

NEW YORK'S FLAGSHIP

Annual Resource Planning Process
Kick-Off

December 8th, 2022

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

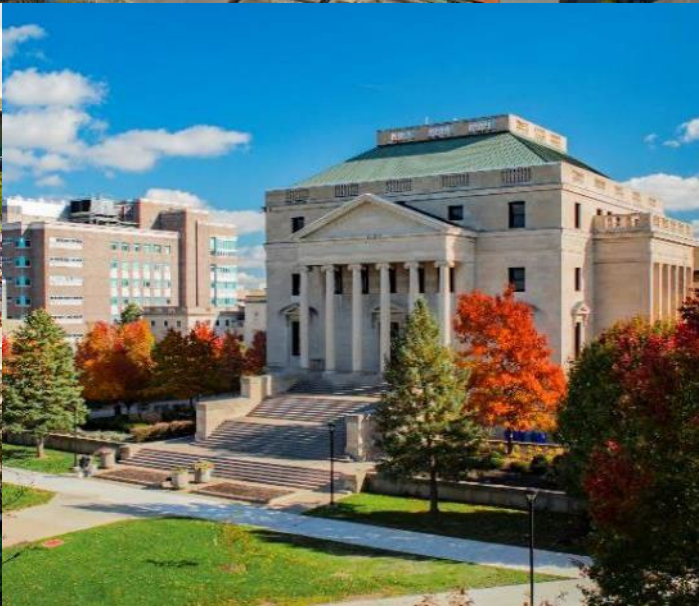


University at Buffalo: New York's Flagship University

State of the State 2022: Governor Hochul designates UB as a New York State Flagship

President Satish K. Tripathi: *A flagship university sets the standard to which other institutions aspire, so we all have reason to take great pride in today's announcement,* January 5, 2022





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

Flagship and Top 25 Public Research University

- The designation as a flagship confirms what we already know
- Our goal to be a Top 25 public research university remains the same
- Being formally designated SUNY's Flagship will help us achieve our Top 25 goal
- Questions for our Annual Resource Planning Process:
 - What does flagship designation mean for UB?
 - How do we currently compare to other state flagships?
 - Are there gaps where future advocacy is needed?
 - What can we do now to best position UB?

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

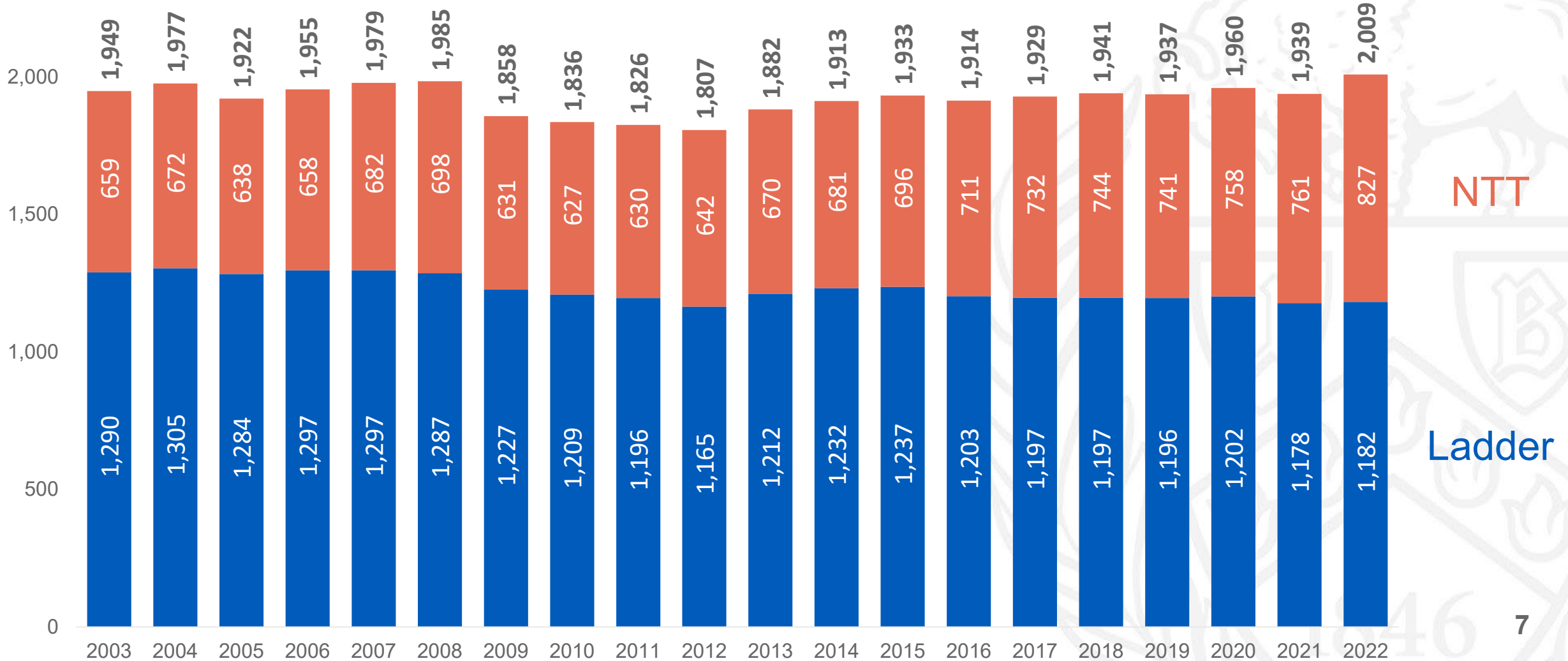
← Opportunity, Innovation, Equity, and Impact →

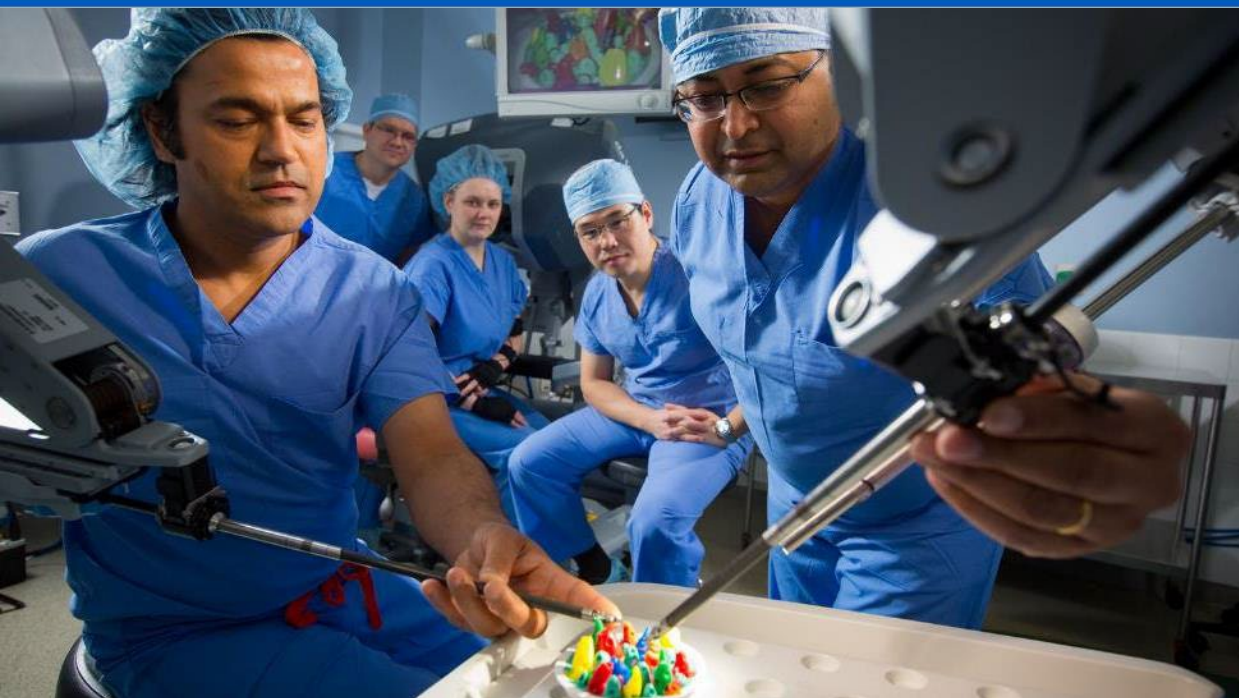
Disciplinary Excellence

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 their students

Faculty Strength: A 20 Year Perspective





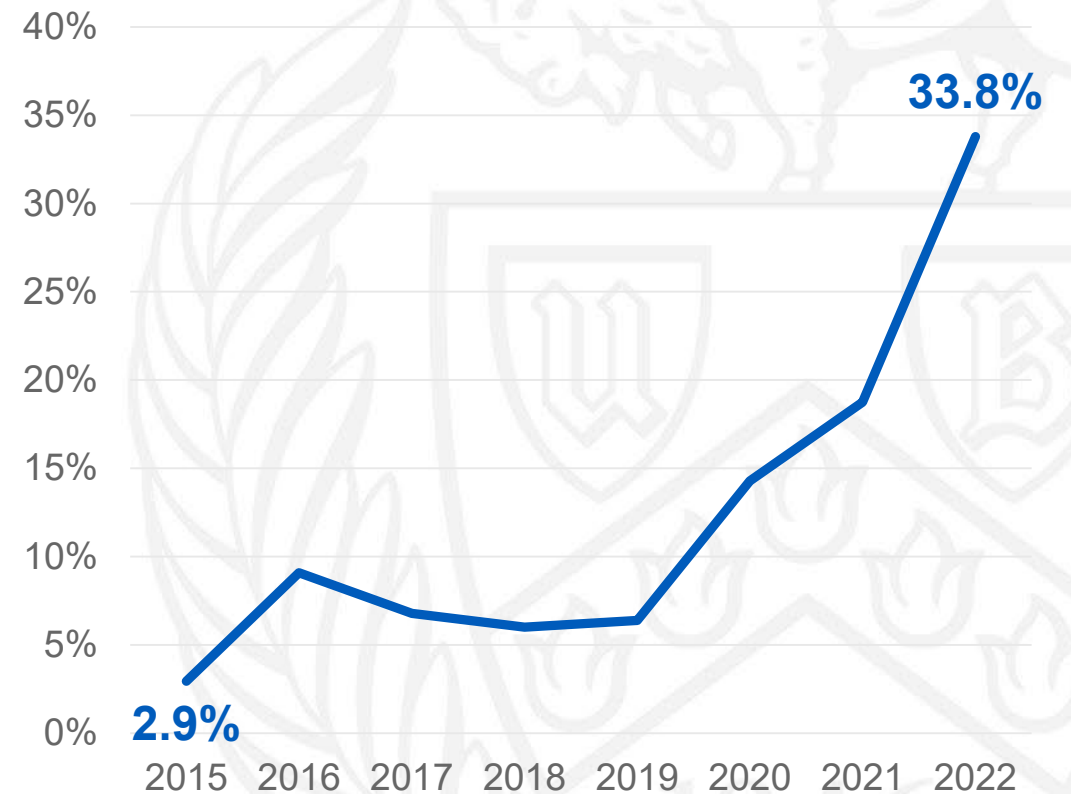
Expansion of our Faculty

- We are in the middle of an exciting plan to increase our TT faculty number at all ranks
- Last year we invested in disciplinary excellence recruitment and will continue to do so
- This year we are building on that investment with NYS funds augmented by additional central funding
- We also have faculty growth from tuition revenue increases
- **How can we invest resources to strengthen this faculty potential?**

Faculty Diversity Remains a Priority

- Faculty diversity is critical to disciplinary strength
- Continue targeted recruitment and retention of leading underrepresented scholars
- Continue Visiting Future Faculty (VITAL) program
- Consider expanding Distinguished Visiting Scholars Program to other schools
- Implementation of PACOR recommendations to build faculty and staff diversity
- **What investments should we make to maintain our momentum?**

%URM Ladder Hiring

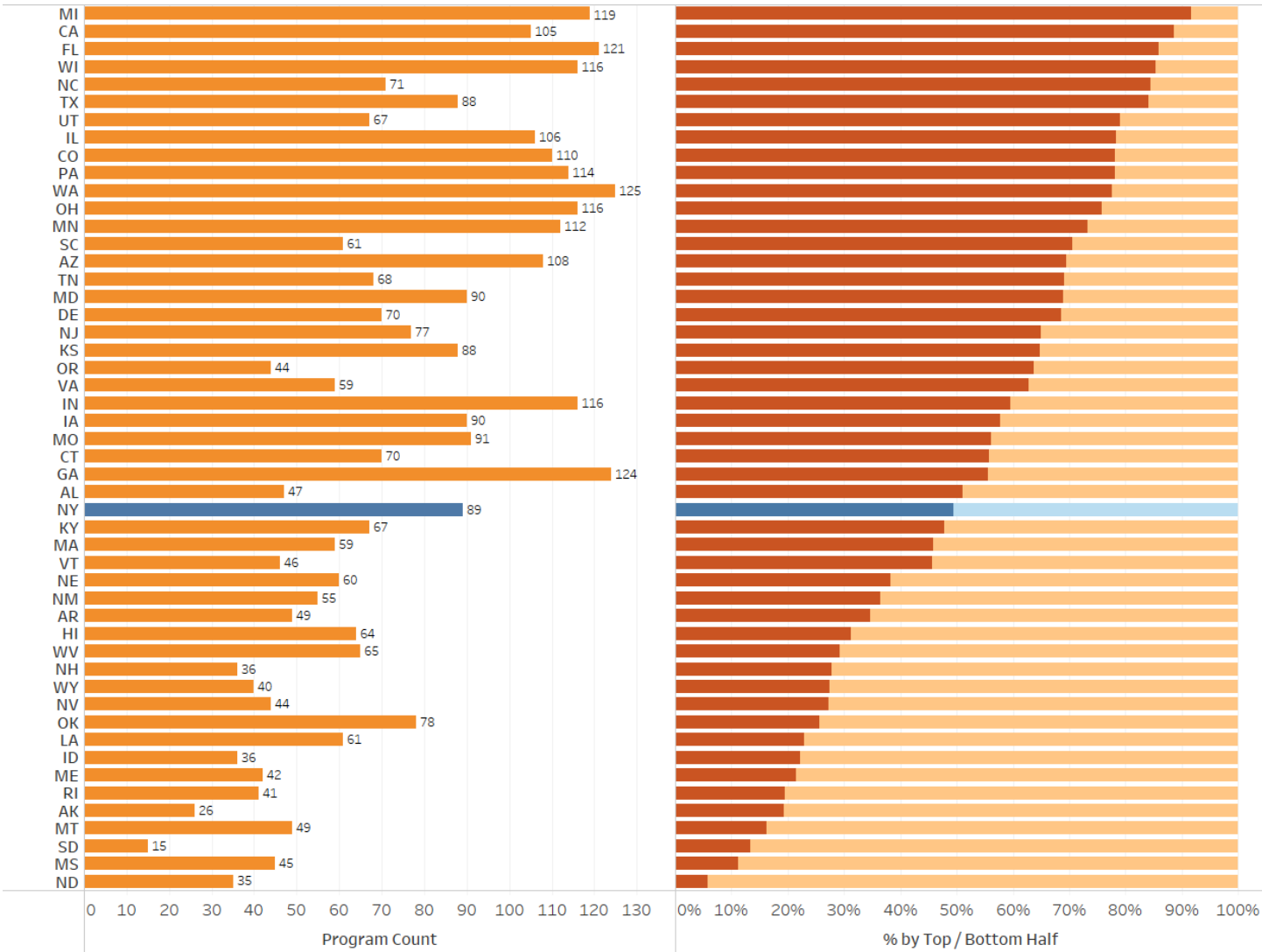




PhD Excellence

- Recruit the very best students
- Focus on PhD student experience, completion, time to degree and career outcomes
- Continue to improve diversity of PhD programs
- Committed to raising minimum TA stipend to \$23K for full-time, funded PhD students on 10-month appointments
- Evaluate long term enrollment strategies and outcomes for PhD programs across the university
- **What investments and supports are most needed to achieve our long-term PhD goals?**

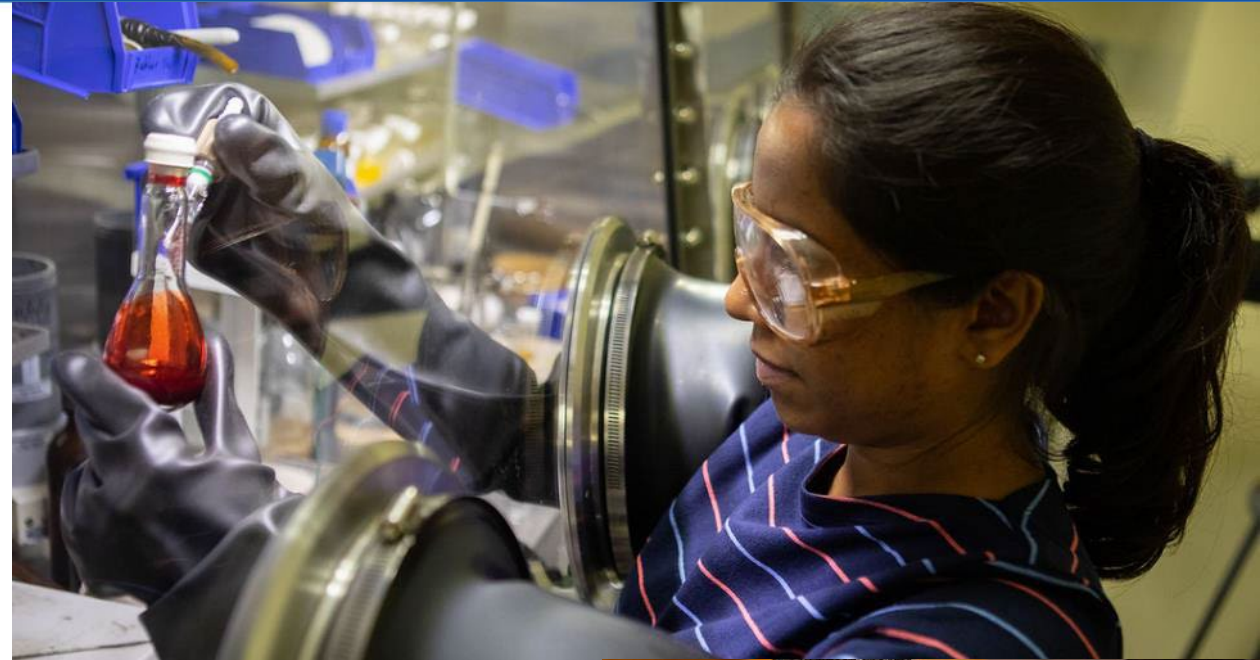
Programs by Academic Analytics Percentile Rank



- Half of UB 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 PhD programs in the top 25?**

Investing ICR to Enhance Research

- As research grows, our ICR has also grown
- Faculty often feel ICR is a direct tax on their grants and see little benefit
- There is a strong desire to incentivize research directly in our budget process. This will take deliberation and input from stakeholders
- For the short term, we will return more ICR to the units but do not want it to sit in accounts that accrue little or no benefit
- **How can ICR be invested to support faculty and enhance our research potential over the next two to three years?**

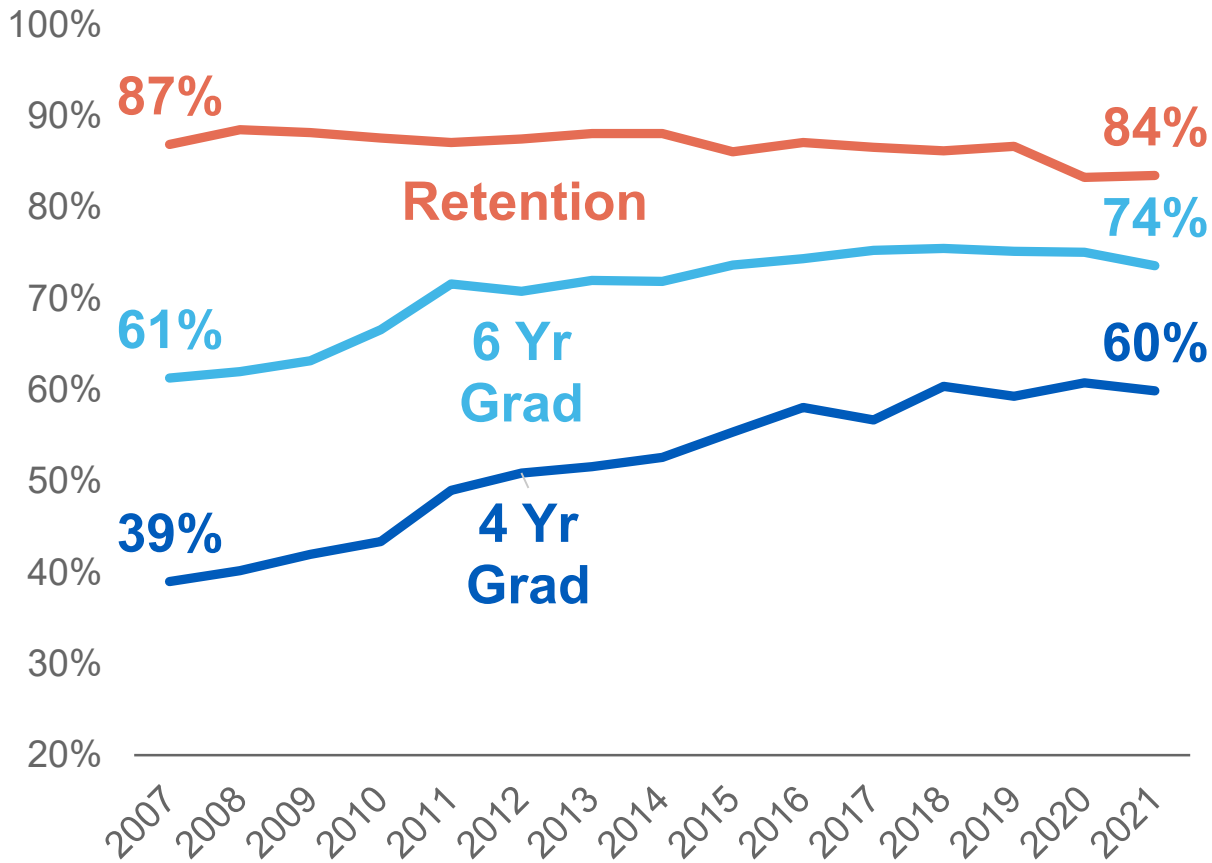


Student Success and Experience

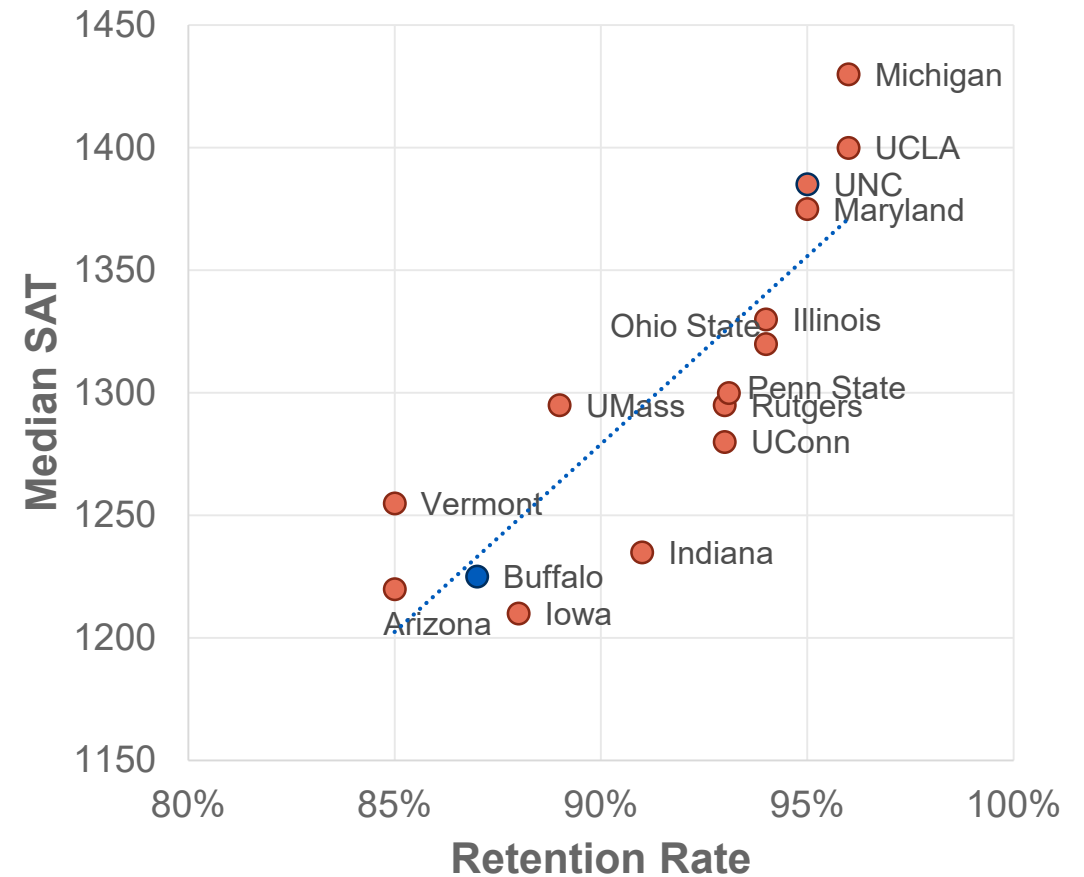
- Undergraduate retention remains a challenge and a priority
- Pandemic has created additional challenges, but it is not the only reason for our current trajectory that started before the pandemic
- Improving retention is a shared responsibility
- While we have invested significantly in retention, we continue to be challenged
 - **We need to assist all students admitted**
 - **We need to improve the overall quality of the incoming class if we are going to significantly move our retention numbers**
 - **We need to tie our current investments and those planned into a more unified strategy across all units.**

Undergraduate Retention and Degree Completion

Retention and Graduation Rates



1st Year Retention and SAT Scores



Improving the First Year Experience

What investments are needed to provide?

- Deeper connections to majors
- Personalized student support services
- Pedagogy that meets the needs of today's students
- A focus on broad groups where gaps exist (first generation, international, and underrepresented students)
- Better analytics and immersive tools
- Alignment of our scholarship strategy to both recruitment and retention
- Alignment of advising (academic, financial, and experiential) to academic success, belonging, and outcomes
- An ability to predict our incoming class level of matriculation to their second year



Improving Student Experience at All Levels

What investments are needed to promote?

- Deeper connections to academic programs across all degree programs
- Greater opportunities for experiential learning
- Greater connections to employers and professional outcomes
- Enhanced spaces for connections and relationship building
- Enhanced spaces for affinity groups
- Deeper connections to the community

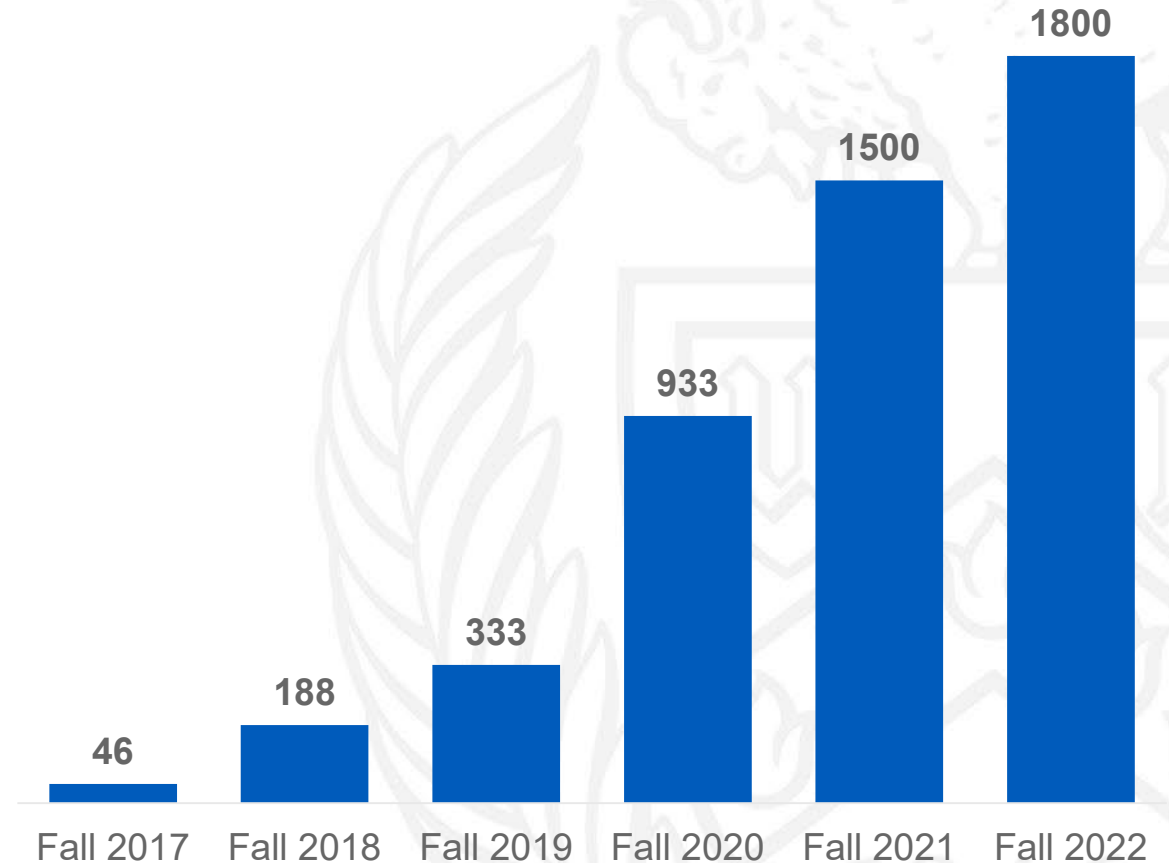
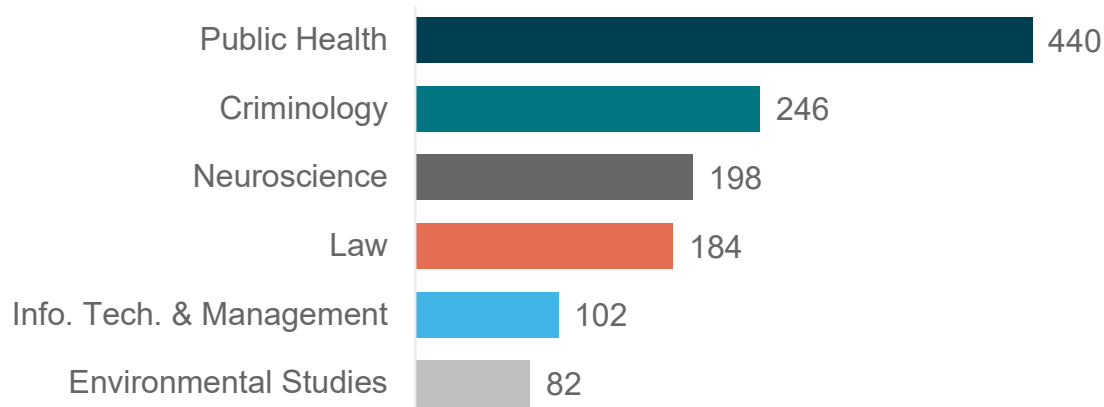
Current Enrollment Plan

- **Undergraduate Target** – 19,000 to 20,000
 - 4200 to 4250 freshman
 - Stabilize and grow transfer population
 - Increase international enrollment
 - Grow Honors and EOP enrollment
 - 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 five years
- Currently, 9.3% percent of all undergraduate enrollment is from new undergraduate programs

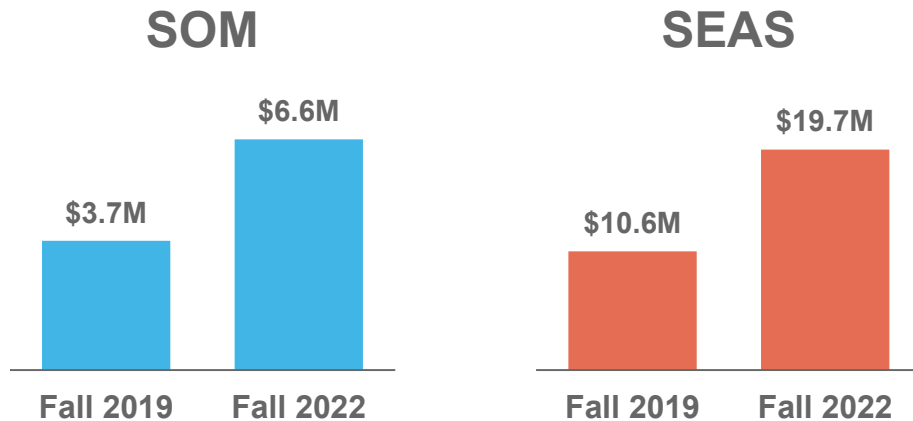
Fall 2022 Enrollment Examples



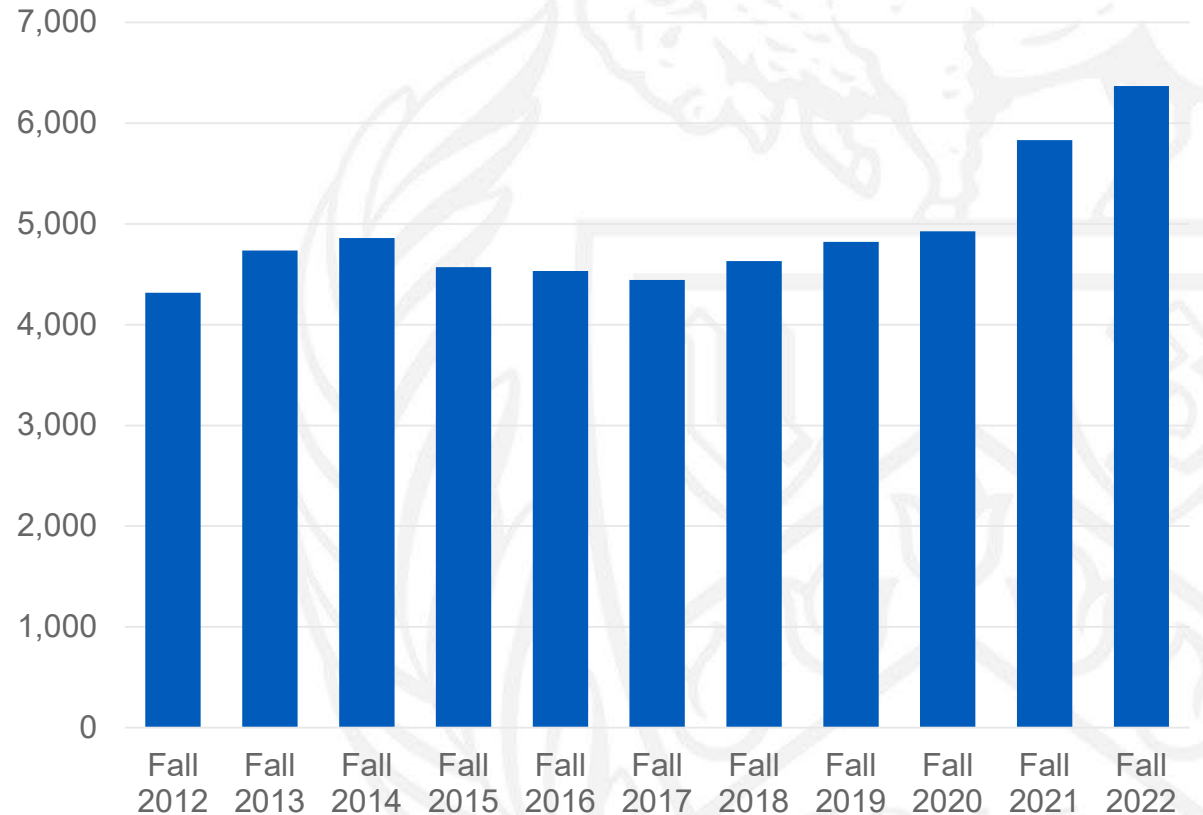
Professional Master's Programs

- Last year we invested **\$7.13M** in support of selected high volume professional masters programs. Revenue from these programs can drive faculty and PhD growth
- The return on these investments have been significant to the units

Masters Tuition Revenue

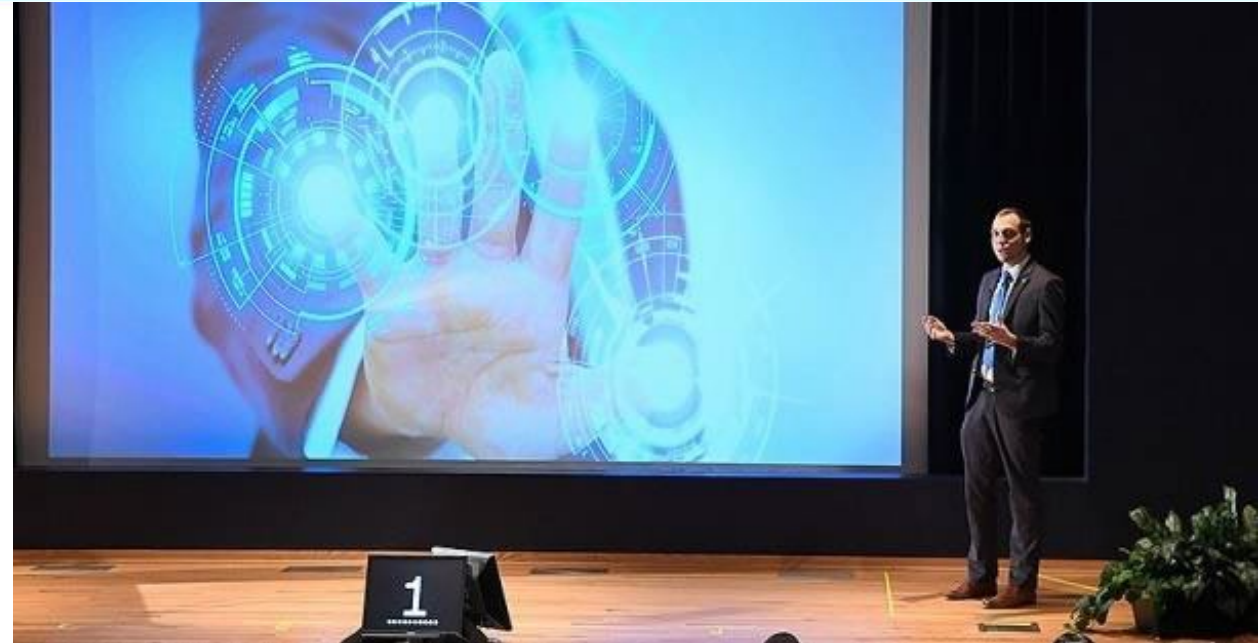


Masters Enrollment



Potential Areas of Investment

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



Investment Priorities to Advance Goals

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NEW YORK STATE FLAGSHIP ADVOCACY



SUNY Flagship Advocacy

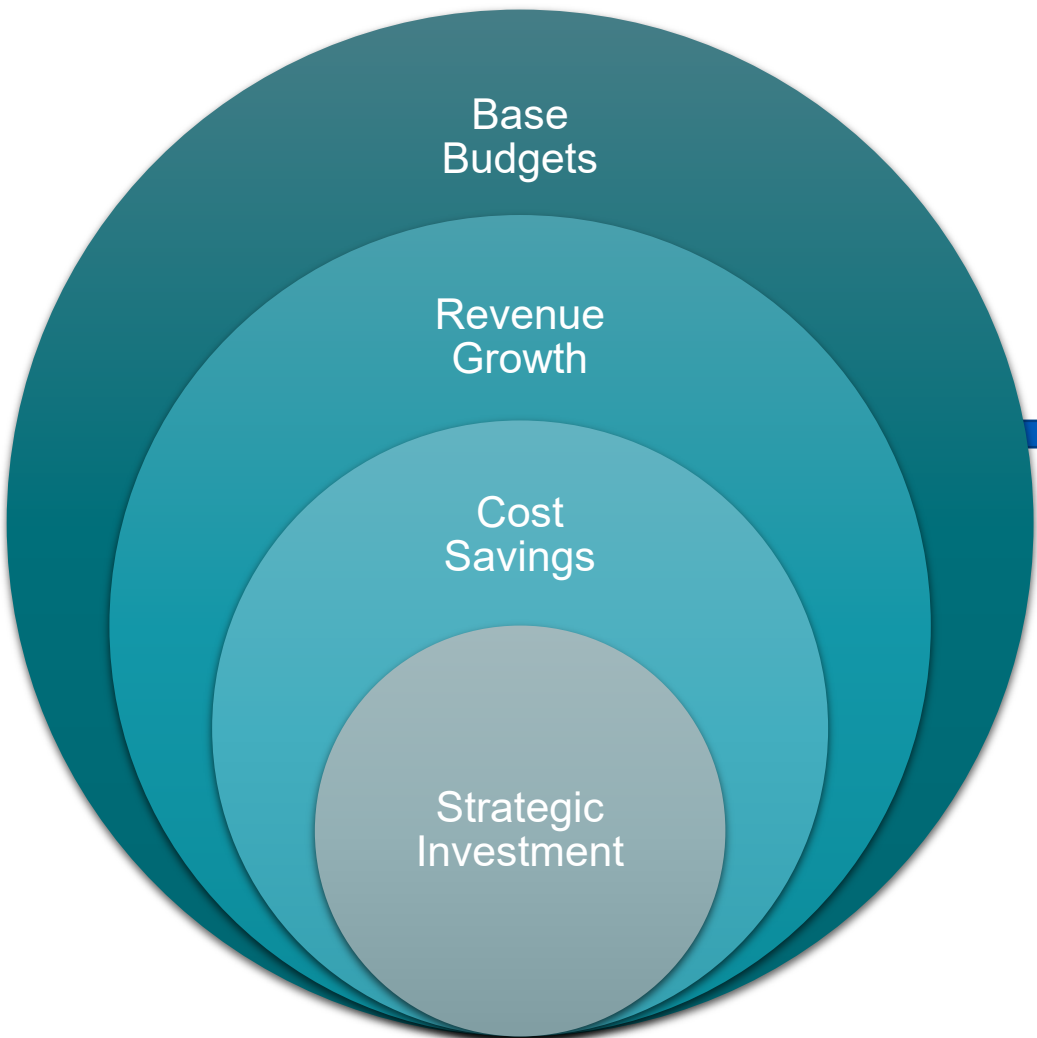
To compete successfully with our national flagship peers and achieve UB's Top 25 Ambition through state investments in:

- Research that solves NYS's most vexing challenges (investments in faculty, laboratories)
- Student Success and economic mobility (investments in the student experience, health and wellness, living/learning environments)
- Capital Request
 - Existing building renovations
 - New building construction
 - Critical maintenance
- Levels of State/tuition funding per student relative to peers
- Capital project delivery reforms; expedited academic program review

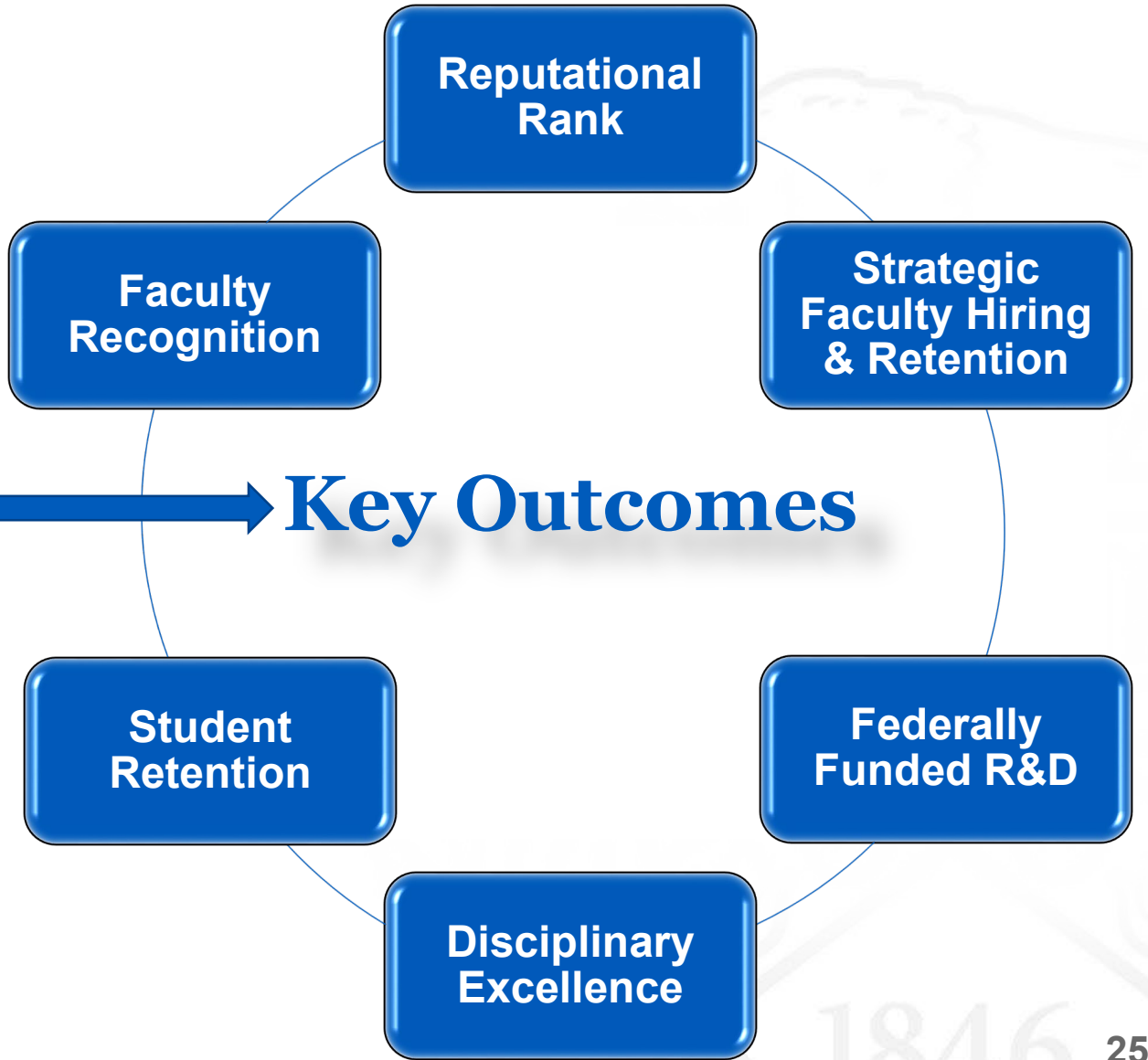


UB'S FINANCIAL CAPACITY

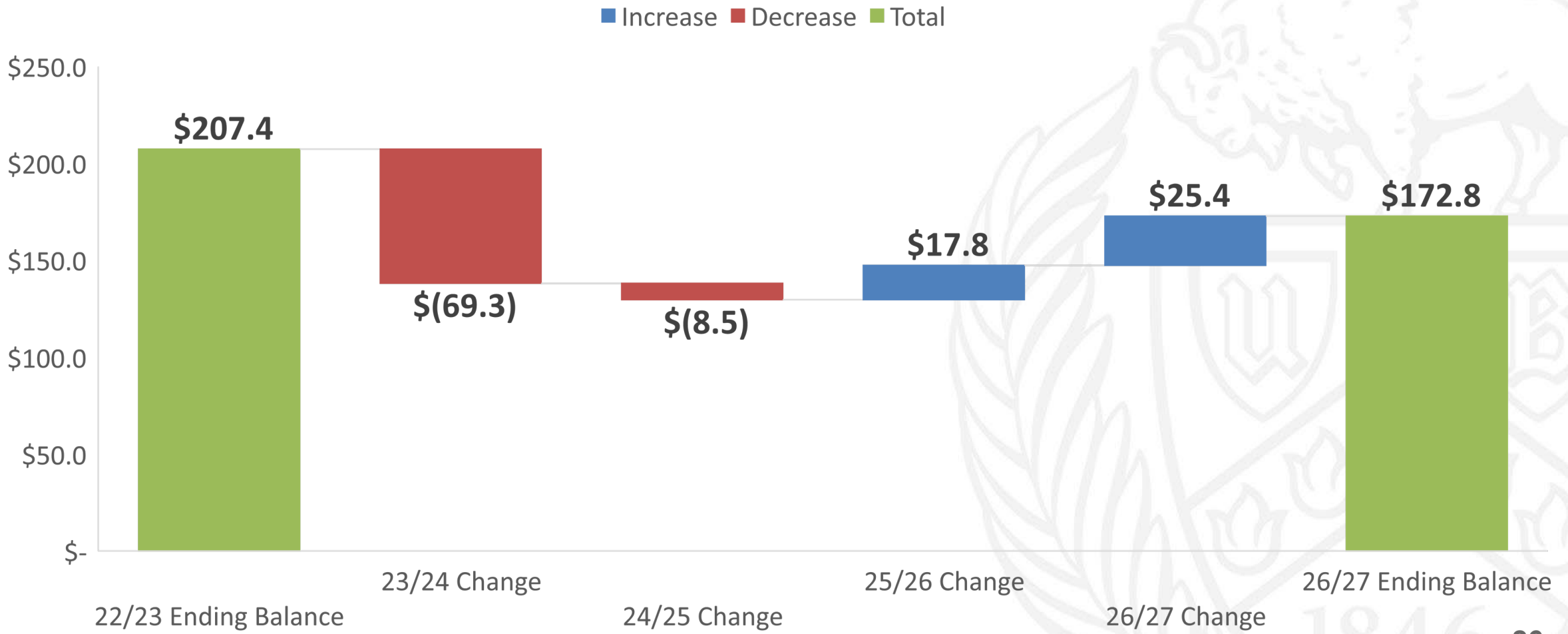




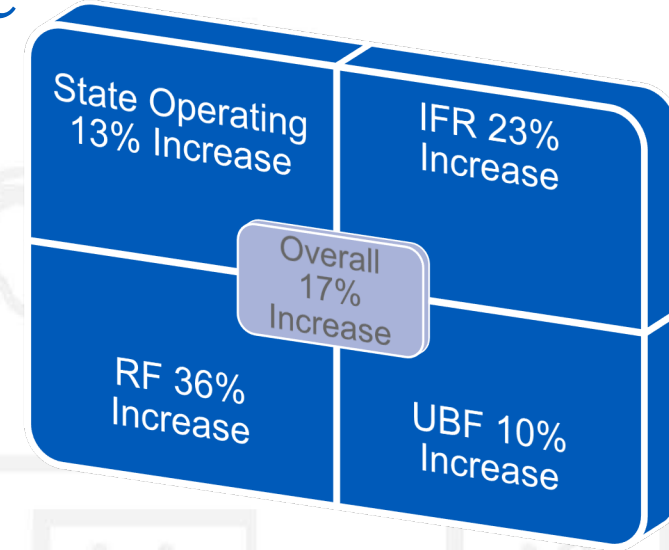
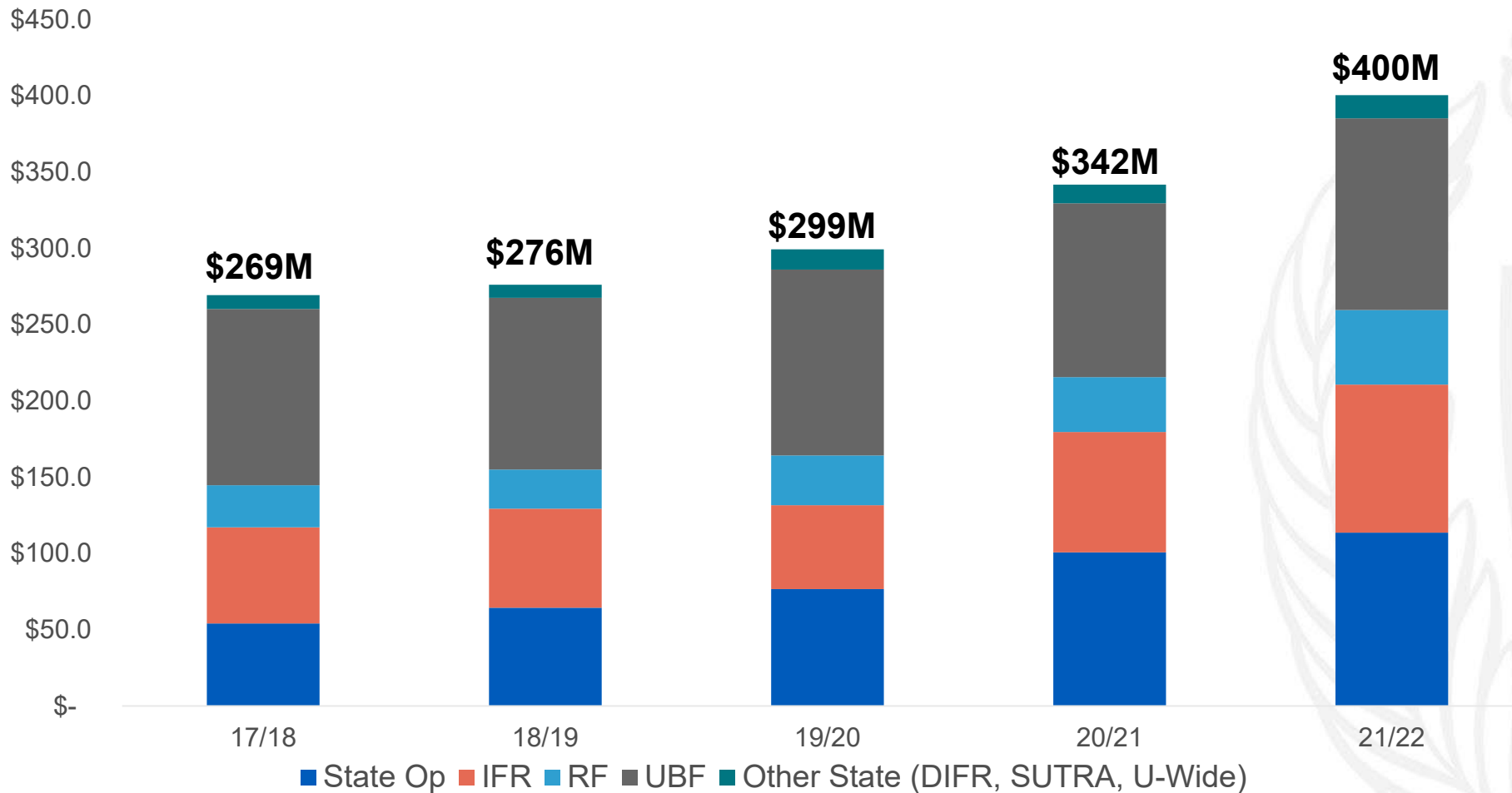
Key Outcomes



Multi Year Financial Plan (MYFP) - \$ in Millions



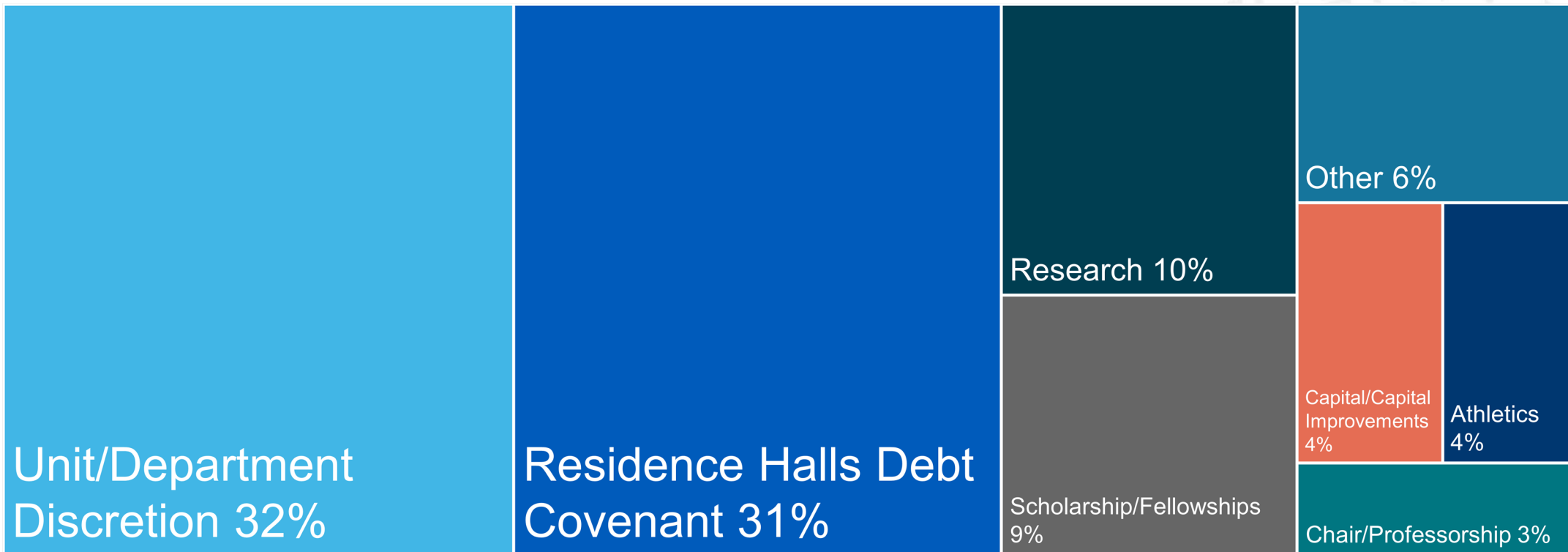
Unit Ending Cash Balances By Funding Source



- Percentage increase shown from 2020/21 to 2021/22.
- Excludes Financial Plan and Central University balances.

Unit Available UBF Fund Balances by Funding Purposes

Total: \$130.1 Million



Amounts available on June 30, 2022, including \$92.5M in Philanthropic Balance and \$37.6M in Non-Philanthropic Balance

Source UBF November 22, 2022

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

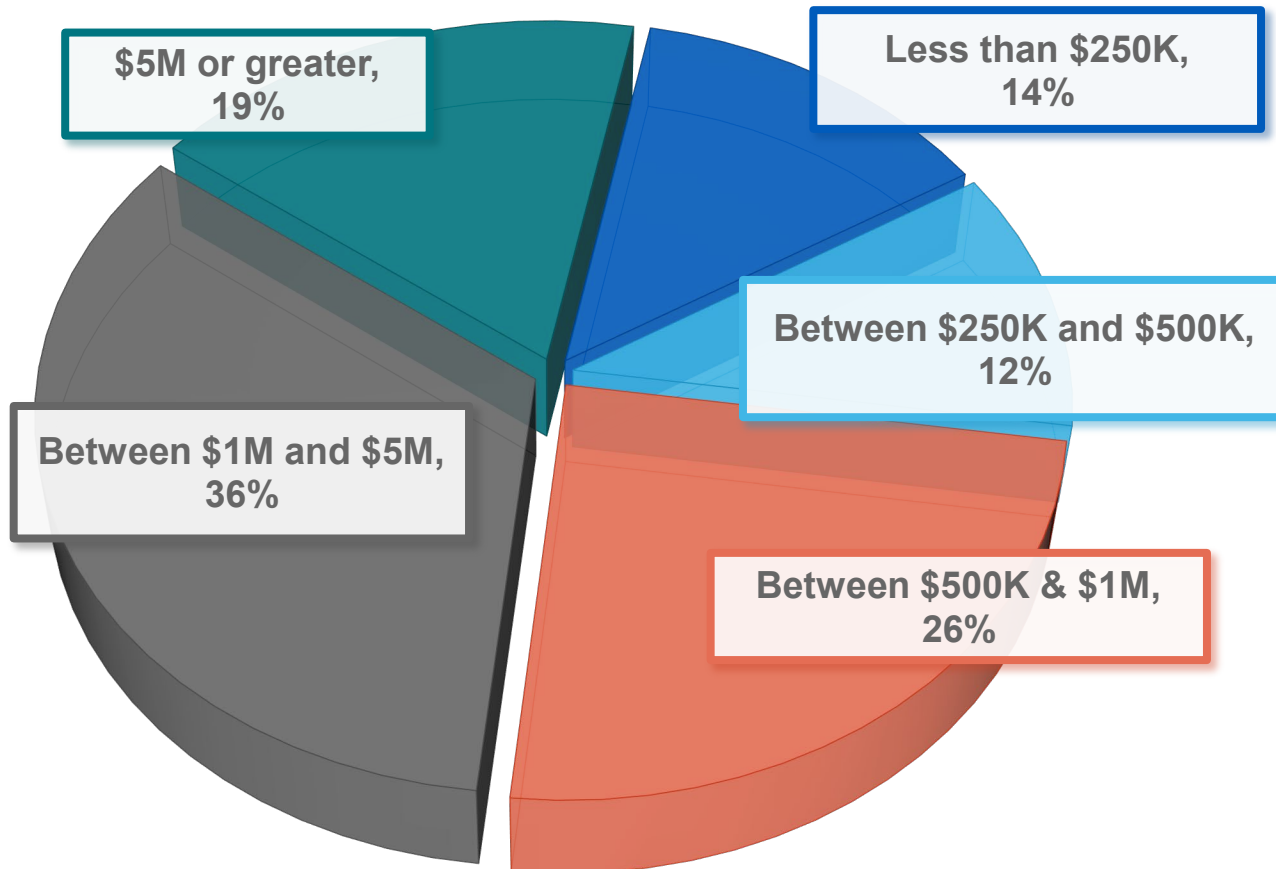
- We exercise prudence in managing our resources, diversify revenues to promote resilience, maintain appropriate reserves, and reward efficiency and effectiveness

UB Financial Planning Assumptions 2023/24

Area	Assumption
Enrollment	<ul style="list-style-type: none"> • Undergraduate enrollment of 19k to 20k • Focus on academic quality • Continue targeted growth in professional masters programs
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 3% annual increases • Assume UUP contract retroactive to July 1, 2022 when finalized • Units are also responsible for any one-time increases • UB will continue to advocate for state funding to cover negotiated salary increases
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 versus opportunity cost of not leveraging existing resources

2022/23 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



Budget Policy Proposed Changes – Unit Meetings to Discuss

ICR – Increase share to units beginning 2023/24

- Proposal based not formula driven
- Additional ICR funds should support:
 - Research administration
 - Faculty startup packages
 - Other research related initiatives

IFR – Centrally fund new fringe charges to salaries beginning in 2023/24

- Improve utilization of IFR funds
- Allow units to plan and operate across all state funding sources more consistently
- Reduce cost passed on to students to fund new fringe cost associated with Broad Based Fee and DIFR salaries
- Evaluate impact of change to current academic unit salary recovery policies and practices

Funding Type	State Operating		State Funds				
	State Tax	Tuition Revenue	Income Fund Reimbursable (IFR)	State University Tuition Reimbursable (SUTRA)	Dorm Income Fund Reimbursable (DIFR)	Research Foundation (RF)	UB Foundation (UBF)
Source	Appropriated by NYS Government, allocated to the University by SUNY	Student tuition payments	Student fee revenue, external funds received for self-supporting programs	Students participating in Study Abroad, Contract Courses, Summer and Winter sessions	Residence Halls rent revenue	Federal, State, Private Grants Indirect Cost Recovery Earnings	Donor Support, Student On-Campus Apartment rent revenue, clinic and other self-supporting program revenues
Use: Instructional Salary Expenses	x	x		x			
Use: Non-Instructional Salary, Temporary Service Expense and Non Salary Expense, i.e. Contractual Services, Supplies, Travel, Professional Fee, Equipment	x	x	x	x	x	x	x
Use: Fringe Benefit Expense	N/A	N/A	63.95% on salary expenses	Summer Session Tuition -29.7% assessed on revenue Other – 63.95% on salary expenses	63.95% on salary expenses	Applicable fringe rate applied to salary expense based on appointment type	Actual fringe cost assessed to account

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
- **Work Force Planning** – Building a Shared Services model to meet our long term goals
- **Financial Transparency and Communications**



Questions

