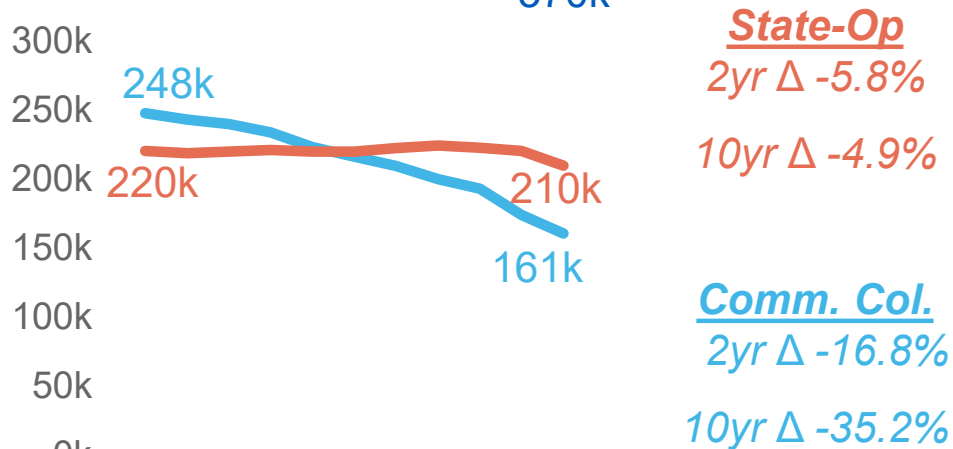
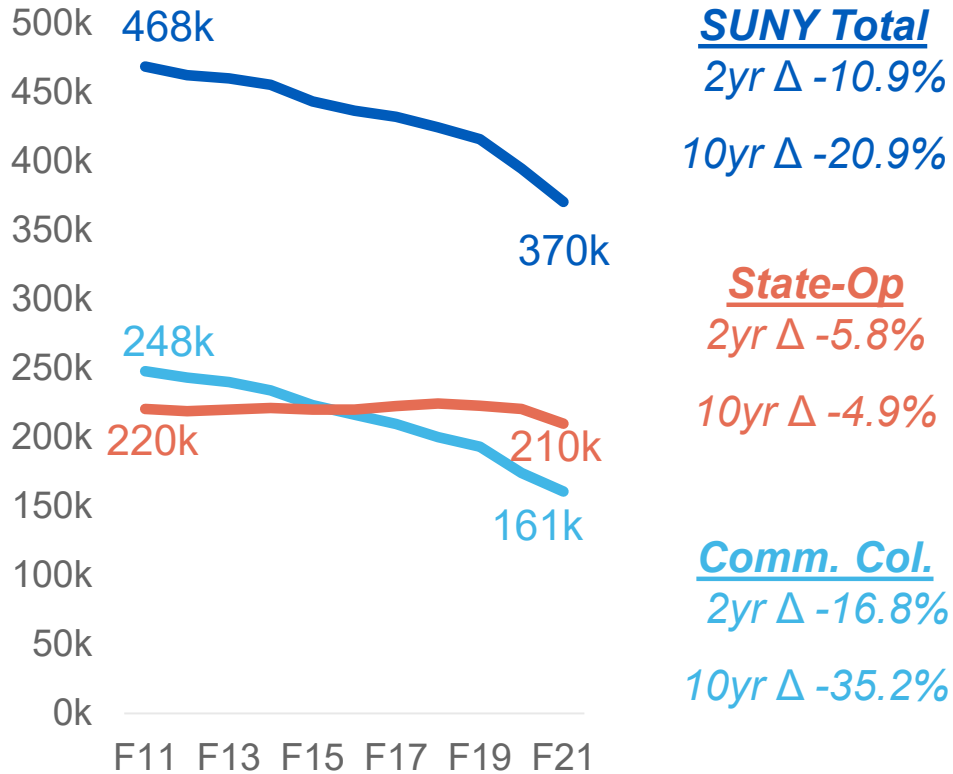
## SUNY's Message

- SUNY cannot be successful & serve its students if it does not have sufficient resources
- The support provided to SUNY has not kept up with K-12
- The support provided to SUNY, as a percentage of the General Fund, is rapidly declining

## Potential Ask

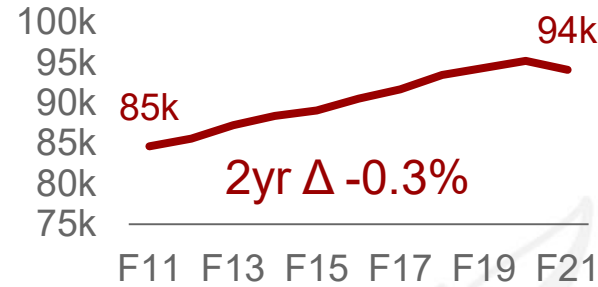
- A sustained, multi-year increase in direct state tax support to SUNY
- Robust Capital Investment to refresh / prepare SUNY to serve students

# SUNY Enrollment Trends

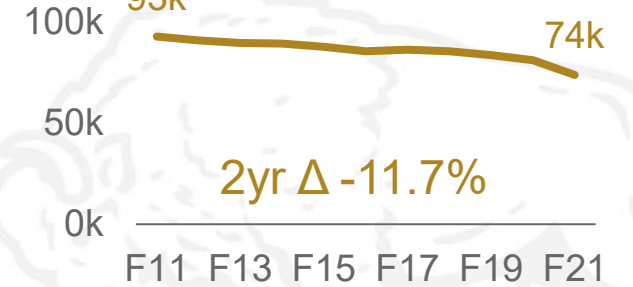


Only 2 SUNY campuses have seen enrollment growth over past two years:  
**UB and Downstate**

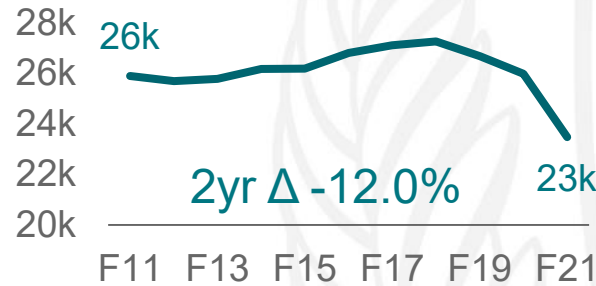
## University Centers



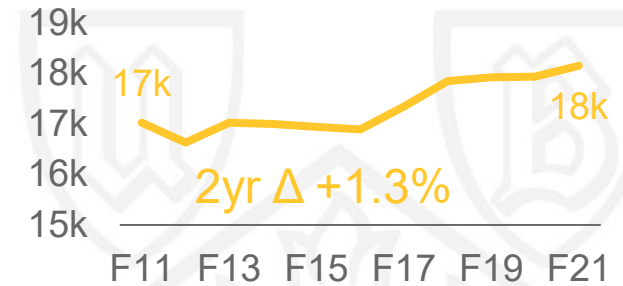
## Comprehensive



## Technology



## Other Doctoral



## Int'l 2yr Δ

## NYS 2yr Δ

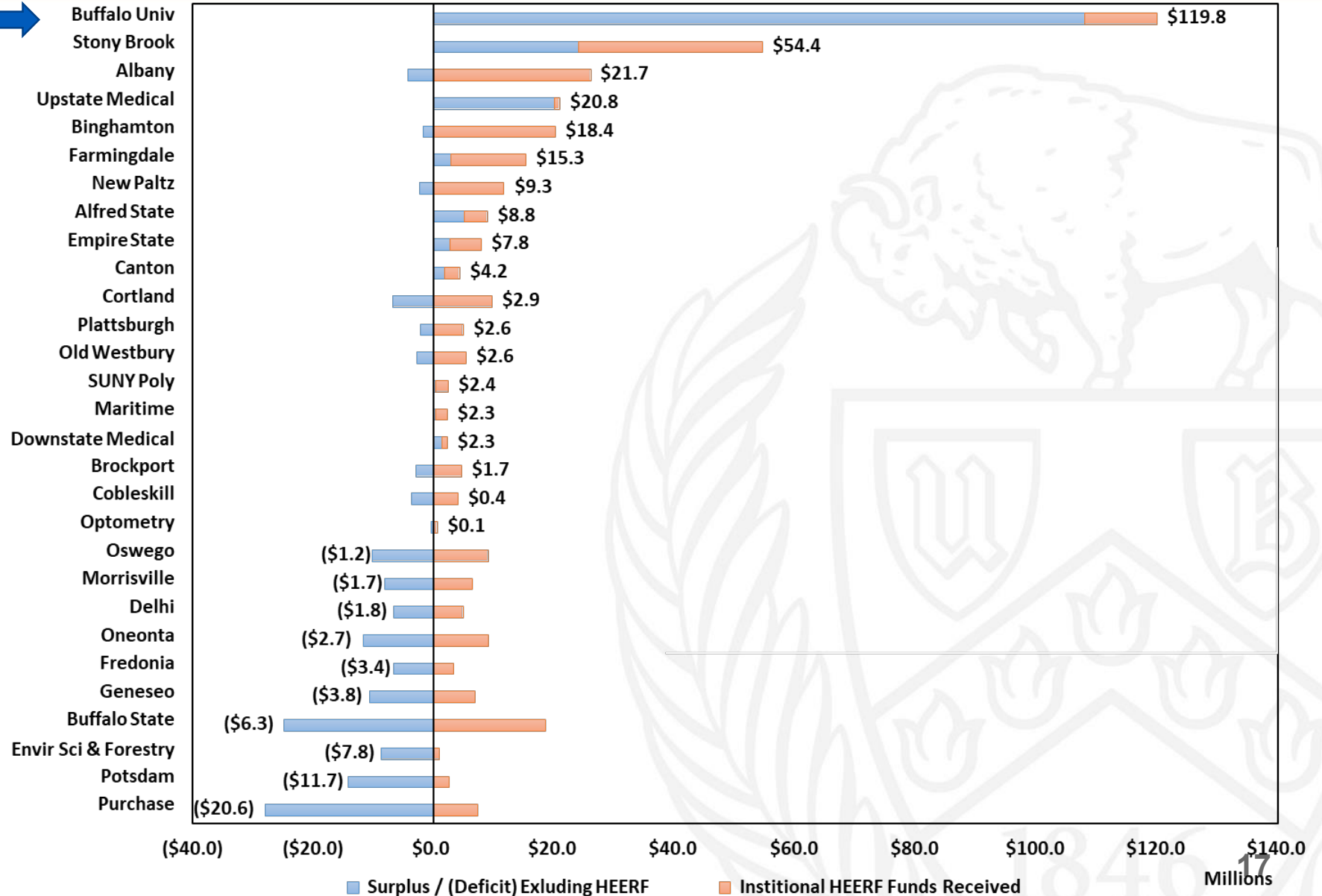
## OOS 2yr Δ

<b>UG</b>	-20%	-8%	+1%
<b>Grad</b>	-5%	+6%	+4%





- Change in Cash Balances from 7/1/2019 – 6/30/2021
- Broken down by HEERF Institutional Funds Received and non-HEERF Funds

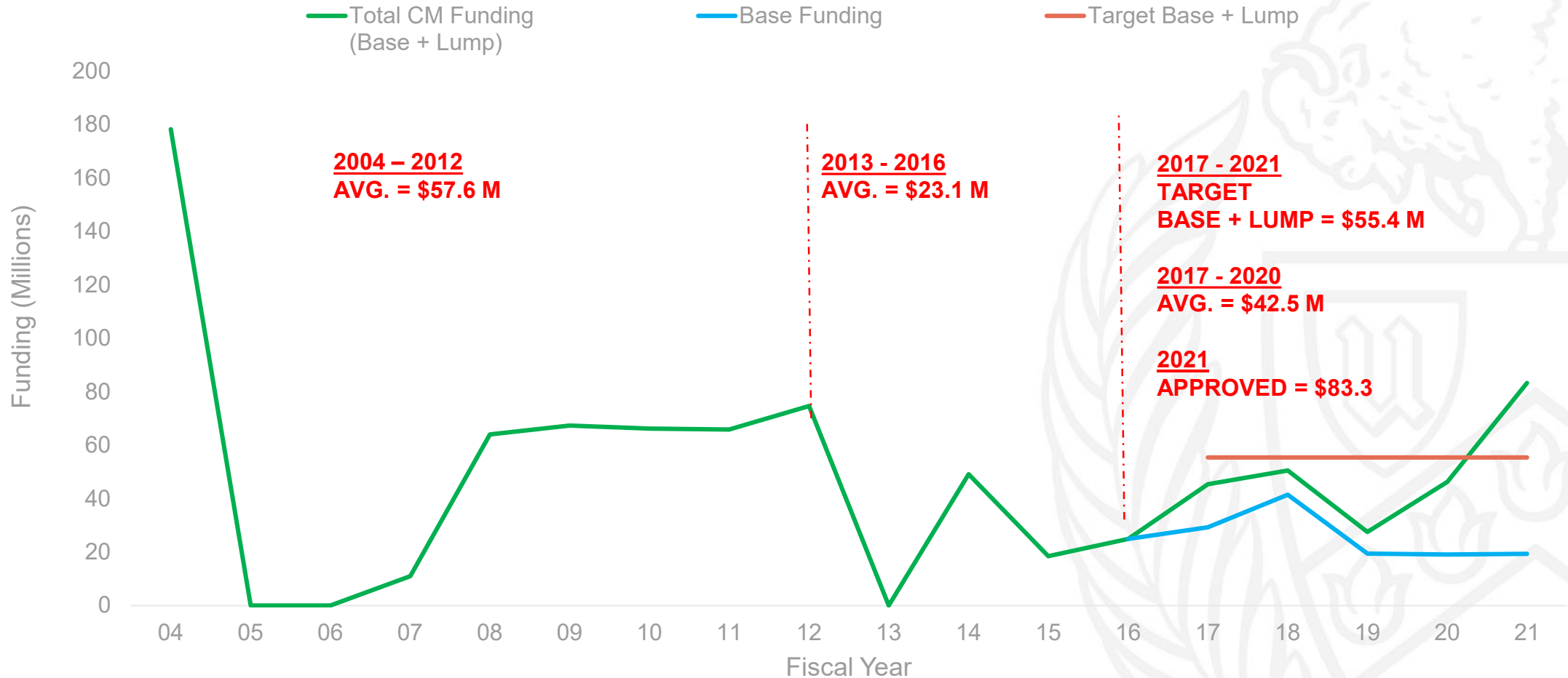


## What We Are Advocating

- Importance of AAU & flagship status and continuing path to Top 25
- Continuation of NYSUNY2020 tuition increases and Maintenance of Effort agreements
- Funding for negotiated salary increases
- Levels of State/tuition funding per student relative to peers
- Tuition rates relative to peers (not in current election year)
- Differential tuition (not in current election year)
- Procurement and capital project delivery reforms

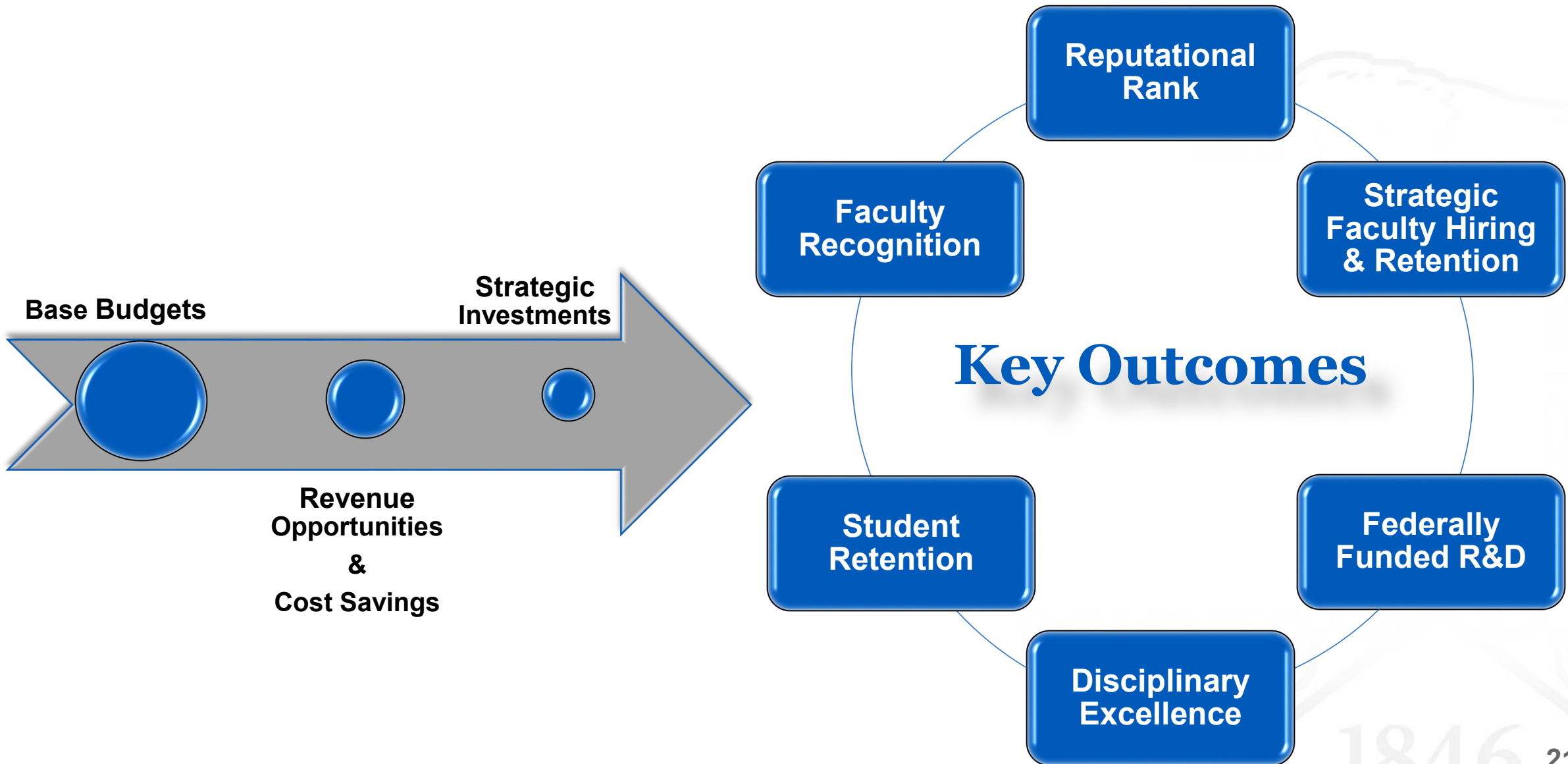
# Critical Maintenance Funding from NYS

(Updated 12/3/21)



# UB'S FINANCIAL CAPACITY





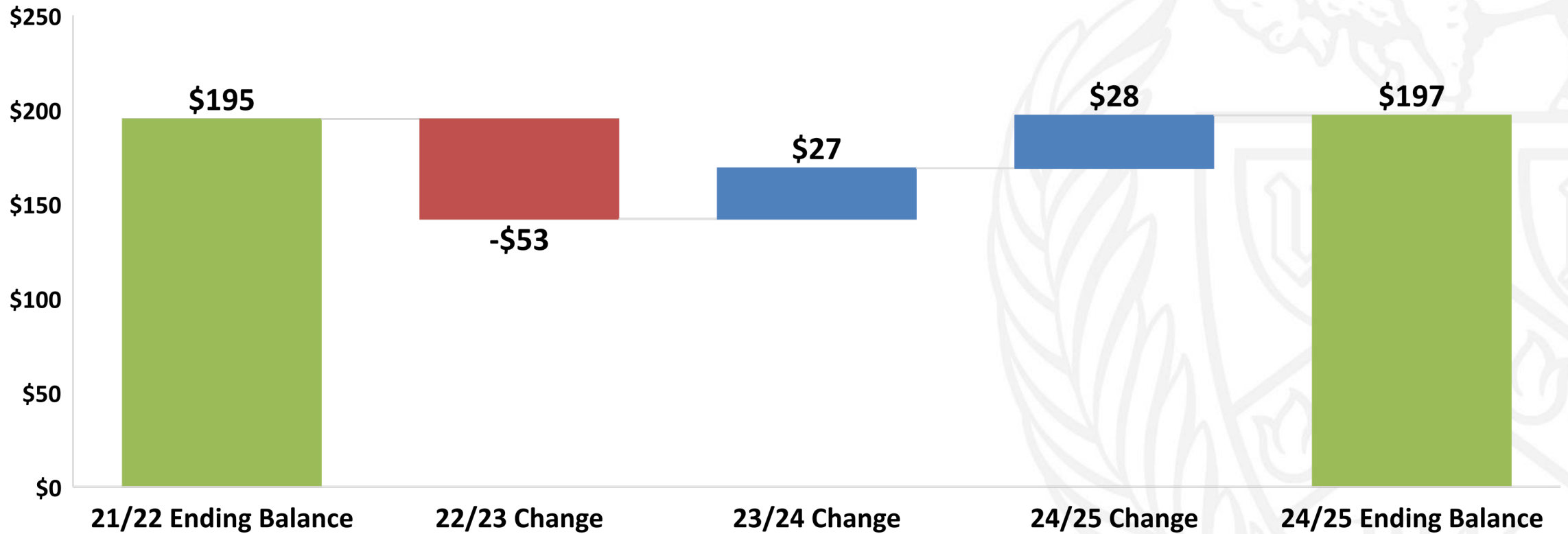
# Multi Year Financial Plan Major Assumptions

## Increases to the Financial Plan

- Enrollment Growth- \$20M (~\$6M net after unit shares)
- College Fee Increase- \$3M
- RF Investment Income - \$31M (onetime 21/22)
- Reduced TAP Payment - \$10M (by 2024/25)

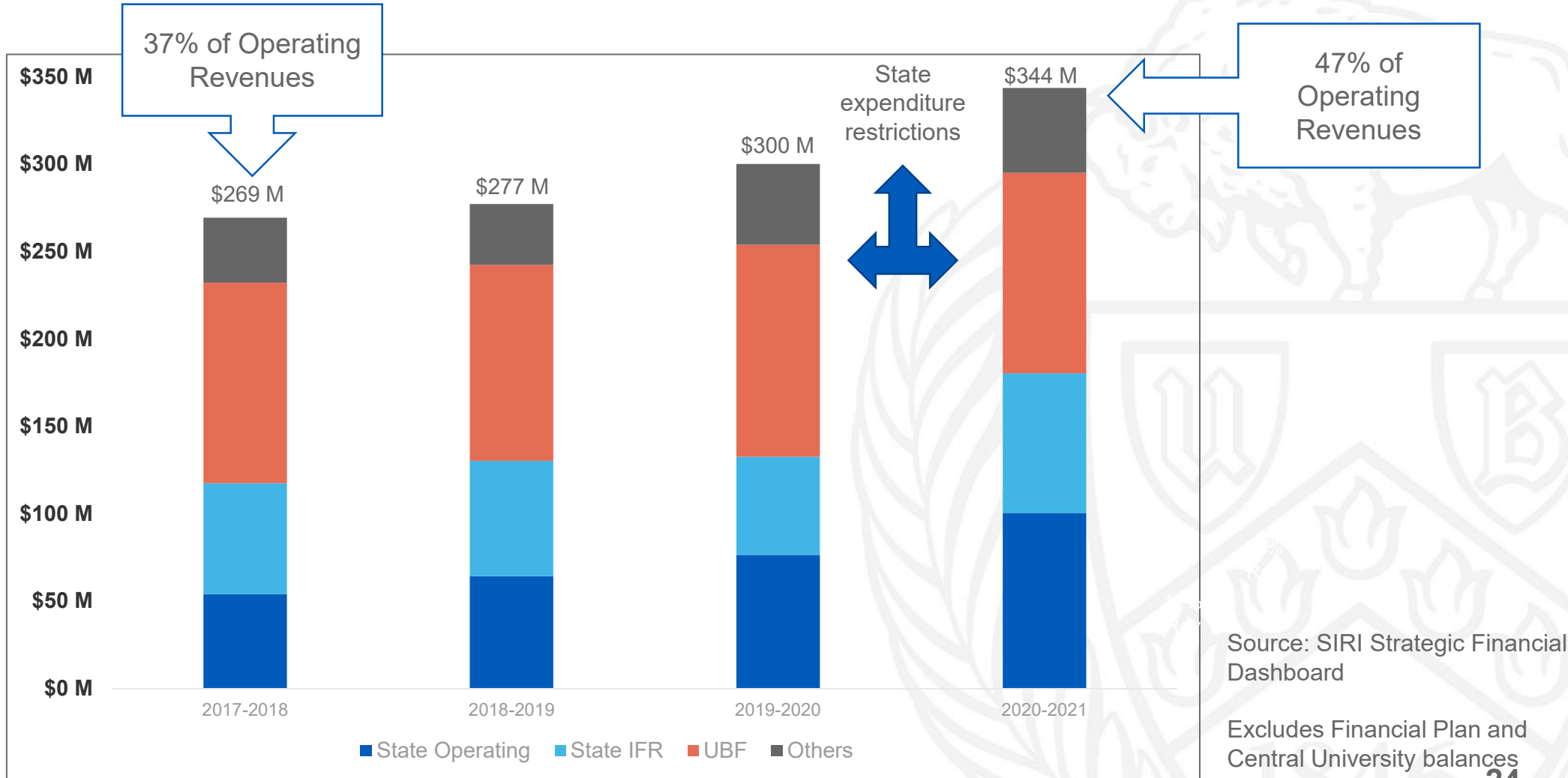
# Multi Year Financial Plan (MYFP) Projected Balances (\$ in Millions)

■ Increase ■ Decrease ■ Total



Note: Balances Exclude \$40M University Reserves

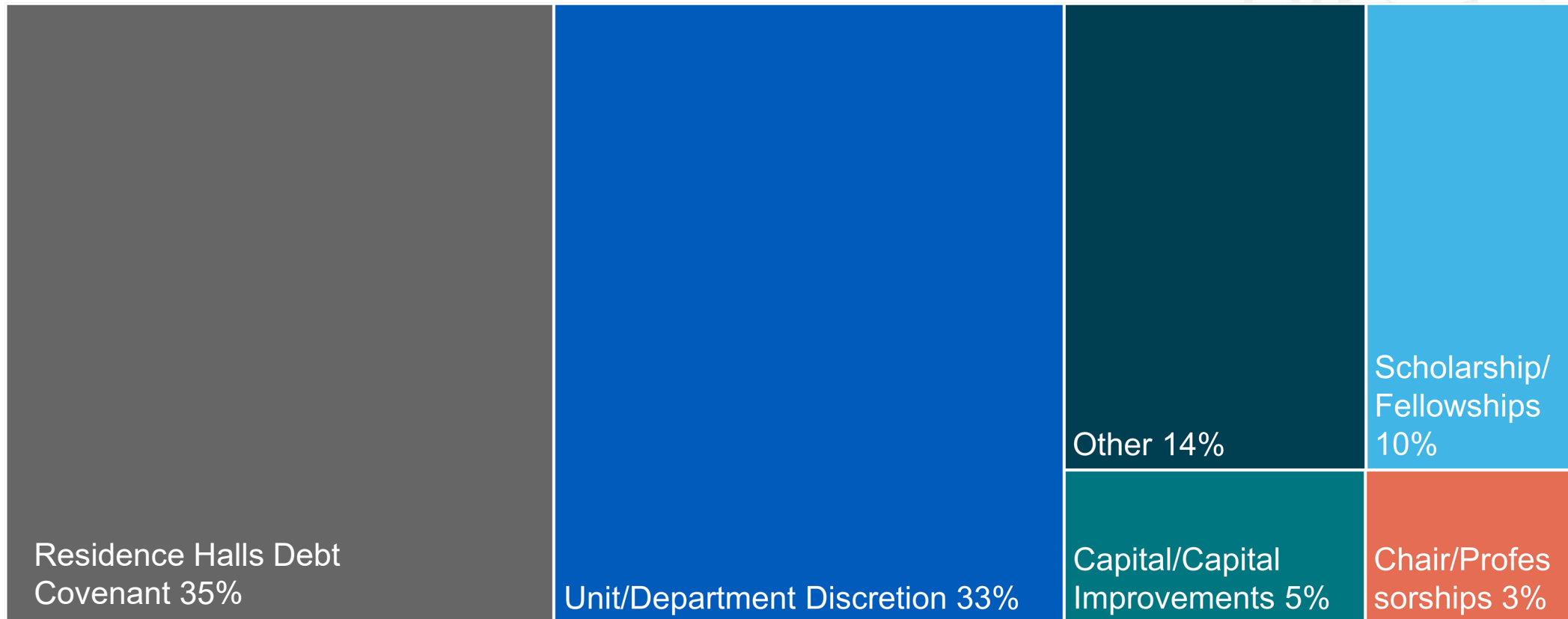
# Unit Balances By Funding Source





# Unit Available UBF Fund Balances by Funding Purposes

**Total: \$110.4 Million**



# 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

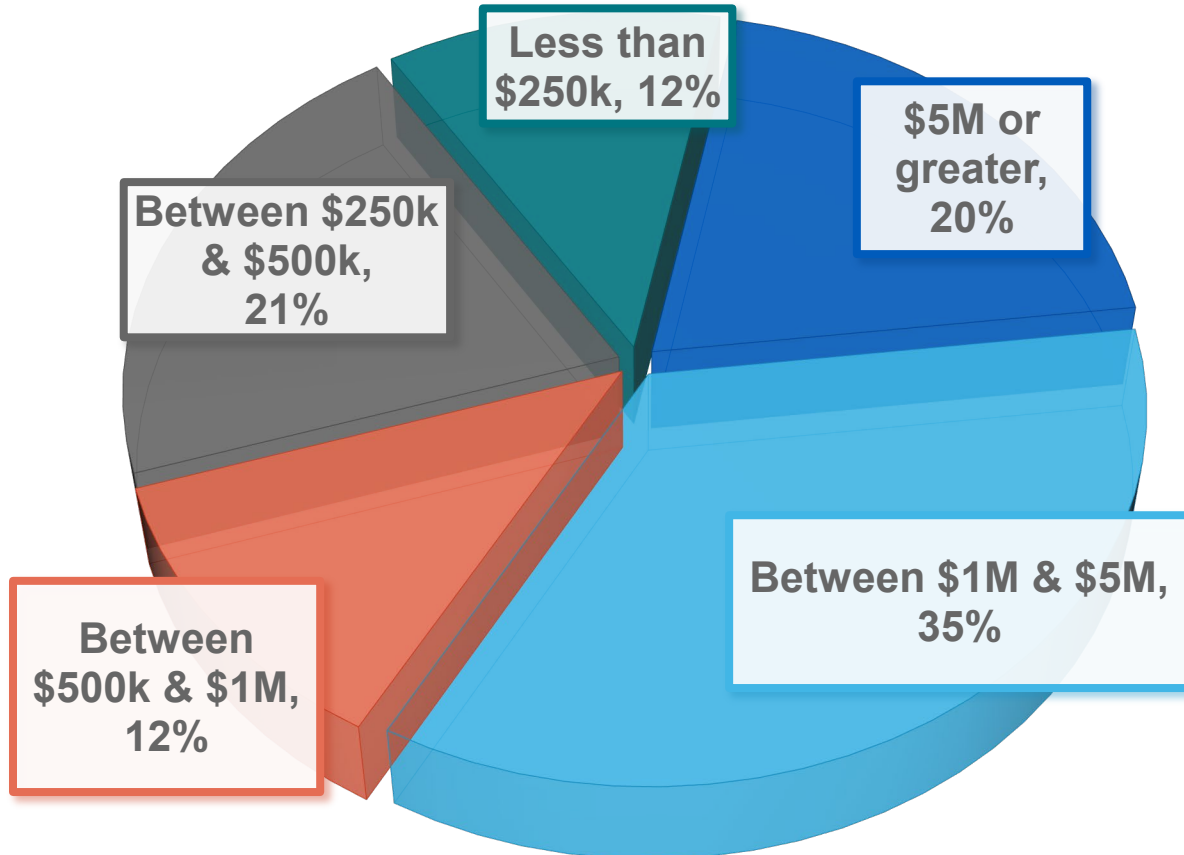
- We exercise prudence in managing our resources, diversify revenues to promote resilience, maintain appropriate reserves, and reward efficiency and effectiveness

# UB Financial Planning Assumptions 2022/23

Area	Assumption
Enrollment	<ul style="list-style-type: none"> <li>• <b>Overall enrollment remains flat</b></li> <li>• Focus on academic quality</li> <li>• Targeted growth in professional masters programs</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 for advocating 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 beyond current contracts expiring</b></li> <li>• Current UUP contract expires June 2022</li> <li>• UB will continue to advocate for state funding to cover negotiated salary increases.</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 versus opportunity cost of not leveraging existing resources</li> </ul>

# 2021/22 ARPP Investments

PERCENTAGE OF INVESTMENTS MADE  
BASED ON 3 YEAR TOTAL



## Strategic Planning...

- Be strategic with investment proposals
- Address university priorities
- Think big & identify transformative initiatives
- Leverage both unit and central balances

# LOOKING FORWARD



## Future Meeting Topics

- **Reserve Policies** – Implement unit policy that supports the financial health and integrity of the university and enables pursuit of its mission and strategic goals.
- **University Budget Model** – Review Summer, Winter, Student Success and Research components to incentivize outcomes that support our strategic goals.
- **Work Force Planning & ABC Insights Analysis** – Building a Shared Services model to meet our long term goals.
- **Salary Recovery Policies** – Implement a policy that supports more strategic utilization and better alignment of sources and uses.
- **Financial Transparency and Communications**

# Questions





# APPENDIX



# NYS CAPITAL FUNDING

<b>UB Capital Budget</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>CM - Restricted to Existing Facilities</b>	<b>\$17,756,000</b>	<b>\$41,473,000</b>	<b>\$19,484,000</b>	<b>\$19,125,000</b>	<b>\$19,338,000</b>
<b>Allocation to Campus – Unrestricted</b>	<b>\$11,575,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>High Priority CM Lump</b>	<b>\$16,098,230</b>	<b>\$9,088,100</b>	<b>\$8,100,000</b>	<b>\$27,188,969</b>	<b>\$63,950,000*</b>
<b>Total Funding</b>	<b>\$45,429,230</b>	<b>\$50,561,100</b>	<b>\$27,584,000</b>	<b>\$46,313,969</b>	<b>\$83,288,000</b>

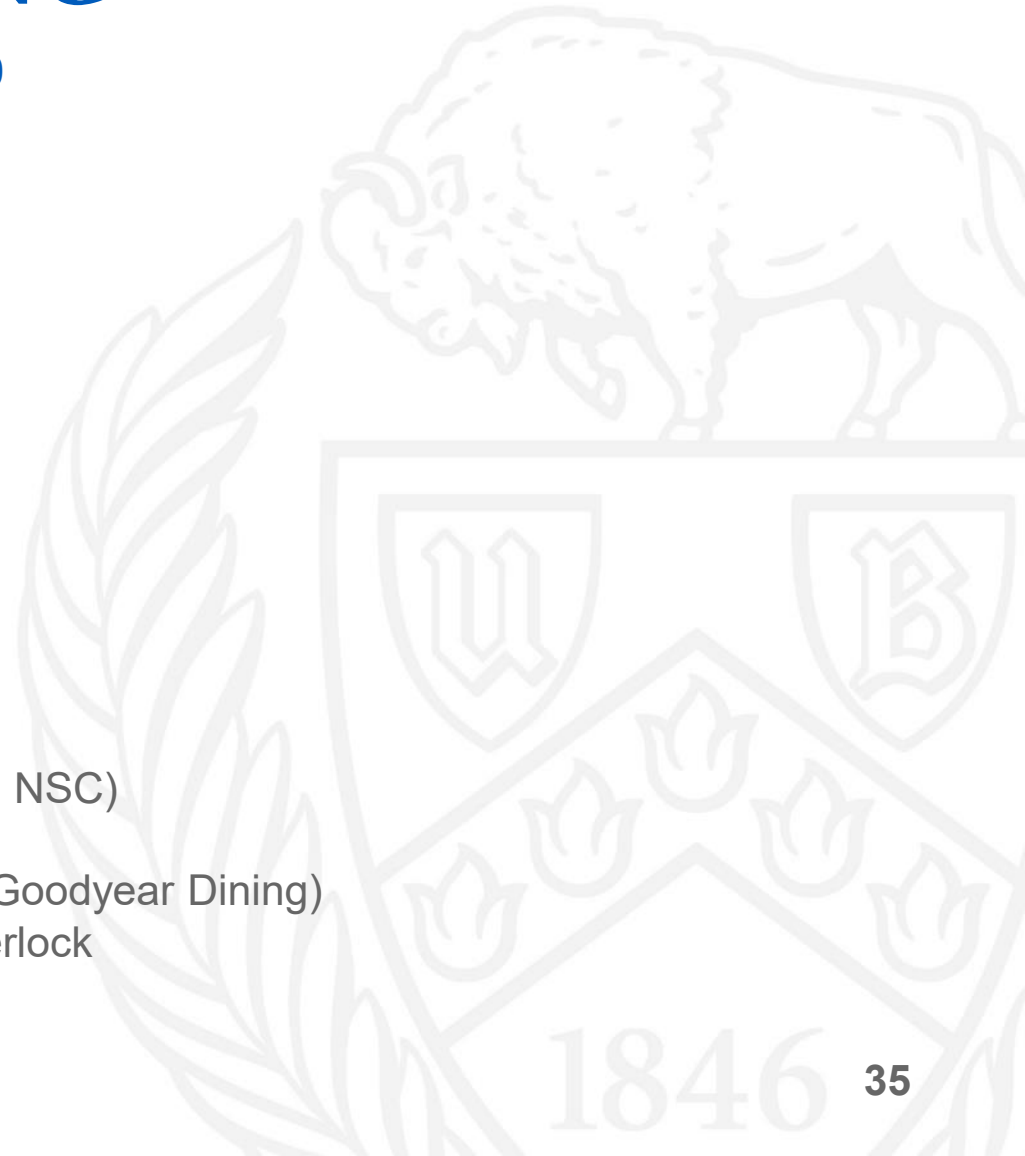
- \* 2021 CM Lump Funding Approved (Current FY)
- CM – Critical Maintenance (Existing Facilities)



# NYS CAPITAL FUNDING

## Critical Maintenance (SUBOA Calculated) - \$19,338,000

- Annual CM Projects
  - Minor Critical Maintenance
  - Masonry Restoration
  - Roadways and Sidewalks
  - Building Infrastructure Assessments
  - Safety and Code Improvements
  - Mechanical Infrastructure Renewal
  - Electrical Infrastructure Renewal
  - Shell & Structural Renewal
  - Site and Utilities Renewal
  - IT Infrastructure Renewal
- Alumni - Upgrade Electrical Service Equipment
- North Campus - Rehab Elevators Ph 2 (Capen, Furnas, NSC)
- Health Sciences Complex Backfill Phase 2 (BRB)
- Replace Various Roofs (Gateway, Cooke, Hochstetter, Goodyear Dining)
- North Chemical Storage – Upgrade HVAC & Safety Interlock
- Slee Music Hall – Replace AHU-3 and Reheats
- Crofts – Renovate First Floor



# NYS CAPITAL FUNDING

## SUCF LUMP Funding (Discretionary) - \$63,950,000

- Rehab Campus Toilet Rooms for Accessibility Ph. 1 (NSC and Student Union)
- Upgrade North Campus Chemical Storage HVAC & Safety Interlock
- Replace Various Emergency Generators – Design
- North Campus - Rehab Elevators Ph 2 (Capen, Furnas, NSC) - Construction
- Health Sciences Backfill Ph 3 - Renovate Cary, Farber & Sherman Annex - Design
- Renovate Foster Hall – Construction
- Restore Lockwood Exterior Envelope and Plaza – Design
- Replace Emergency Generators - Cooke & Hochstetter
- Replace NSC Air Handling Equipment and Boilers - Design