

2021/22 ARPP INVESTMENT DECISIONS

May 25th, 2021



BUDGET OUTLOOK OVER PAST YEAR



Expected COVID Financial Impact Timeline

March 2020

Campus Goes Remote

April 2020

State Imposes Expenditure Restrictions

Spring 2020

Over \$27M in refunds provided to students for Fees, Housing & Dining

Spring/Summer

Initial revenue projections are \$90M - \$200M less in 20/21 than 19/20

Summer

19/20 direct state tax support of \$19.2M withheld, directed to plan for 20-25% decrease for 20/21 & potentially beyond

Fall

Enrollment stabilizes (Overall grows but international decreases)

Later Fall

First Round of Cares Act funding of \$12M announced for institutional use

Winter

Second Round of Cares Act funding of \$24M announced for institutional use

Early Spring

American Rescue Act provides additional \$32M for institutional use & support for state governments

April

NYS budget passes; funds 19/20 outstanding direct state tax support & imposes only one-time 5% reduction for 20/21

COVID Financial Impact, Federal Stimulus & Expenditure Reductions

(\$ in millions)

COVID Impact

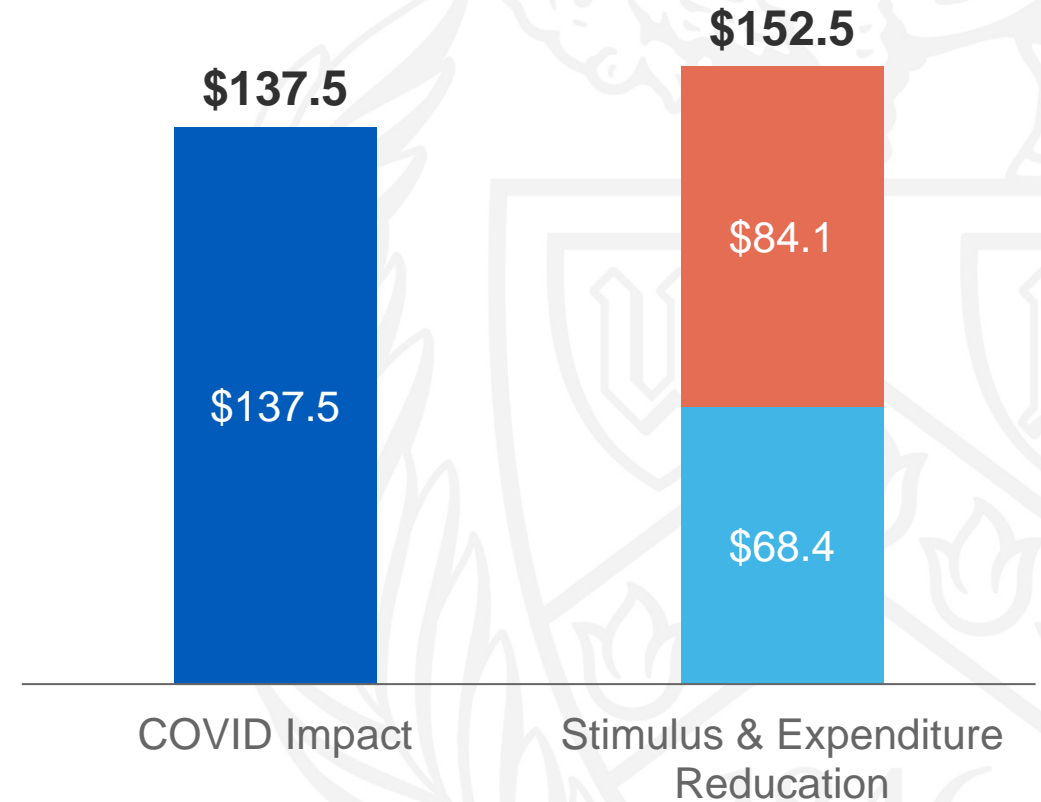
State Tax Support Cut	\$6.5
FSA Rent Forgiveness	\$7.4
Other Unit Revenue Loss	\$7.6
COVID Expenses	\$10.2
Tuition Revenue Shortfalls	\$13.6
Athletics Revenue Loss	\$10.6
FSA Revenue Loss	\$37.0
Campus Living	\$44.6
Total	\$137.5

Federal Stimulus

Cares Act 1	\$11.9
Cares Act 2	\$23.8
American Rescue Act	\$32.7
Total	\$68.4

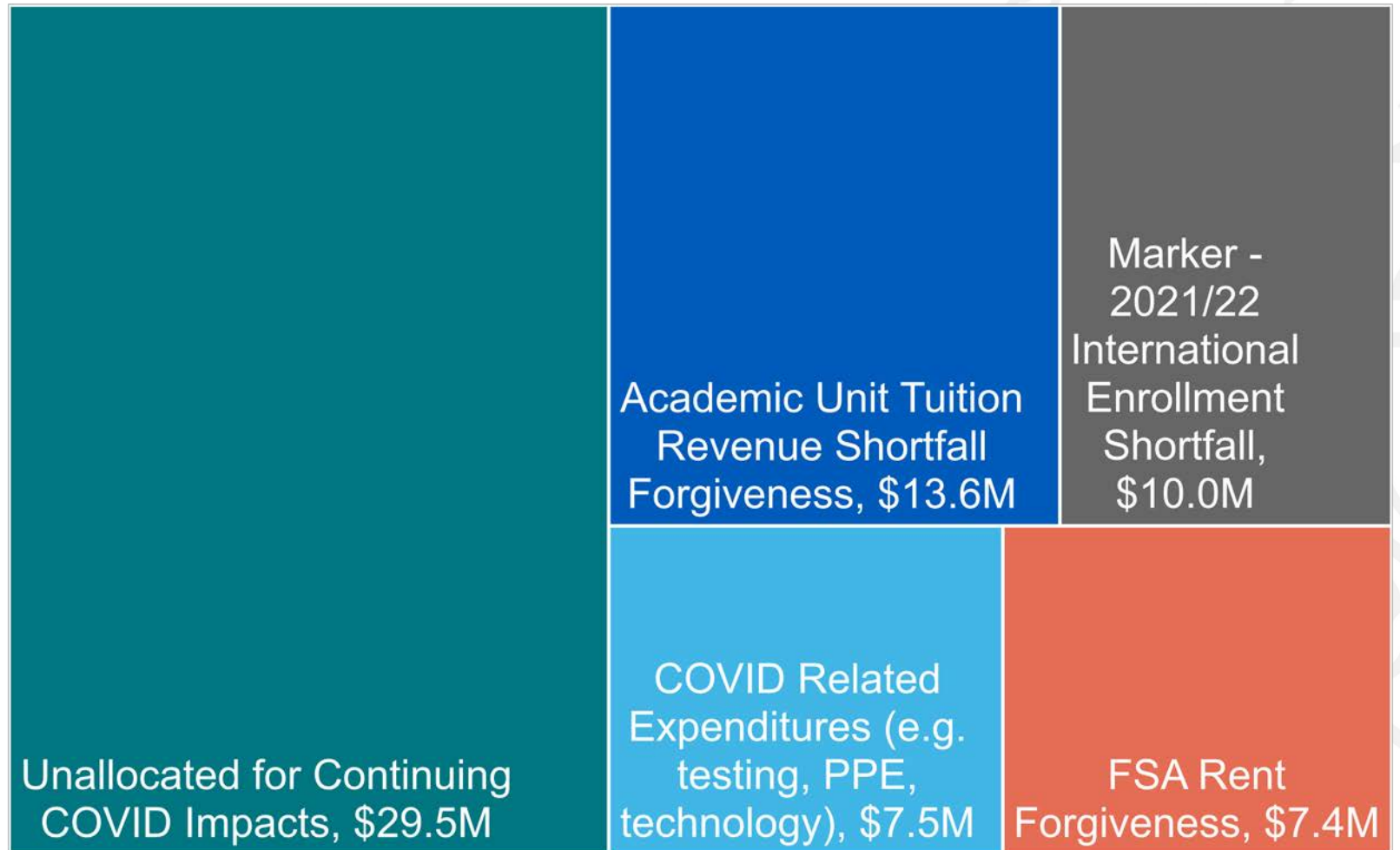
Expenditure Reduction

Total	\$84.1
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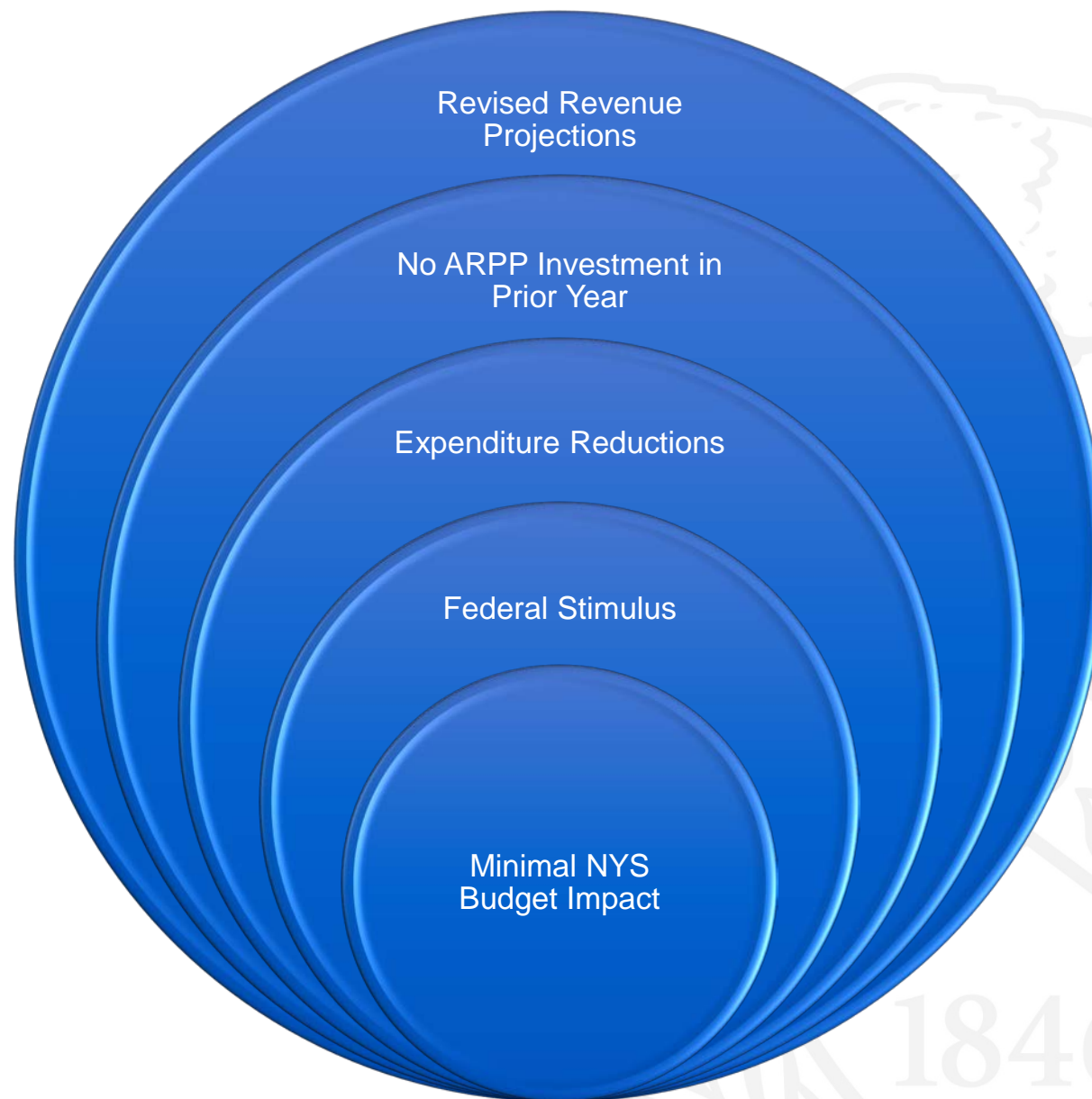
\$68M in Federal Stimulus for Institutional Use

Remaining \$29.5M currently unallocated to be considered for continued impact of COVID on units most impacted



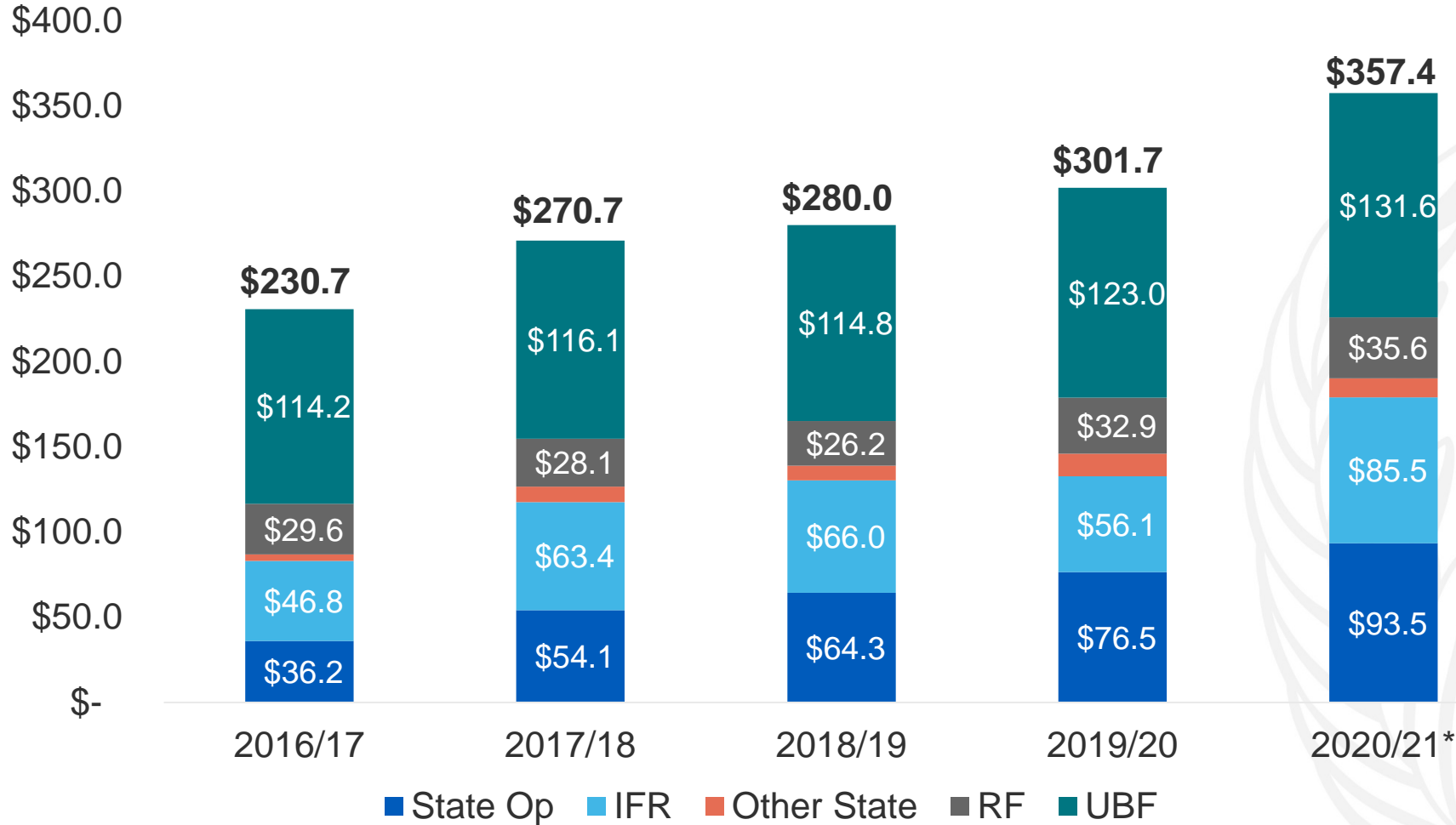
Note: Federal Stimulus distributed to students excluded. Only includes funds for Institutional use.

Financial Plan Balances Have Grown



Unit Balances Also Continue to Grow

(\$ in millions)



- Includes all VP/Decanal Units
- Individual unit balances vary; impact of COVID was not equally distributed across units
- Impact of delayed negotiated salary increases and other deferred spending will be realized in 2021/22
- Over the next year we will work with units to establish a strategic reserve policy

*Source SIRI Strategic Financial Dashboard, 2020/21 as of May 21, 2021

INVESTING IN MOVING FORWARD TO THE TOP 25

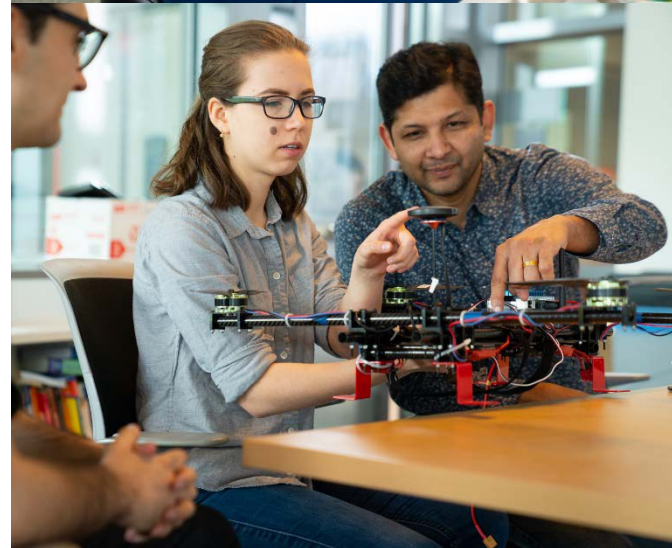


What Characterizes Top 25 Public Research Universities?

- Academic programs recognized among the best in the nation.
- Faculty who compete at the highest levels for research funds and fellowships and who are recognized for their excellence.
- A faculty, staff and student body that is increasingly diverse, reflective of changing US demographics.
- Strong academic and student support at the undergraduate and graduate levels.
- A campus environment that is welcoming, inclusive and meets the needs of a modern campus.
- The cultivation and promotion of faculty impact, institutional success and alumni/friend engagement.
- Resources marshalled through philanthropy, research funding, enrollment and state aid.

Building Exceptional Academic Programs

- Increase chaired professorships by extending SUNY Scholars of Excellence Program
- Evaluate faculty salary competitiveness and partner with units to close fund gaps
- Set aside substantial funds to enhance reputational excellence of academic units
- Funding to catalyze the most promising “Bold Ideas”
- Partner with units to recognize early faculty talent
- Identify important programs and support them (e.g., AI Institute)





Growing Faculty Recognition and Funding

- Establish a robust and supportive awards office for UB faculty
- Enhance research support for proposal development, economic development, major awarded grants, and shared instrumentation
- Support programs similar to SUNY Empire Innovation to grow faculty strength
- Increase retention by identifying the most productive faculty and being more nimble in meeting their needs

Increasing Faculty, Staff and Student Diversity

- Fund hiring programs that rapidly improve faculty diversity
- Collaborate with units to retain URM faculty
- Build more pipeline programs for PhD students, postdocs and faculty to foster future recruiting networks
- Continue to invest in undergraduate and graduate URM enrollment strategies





Providing Strong Academic and Student Support

- Fund fees for full-time PhD TAs/RAs for defined degree period
- Increase support for Biomedical Sciences PhD programs
- Move toward decoupling PhD education and undergraduate instruction
- Provide additional bridge funding to support increased PhD stipend levels
- Support central and unit level recruitment of outstanding undergraduate and graduate students
- Provide additional support for student accessibility accommodations
- Support new summer bridge program to better transition high school students to UB

Enhancing the Campus Environment

- South Campus revitalization and health sciences backfill
- Improve IT infrastructure
- Reimagine Lockwood as educational hub
- Begin implementation of Student Union and Campus Living Master Plans
- Invest in critical laboratories/centers space needs
- Continue modernizing instructional space
- Invest in critical spaces where faculty, staff and students can meet and interact
- Improve security systems and wayfinding



Enhancing Communications and Advancement Efforts

- Continue to grow philanthropic giving capacity
- Elevate UB brand and story to internal and external audiences





Marshalling Resources

- Shared Services Model initiative
- Swap of State Operating dollars to Central for IFR
- Continued evaluation of budget model and updates
- Reset Boldly Buffalo Campaign to \$1B

ARPP OUTCOMES

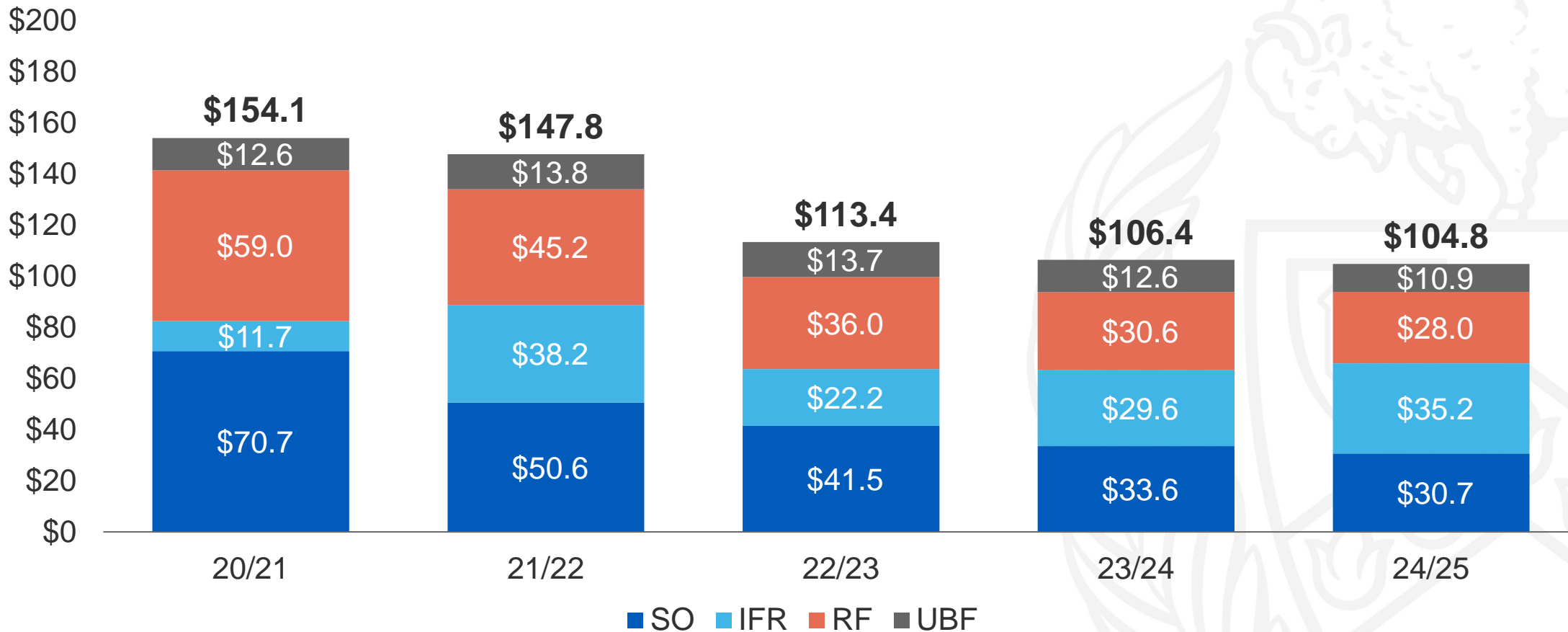


Investment Decisions

- One-time Decisions Total \$133M over 3 years
- Recurring Decisions Total \$9M
- \$160M Total over 3 years



Multi Year Financial Plan (MYFP) Balances with Investment Decisions (\$ in millions)

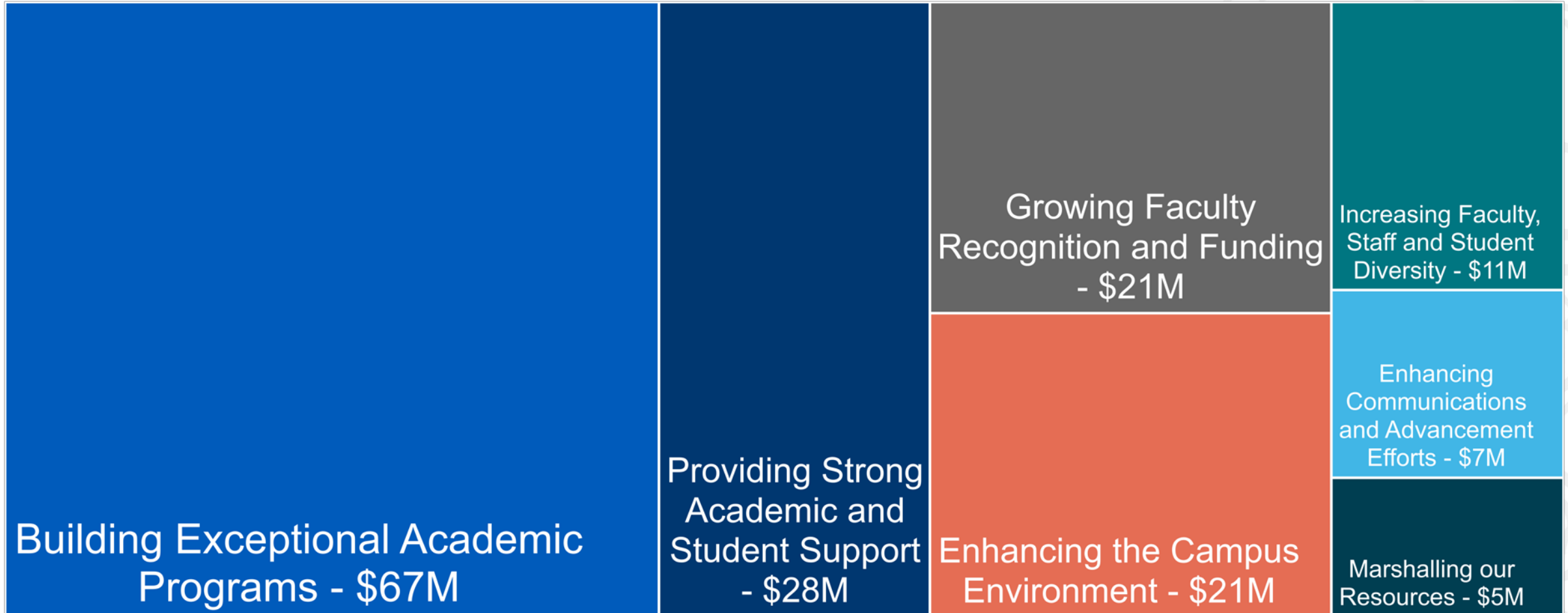


Note: MYFP balances exclude \$40M set aside as University Emergency Reserve and Include Federal Stimulus Funds

Other ARPP Outcomes - Budget Model Updates

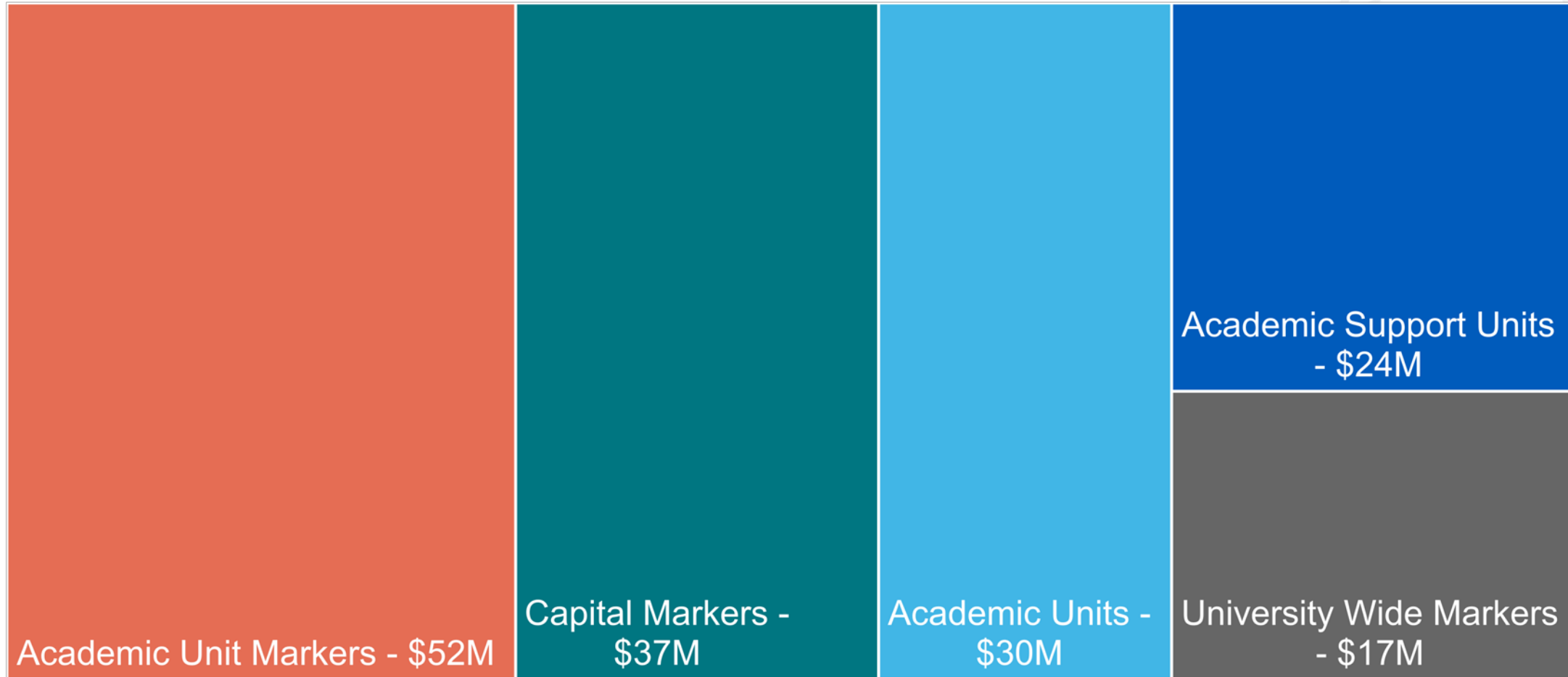
- Update to Tuition Revenue Target Calculation and Enrollment Growth Tuition Revenue Shares
- Centrally fund UBF & RF Across-the-Board Salary increases beginning in 2021/22 for units' base budgets. ~\$700k annually
- Centrally fund Unit UUP Equity & Compression increases over 0.5%. ~\$150k annually
- Shift vacation payout funding from central to individual units (~\$1.5M annually).
 - Distribution based on three-year average of vacation payout by unit
 - Units to manage in payouts in 2021/22 and beyond

Three Year Investment by Funding Priority- \$160M



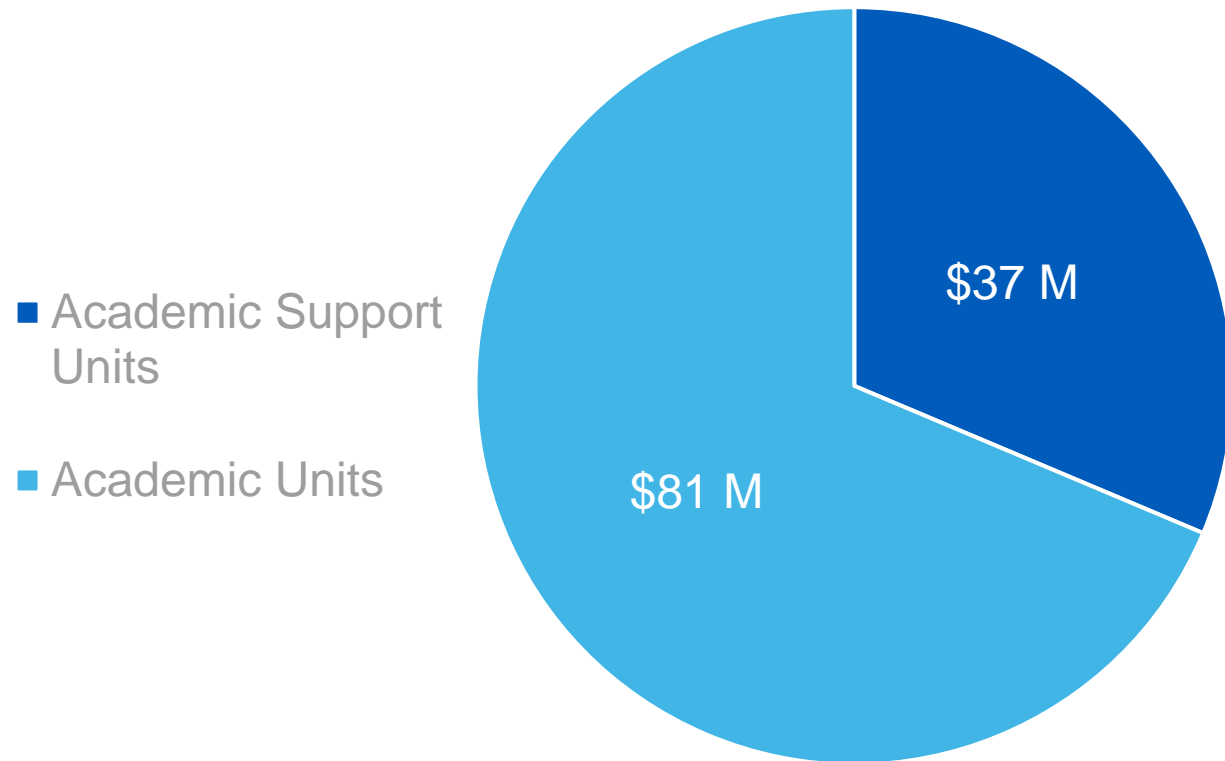
Note: Recurring amounts added for each year for 3-year total

Three Year Investment by Unit Type - \$160M



Note: Recurring amounts added for each year for 3-year total

Three Year Budget Impact - \$118M

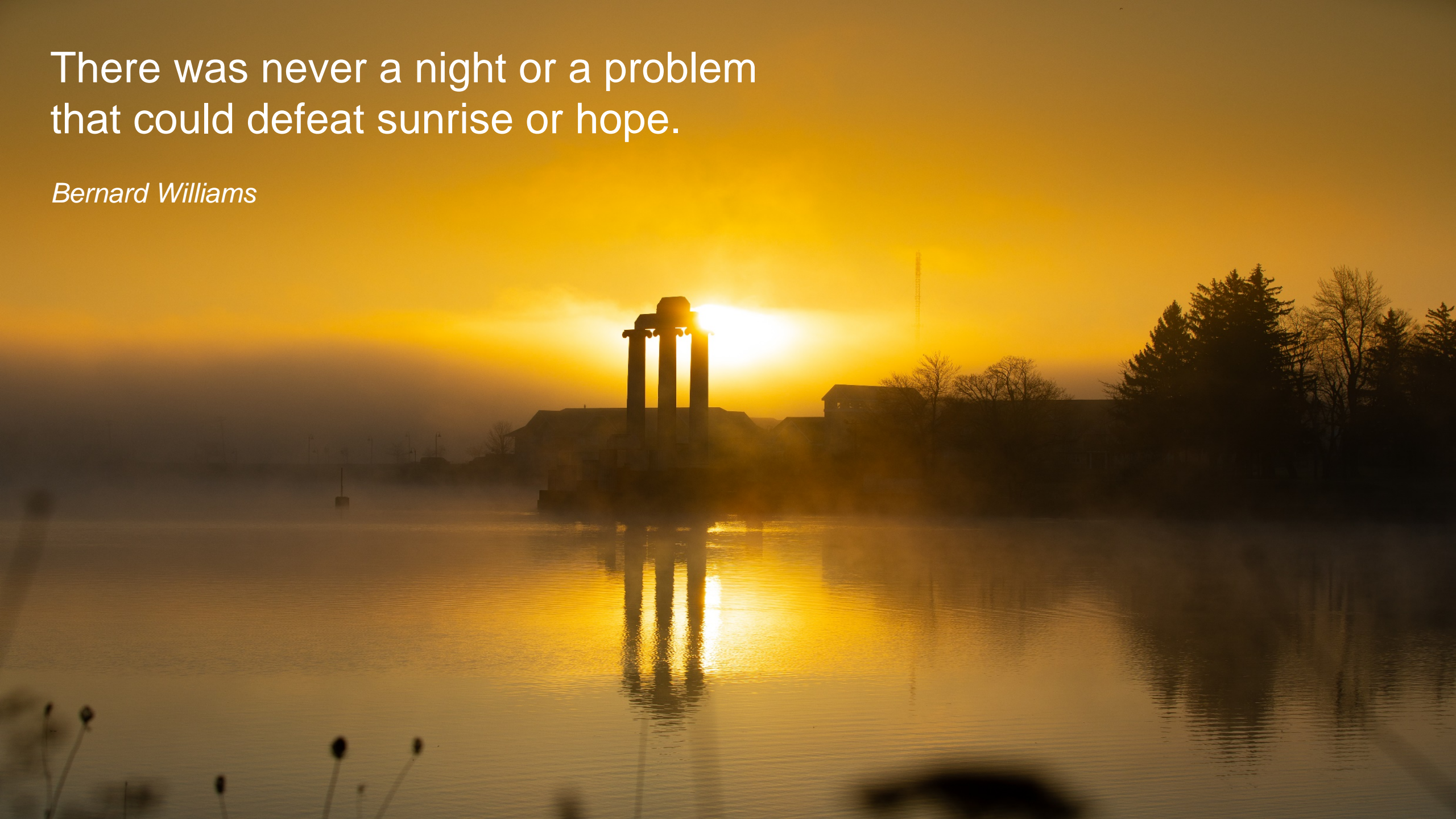


- Includes Unit Investments, Return of 2020/21 Budget cut, Tuition Revenue Shares/TRSA forgiveness and other budget model updates
- Excludes Academic, University Wide and Capital funding markers as they have yet to be directly allocated to unit budgets

Note: Recurring amounts added for each year for 3-year total

There was never a night or a problem
that could defeat sunrise or hope.

Bernard Williams



APPENDIX



Total Financial Impact by Unit

	Return 85% of 2020/21 Budget Cut	Remaining Stimulus Funding	TRSA Forgiveness 20/21	Onetime Tuition Share	Recurring Tuition Share	RF & UBF ATB Raises 21/22	Investment - Onetime	Investment - Recurring	Total Onetime Impact	Total Recurring Impact	Target Reduced in 21/22 w/no Assesment
Academic Units											
College of Arts and Sciences	\$ 6.57	\$ -	\$ 1.14	\$ -	\$ -	\$ -	\$ 11.00	\$ -	\$ 18.71	\$ -	\$ 0.25
Graduate School of Education	\$ 0.99	\$ -	\$ 0.67	\$ -	\$ -	\$ -	\$ 3.43	\$ -	\$ 5.09	\$ -	\$ 1.60
Jacobs School of Medicine and Biomedical Sciences	\$ 4.68	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4.26	\$ 0.63	\$ 8.94	\$ 0.63	\$ 0.27
Law School	\$ 0.84	\$ -	\$ -	\$ 0.60	\$ 0.43	\$ -	\$ 0.28	\$ -	\$ 1.72	\$ 0.43	\$ -
School of Architecture and Planning	\$ 0.56	\$ -	\$ -	\$ 0.83	\$ 0.64	\$ -	\$ 0.25	\$ -	\$ 1.64	\$ 0.64	\$ -
School of Dental Medicine	\$ 1.60	\$ -	\$ -	\$ 0.21	\$ 0.20	\$ -	\$ 0.10	\$ -	\$ 1.91	\$ 0.20	\$ -
School of Engineering and Applied Sciences	\$ 3.59	\$ -	\$ 6.80	\$ -	\$ -	\$ -	\$ 3.48	\$ -	\$ 13.87	\$ -	\$ 4.03
School of Management	\$ 1.59	\$ -	\$ 4.38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.97	\$ -	\$ 4.17
School of Nursing	\$ 0.54	\$ -	\$ -	\$ 0.71	\$ 0.55	\$ -	\$ 0.17	\$ -	\$ 1.42	\$ 0.55	\$ -
School of Pharmacy and Pharmaceutical Sciences	\$ 0.73	\$ -	\$ 0.43	\$ -	\$ -	\$ -	\$ 0.75	\$ 0.45	\$ 1.91	\$ 0.45	\$ 0.15
School of Public Health and Health Professions	\$ 1.06	\$ -	\$ -	\$ 1.29	\$ 0.97	\$ -	\$ 0.70	\$ 0.30	\$ 3.05	\$ 1.27	\$ -
School of Social Work	\$ 0.48	\$ -	\$ -	\$ 0.89	\$ 0.57	\$ -	\$ 0.10	\$ 0.40	\$ 1.47	\$ 0.97	\$ -
Academic Support Units											
Office of the President	\$ 0.33	\$ -	\$ -	\$ -	\$ -	\$ -			\$ 0.33	\$ -	\$ -
Office of the Provost	\$ 3.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3.65	\$ 0.17	\$ 6.65	\$ 0.17	\$ -
Chief Information Officer	\$ 1.76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.50	\$ 1.00	\$ 2.26	\$ 1.00	\$ -
Finance and Administration	\$ 3.89	TBD	\$ -	\$ -	\$ -	\$ 0.10	\$ -	\$ -	\$ 3.89	\$ 0.10	\$ -
Research and Economic Development	\$ 0.44	\$ -	\$ -	\$ -	\$ -	\$ 0.27	\$ 6.60	\$ -	\$ 7.04	\$ 0.27	\$ -
Division of Athletics	\$ 0.93	TBD	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 0.93	\$ -	\$ -
Student Life	\$ 0.22	TBD	\$ -	\$ -	\$ -	\$ -	\$ 1.48	\$ 0.15	\$ 1.70	\$ 0.15	\$ -
University Advancement	\$ 0.29	\$ -	\$ -	\$ -	\$ -	\$ 0.34	\$ 0.50	\$ 1.00	\$ 0.79	\$ 1.34	\$ -
University Communications	\$ 0.28	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3.75	\$ -	\$ 4.03	\$ -	\$ -
Central Markers											
Academic Units	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37.00	\$ 4.90	\$ 37.15	\$ 4.90	
Central/Univeristy Wide	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17.17	\$ 0.23	\$ 17.17	\$ 0.23	
Capital - Health Sciences/SEAS Building/Rec Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37.00	\$ -	\$ 37.00	\$ -	26
Total	\$ 34.4	\$ -	\$ 13.4	\$ 4.5	\$ 3.4	\$ 0.7	\$ 132.3	\$ 9.2	\$ 184.6	\$ 13.3	\$ 10.5

Investment Priorities: Building Exceptional Academic Programs

Title	Focus	Unit	One-Time Funding	Recurring Funding
Bold Ideas - Marker	Building Exceptional Academic Programs	Academic Units - Central Marker	\$1,000,000	\$0
Disciplinary Excellence Initiative - Marker	Building Exceptional Academic Programs	Academic Units - Central Marker	\$30,000,000	\$0
Funding for the Arts	Building Exceptional Academic Programs	CAS	\$300,000	\$0
Senior Leadership Searches	Building Exceptional Academic Programs	Central	\$280,000	\$0
Recruit PhD students	Building Exceptional Academic Programs	GSE	\$760,000	\$0
Decanal Transition for JSMBS	Building Exceptional Academic Programs	JSMBS	\$750,000	\$500,000
SPPS Decanal Spousal Hire	Building Exceptional Academic Programs	JSMBS	\$0	\$125,000

Investment Priorities: Building Exceptional Academic Programs

Title	Focus	Unit	One-Time Funding	Recurring Funding
Gender Institute Rent	Building Exceptional Academic Programs	Provost	\$50,000	\$0
SEAS New Building - Marker	Building Exceptional Academic Programs	SEAS	\$25,000,000	\$0
Recruiting Elite Early Career Faculty	Building Exceptional Academic Programs	SPHHP	\$400,000	\$60,000
Finalize 3E funding for SPHHP	Building Exceptional Academic Programs	SPHHP	\$300,000	\$235,000
Decanal Transition for SPPS	Building Exceptional Academic Programs	SPPS	\$750,000	\$450,000
Decanal Transition for SSW	Building Exceptional Academic Programs	SSW	\$100,000	\$325,000
Continuing Support of CTSA	Building Exceptional Academic Programs	VPRED	\$2,500,000	\$0

Investment Priorities: Enhancing Communications & Advancement Efforts

Title	Focus	Unit	One-Time Funding	Recurring Funding
Enhance Philanthropic Giving	Enhancing Communications and Advancement Efforts	UA	\$500,000	\$1,000,000
Brand Strategy	Enhancing Communications and Advancement Efforts	UC	\$3,750,000	\$0

Investment Priorities: Enhancing the Campus Environment

Title	Focus	Unit	One-Time Funding	Recurring Funding
Demolish Diefendorf Annex	Enhancing the Built Environment	Central Marker	\$2,250,000	\$0
Cloud based HUB	Enhancing the Built Environment	CIO	\$500,000	\$1,000,000
Health Sciences Backfill - Marker	Enhancing the Built Environment	Health Sciences - Central Marker	\$12,000,000	\$0
Housing Master Plan Implementation - Marker	Enhancing the Built Environment	SL	TBD	\$0
Student Union Master Plan	Enhancing the Built Environment	SL	\$375,000	\$0
Initiate Wellness Center Master Plan - Marker	Enhancing the Built Environment	SL/VPFA/Ath	TBD	\$0
COGS-Wayfinding and Security	Enhancing the Built Environment	University Wide - Central Marker	\$665,000	\$106,000
One World Café University Club FFE	Enhancing the Built Environment	University Wide - Central Marker	\$1,000,000	\$0
Small Spaces	Enhancing the Built Environment	University Wide - Central Marker	\$250,000	\$0

Investment Priorities: Growing Faculty Recognition & Funding

Title	Focus	Unit	One-Time Funding	Recurring Funding
Competitive Salaries for Faculty - Marker	Growing Faculty Recognition and Funding	Academic Units - Central Marker	\$0	\$2,500,000
UB Scholars of Excellence Top Off - Marker	Growing Faculty Recognition and Funding	Academic Units - Central Marker	\$1,250,000	\$0
Emerging Requests Faculty Retention - Marker	Growing Faculty Recognition and Funding	Academic Units - Central Marker	\$3,000,000	\$200,000
CTRC Rehab/Steven Lipshultz	Growing Faculty Recognition and Funding	JSMBS	\$400,000	\$0
Faculty Development and Awards	Growing Faculty Recognition and Funding	Provost	\$0	\$165,000
Small Animal Irradiator	Growing Faculty Recognition and Funding	SDM	\$93,000	\$0
EIP Startup and Retention	Growing Faculty Recognition and Funding	SEAS	\$1,500,000	\$0
Engineering Cage	Growing Faculty Recognition and Funding	SEAS	\$1,980,000	\$0
Increased Research Support	Growing Faculty Recognition and Funding	VPRED	\$3,000,000	\$0
AI Institute Buildout	Growing Faculty Recognition and Funding	VPRED	\$1,100,000	\$0

Investment Priorities: Increasing Faculty, Staff & Student Diversity

Title	Focus	Unit	One-Time Funding	Recurring Funding
Emerging Requests Faculty Diversity - Marker	Increasing Faculty, Staff and Student Diversity	Academic Units - Central Marker	\$1,000,000	\$200,000
URM PhD Pipeline - Marker	Increasing Faculty, Staff and Student Diversity	Academic Units - Central Marker	\$450,000	\$0
Increase Faculty Diversity	Increasing Faculty, Staff and Student Diversity	CAS	\$6,000,000	\$0
Targeted Diversity Hiring	Increasing Faculty, Staff and Student Diversity	GSE	\$2,000,000	\$0
Diversity Pipeline Proposal	Increasing Faculty, Staff and Student Diversity	JSMBS	\$613,000	\$0
Discover Law: Diversity Pipeline for Law	Increasing Faculty, Staff and Student Diversity	LAW	\$105,000	\$0
Visiting DEI Fellow	Increasing Faculty, Staff and Student Diversity	LAW	\$170,000	\$0
URM Hire in AI	Increasing Faculty, Staff and Student Diversity	SSW	\$0	\$73,000

Investment Priorities: **Marshalling our Resources**

Title	Focus	Unit	One-Time Funding	Recurring Funding
Shared Services Model for Enhancing Service Delivery - Marker	Marshalling our Resources	University Wide - Central Marker	\$5,000,000	\$0
Univeristy Membership Subscriptions	Marshalling our Resources	University Wide - Central Marker	\$50,000	\$115,000
Funding Swap – Providing State Operating funds to Central for IFR	Marshalling our Resources	VPFA	\$0	\$2,000,000

Investment Priorities: Providing Strong Academic & Student Support

Title	Focus	Unit	One-Time Funding	Recurring Funding
Fund Graduate Fees for full time PHD students on TA and RA appointments - Marker	Providing Strong Academic and Student Support	Academic Units - Central Marker	\$0	\$2,000,000
Comprehensive masters recruitment strategy	Providing Strong Academic and Student Support	Academic Units and Provost	\$450,000	\$0
Undergraduate Retention Improvements by Appointment of Full Time Teaching Faculty	Providing Strong Academic and Student Support	CAS	\$5,000,000	\$0
Increase to 1 Capen Budget for Director Salary and Fringe	Providing Strong Academic and Student Support	Central	\$72,000	\$123,000
Increase to Instructional Facilities/Class Room & Tech Budget	Providing Strong Academic and Student Support	Central	\$7,928,000	\$0
New Faculty Athletic Representative	Providing Strong Academic and Student Support	Central	\$40,000	\$0
PhD Tuition Support for Basic Sciences	Providing Strong Academic and Student Support	JSMBS	\$2,500,000	\$0

Investment Priorities: Providing Strong Academic & Student Support

Title	Focus	Unit	One-Time Funding	Recurring Funding
Telehealth	Providing Strong Academic and Student Support	Nursing	\$165,000	\$0
Undergraduate Recruitment	Providing Strong Academic and Student Support	Provost	\$900,000	\$0
AutoStore System for Offsite Library Storage	Providing Strong Academic and Student Support	Provost-Libraries	\$2,700,000	\$0
Fabrication Workshop	Providing Strong Academic and Student Support	SAAP	\$250,000	\$0
E-Sports Coordinators/Coaches	Providing Strong Academic and Student Support	SL	\$0	\$150,000
Student Accessibility Support	Providing Strong Academic and Student Support	SL	\$500,000	\$0
Summer Bridge Program	Providing Strong Academic and Student Support	SL and Provost	\$600,000	\$0