

2022/23 ARPP OUTCOMES PRESENTATION

Tuesday May 24, 2022



Agenda

- Financial Health and Capacity
- Investing in Top 25
- ARPP Outcomes



FINANCIAL HEALTH & CAPACITY



Why Internal Financial Plan Balances Continue to Grow



COVID impact prior years:

No 2020/21 ARPP investments made

&

HEERF funding received

Higher than initially anticipated revenues for 2021/22:

- Tuition revenue growth
- College fee increase
- RF investment income

Other impacts:

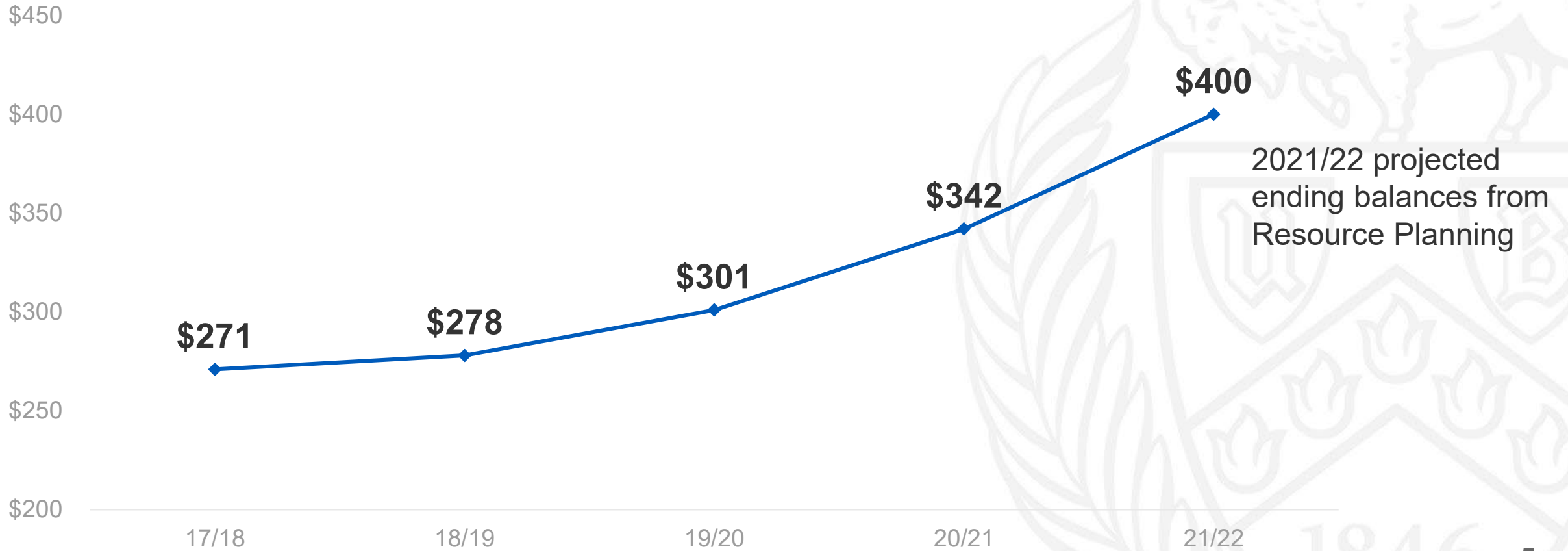
TAP gap phased out 3 years earlier than anticipated

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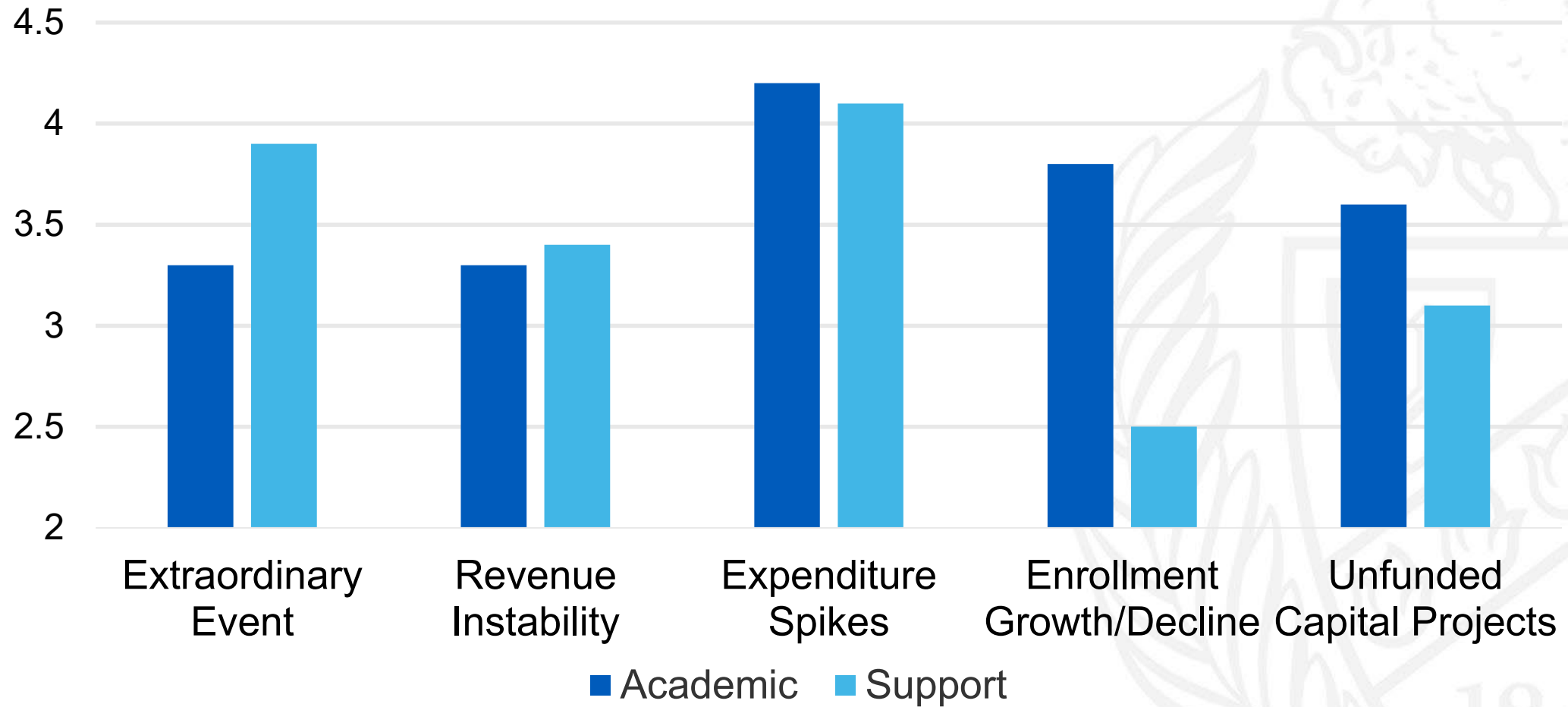
Unutilized ARPP markers in 2021/22

Unit Balances Also Continue to Grow

Ending Balances - *millions*

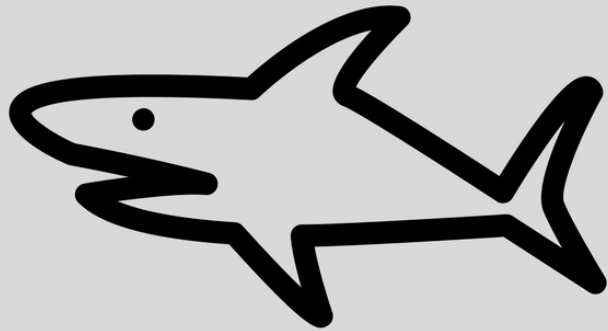


Reserve Analysis Results

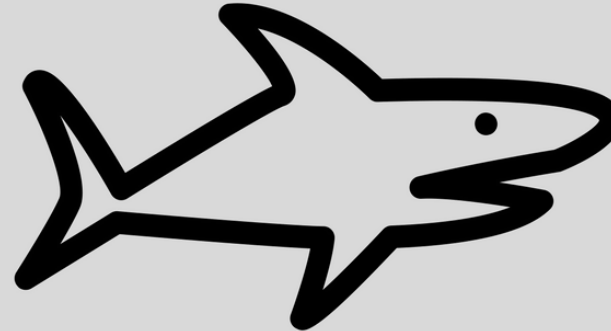


Hazard

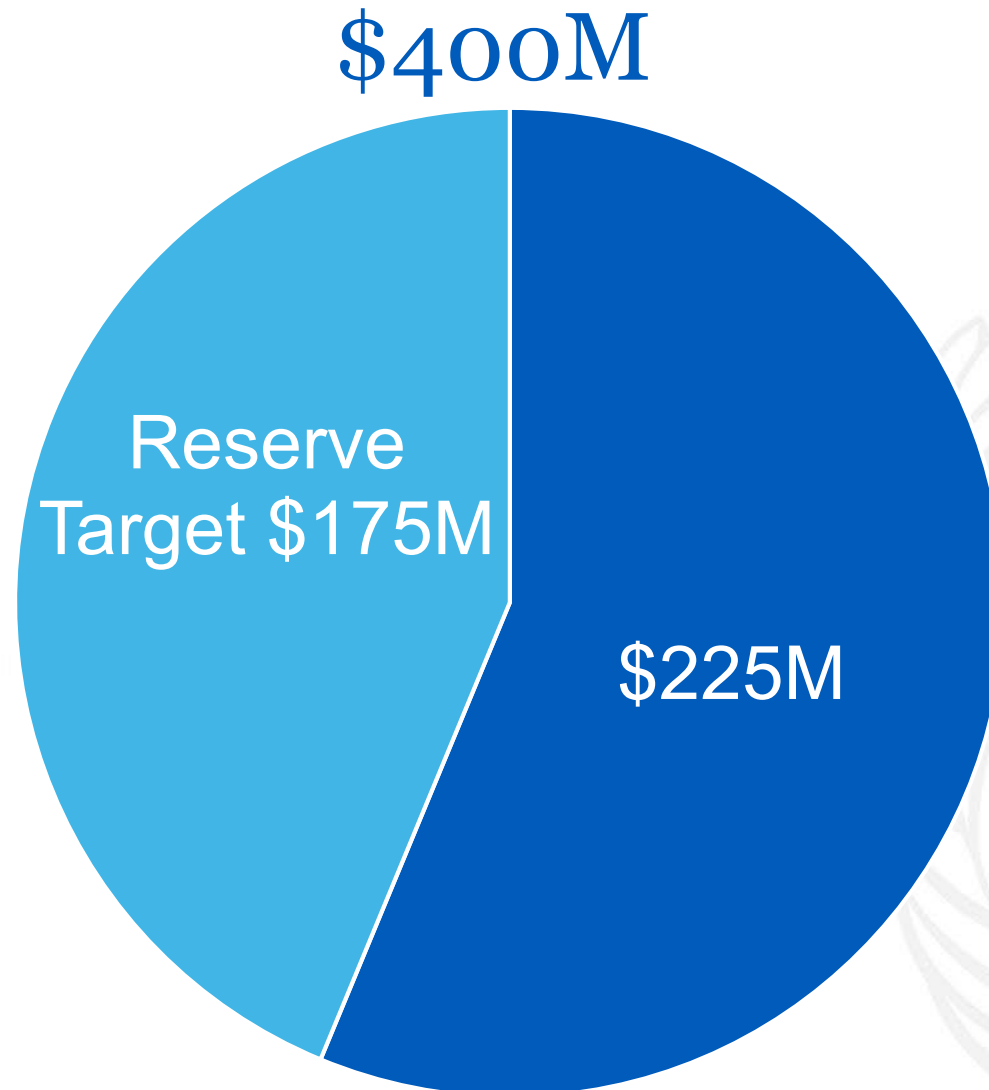
Something that can potentially cause harm



Risk

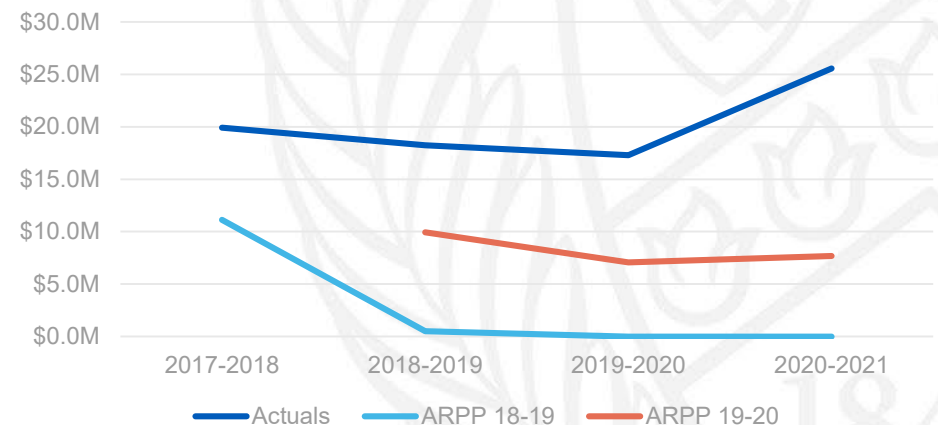
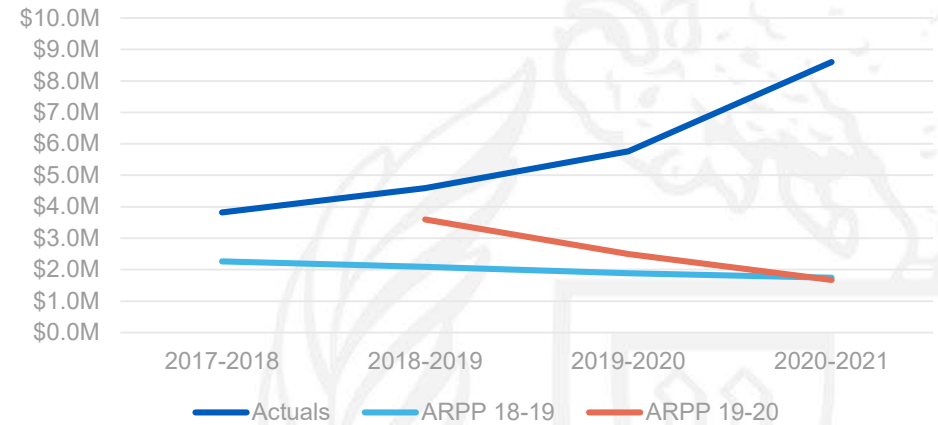
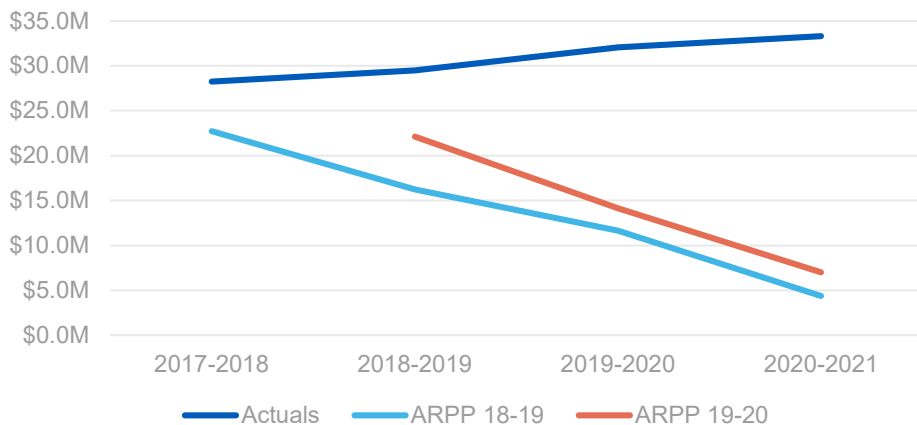
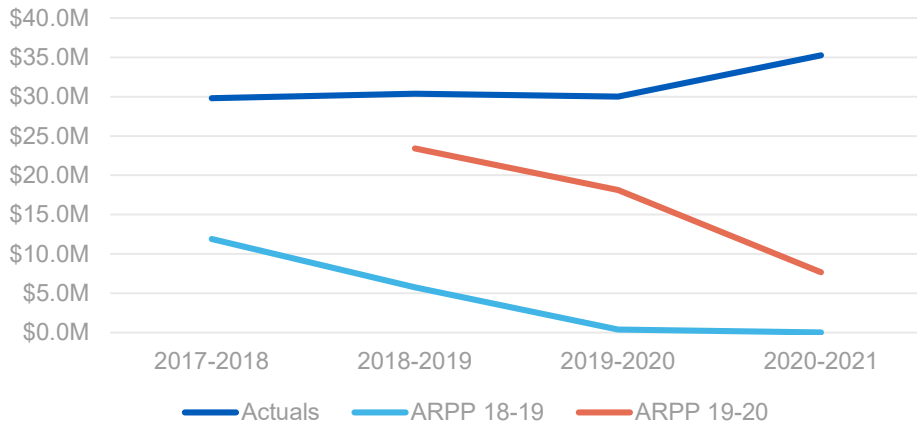


= hazard + exposure





Sample Unit Projections from Prior ARPP Submissions



Next Steps: Evaluate Reserves by Funding Source

Areas of Focus:

- **State Operating** – Carryforwards vary greatly across units: **29%**
- **IFR** – Policy conversation to restart this summer and fall: **60%**
- **RF** – Align research activity and expenditures with funding source: **82%**
- **UBF** – Expand conversation of balances beyond endowment unfunds: **137%**

INVESTING IN 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
- 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.



Growing Faculty Research and Recognition

- Support faculty recruitment and retention across campus
- Recruit the best PhD students
- Strengthen Departments in CAS, SEAS, SPHHP and SPPS through Disciplinary Excellence
- Develop research structure in the Office of the Vice President for Health Sciences to foster collaboration and increase grants
- Support research-enabling equipment fund
- Expand VPRED research support infrastructure

Building Exceptional Academic Programs

- Build master's programs in criminology, genetic counseling, and business analytics (online)
- Enhance master's programs in SSW, SPHHP, SEAS, and SPPS.
- Redesign medical curriculum and enhance student experience



Increasing Faculty, Staff and Student Diversity

- Implementation of the President's Advisory Council on Race recommendations
- Continued support for improving faculty diversity
- Expand Gender Institute research
- SEAS and SPPS Faculty Pipeline Initiatives
- International student success and inclusion





Providing Strong Academic and Student Support

- Improve undergraduate retention through coordinated peer mentoring, more tutoring, and better outcomes from our early alert system (Navigate).
- Improve the academic experience by increasing number of small classes in CAS
- Expand Academic Success and Bar Exam Preparations program and program development in Law
- Continued support for PhD students

Enhancing our Campus Environment

- Increase base instructional facilities budget
- New labs and clinical spaces for academic units.
- Diefendorf Annex site upgrade
- Upgrades to the Student Union
- Library furniture replacement in Lockwood, Silverman and Abbott
- Improve off-site storage of library collections to free academic space on campuses.
- Support student housing lost revenue due to COVID and capital reserves





Marshalling our Resources

- Optimize CRM technology to fully support UB's communication, fundraising and engagement efforts
- Enhance our internal and external communications by investing centrally.
- Refreshing our enrollment strategy

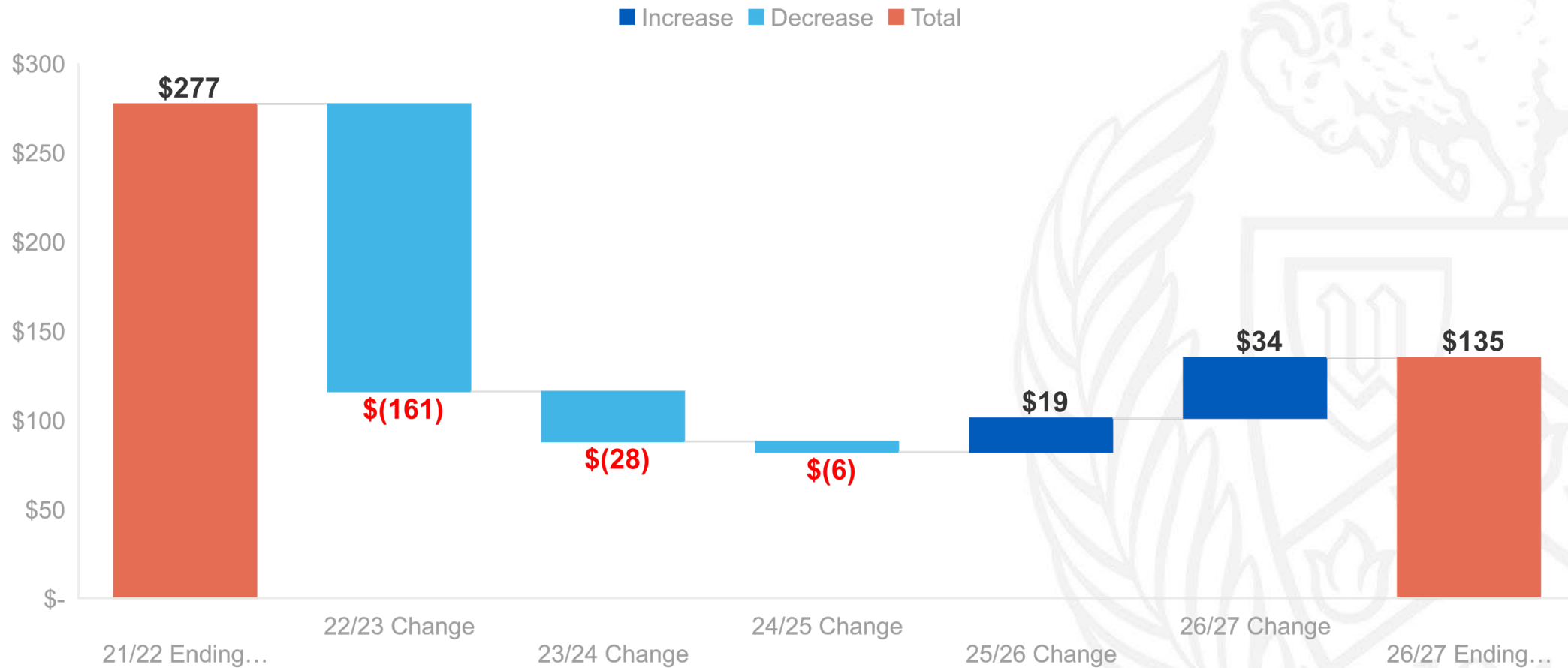
Aligning our Investments to our Goals

- ✓ 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.
- ✓ 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.

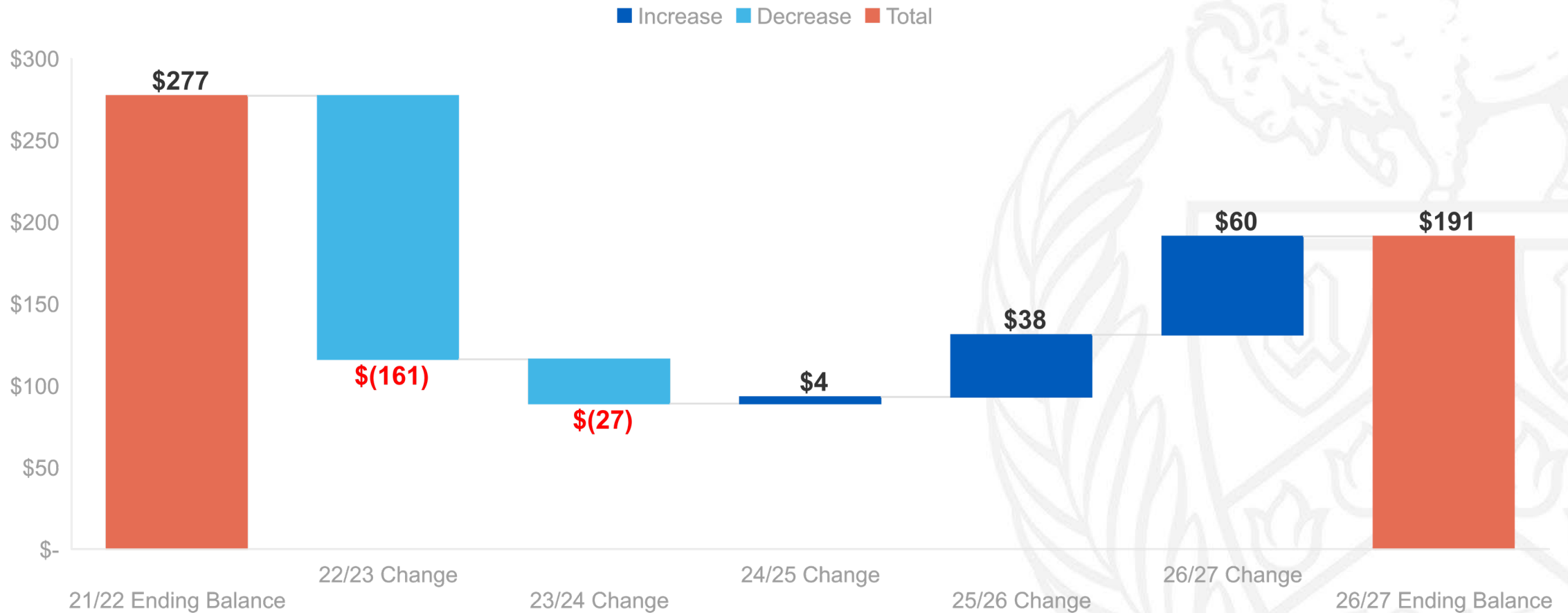
ARPP OUTCOMES



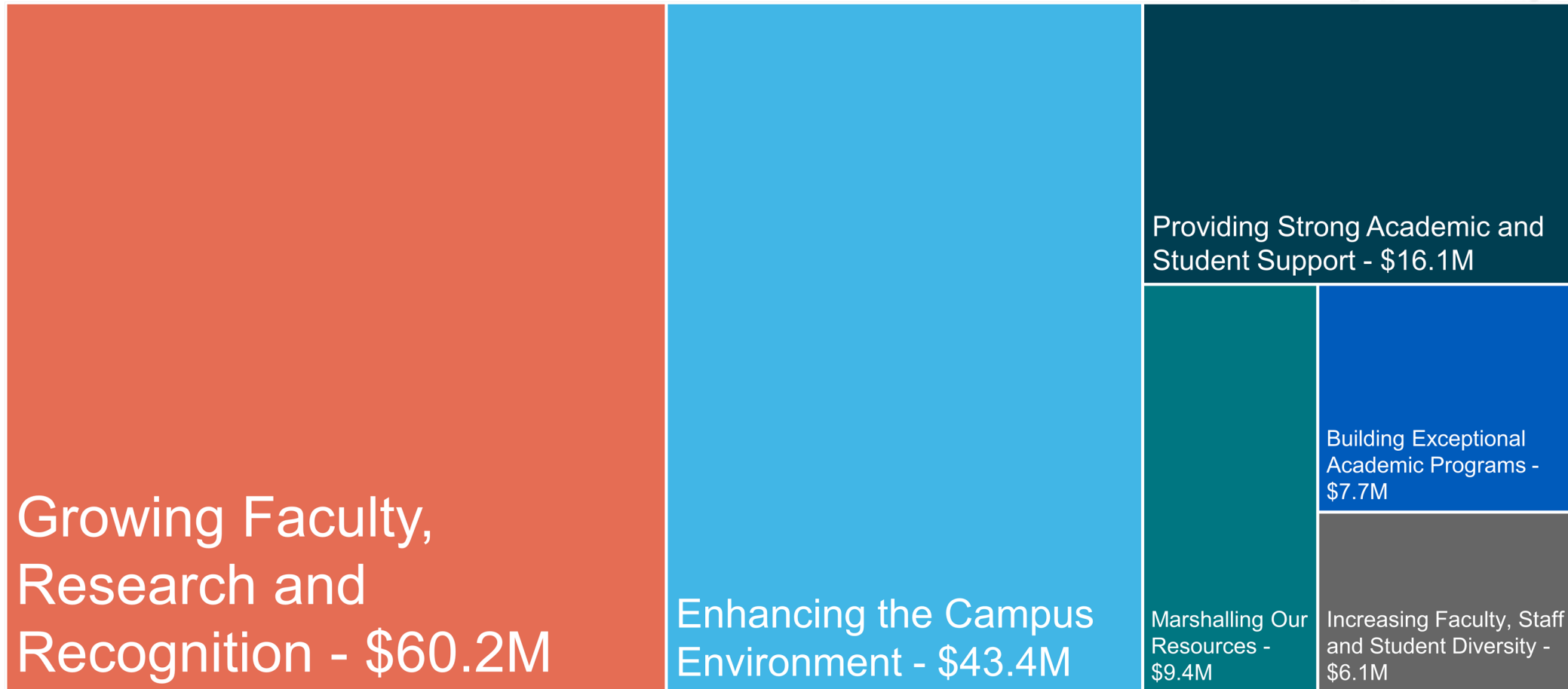
MYFP Projected Balances With New Investments – Conservative Revenue Growth (\$ in Millions)



MYFP Projected Balances With New Investment – Moderate Revenue Growth (\$ in Millions)



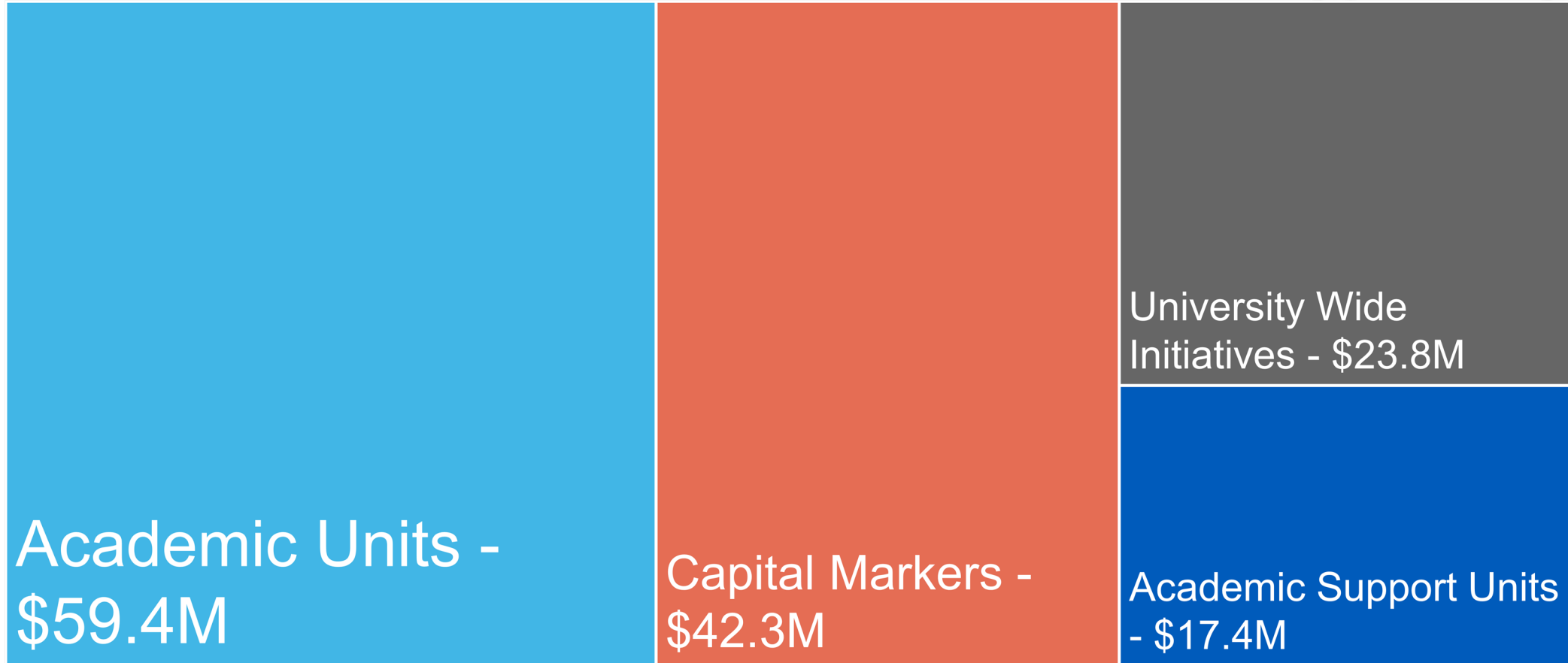
Three-Year Investments by Funding Priority - \$142.9M



Notes:

- Recurring amounts added for each year for 3-year total
- Enhancing the Campus Environment includes \$19M marker from HEERF funds to offset lost revenue in student housing and to be utilized for capital projects

Three-Year Investments by Unit Type- \$142.9M



Notes:

- Recurring amounts added for each year for 3-year total
- Capital Markers include \$19M marker from HEERF funds to offset lost revenue in student housing and to be utilized for capital projects

Questions?



APPENDIX



Investment Priorities: Growing Faculty Research & Recognition

Title	Focus	Unit	Recurring Funding	One-Time Funding
Asia Research Institute (ARI)	Growing Faculty Research and Recognition	Provost	\$0	\$600,000
Postdoc Researchers	Growing Faculty Research and Recognition	Graduate School of Education	\$0	\$860,000
IAD Support	Growing Faculty Research and Recognition	Research and Economic Development	\$0	\$3,000,000
Large Grant Proposal Support	Growing Faculty Research and Recognition	Research and Economic Development	\$0	\$300,000
Research Enabling Equipment Fund	Growing Faculty Research and Recognition	Research and Economic Development	\$0	\$6,000,000
Research Support Infrastructure Expansion	Growing Faculty Research and Recognition	Research and Economic Development	\$2,200,000	\$0
VPHS Research Structure	Growing Faculty Research and Recognition	Health Sciences	\$0	\$1,500,000
Pharmacy Program - Building Drug Discovery	Growing Faculty Research and Recognition	School of Pharmacy and Pharmaceutical Sciences	\$550,000	\$1,200,000
Disciplinary Excellence - Departments of Chemistry, Psychology & Romance Languages	Growing Faculty, Research and Recognition	College of Arts and Sciences	\$1,661,000	\$7,727,000
Disciplinary Excellence - Department of Epidemiology & Environmental Health	Growing Faculty, Research and Recognition	School of Public Health and Health Professions	\$534,000	\$1,460,000
Disciplinary Excellence - Departments of Mechanical & Aerospace Engineering and Chemical & Biological Engineering	Growing Faculty, Research and Recognition	School of Engineering and Applied Science	\$895,000	\$10,985,000
Faculty Recruitment and Retention Across Campus	Growing Faculty, Research and Recognition	Various	\$1,500,000	\$0
Creating Starter Labs for Faculty Onboarding	Growing Faculty, Research and Recognition	College of Arts and Sciences	\$0	\$1,100,000
Support for New Periodontics Chair	Growing Faculty, Research and Recognition	School of Dental Medicine	\$0	\$400,000
Recruiting the best PhD Students	Growing Faculty, Research and Recognition	Central University	\$1,000,000	\$0

Investment Priorities: Enhancing the Campus Environment

Title	Focus	Unit	Recurring Funding	One-Time Funding
Student Housing COVID Lost Revenue and Capital Reserves	Enhancing the Campus Environment	Student Life	\$0	\$19,000,000
Diefendorf Annex Site Upgrade	Enhancing the Campus Environment	Central University	\$0	\$3,000,000
Campus Wayfinding	Enhancing the Campus Environment	Central University	\$0	\$25,000
Improve Instructional Facilities	Enhancing the Campus Environment	Central University	\$0	\$10,500,000
Martin Room Renovation	Enhancing the Campus Environment	Central University	\$0	\$500,000
Library Furniture Replacement	Enhancing the Campus Environment	Provost	\$0	\$975,000
FF&E Crosby Hall	Enhancing the Campus Environment	School of Architecture and Planning	\$0	\$1,000,000
Law - Clinic Expansion	Enhancing the Campus Environment	School of Law	\$0	\$1,000,000
Student Union Upgrades	Enhancing the Campus Environment	Student Life	\$0	\$5,200,000
AutoStore ASRS Phase II	Enhancing the Campus Environment	Provost	\$0	\$1,500,000

Investment Priorities: Providing Strong Academic & Student Support

Title	Focus	Unit	Recurring Funding	One-Time Funding
Law program development	Providing Strong Academic and Student Support	School of Law	\$0	\$1,000,000
Continued PhD Support	Providing Strong Academic and Student Support	College of Arts and Sciences	\$0	\$525,000
Reducing Class Size	Providing Strong Academic and Student Support	College of Arts and Sciences	\$1,250,000	\$445,000
Micro-credentials	Providing Strong Academic and Student Support	Provost	\$83,000	\$0
UG Retention	Providing Strong Academic and Student Support	Provost	\$0	\$1,900,000
Student Success Coaches - Pilot Program	Providing Strong Academic and Student Support	Academic Units	\$0	\$520,000
New International Recruiter & Counselor	Providing Strong Academic and Student Support	Provost	\$0	\$75,000
Special Needs Dentist	Providing Strong Academic and Student Support	School of Dental Medicine	\$200,000	\$0
Academic Success and Bar Preparations for Students	Providing Strong Academic and Student Support	School of Law	\$0	\$400,000
Blackstone Launchpad	Providing Strong Academic and Student Support	Student Life	\$200,000	\$0
Enrollment Five Year Plan	Providing Strong Academic and Student Support	Central University	\$2,000,000	\$0
Decanal Transitions - SOM, SON, SDM	Providing Strong Academic and Student Support	Various	TBD	TBD

Investment Priorities: Marshalling Our Resources

Title	Focus	Unit	Recurring Funding	One-Time Funding
Recurring Campus Support for Software Escalation Cost	Marshalling Our Resources	Central University	\$229,000	\$0
Campus-wide CRM	Marshalling Our Resources	Chief Information Officer & UA	\$0	\$6,000,000
Preparing for UB's Next Comprehensive Campaign	Marshalling Our Resources	University Advancement	\$0	\$250,000
Communications Manager to Support Academic Programs	Marshalling Our Resources	University Communications	\$150,000	\$0
21-22 COVID Testing Expense Reimbursement	Marshalling Our Resources	Division of Athletics	\$0	\$40,000
CCR Deficit	Marshalling Our Resources	Research and Economic Development	\$0	\$2,700,000
Funding Swap - State for RF	Marshalling Our Resources	Research and Economic Development	\$1,000,000	\$0

Investment Priorities: Building Exceptional Academic Programs

Title	Focus	Unit	Recurring Funding	One-Time Funding
Criminology MS Program	Building Exceptional Academic Programs	College of Arts and Sciences	\$0	\$530,000
Genetic Counseling MS Program	Building Exceptional Academic Programs	Jacobs School of Medicine	\$0	\$350,000
Growth in SEAS MS Degrees	Building Exceptional Academic Programs	School of Engineering and Applied Science	\$0	\$4,000,000
MS Business Analytics Offering Online	Building Exceptional Academic Programs	School of Management	\$0	\$525,000
Enhancing SPPS Graduate Programs	Building Exceptional Academic Programs	School of Pharmacy and Pharmaceutical Sciences	\$0	\$750,000
MPH Growth	Building Exceptional Academic Programs	School of Public Health and Health Professions	\$0	\$375,000
Online MSW Program Expansion	Building Exceptional Academic Programs	School of Social Work	\$0	\$600,000
MD Curriculum Revision	Building Exceptional Academic Programs	Jacobs School of Medicine	\$0	\$600,000

Investment Priorities: Increasing Faculty, Staff & Student Diversity

Title	Focus	Unit	Recurring Funding	One-Time Funding
Continued Support for Improving Faculty Diversity	Increasing Faculty, Staff and Student Diversity	College of Arts and Sciences	\$0	\$3,000,000
SEAS Diversity Initiatives	Increasing Faculty, Staff and Student Diversity	School of Engineering and Applied Science	\$0	\$1,000,000
Building Diversity through the Pharmacy Academic and Leadership Fellowship	Increasing Faculty, Staff and Student Diversity	School of Pharmacy and Pharmaceutical Sciences	\$0	\$865,000
Gender Institute Enhancement/Support	Increasing Faculty, Staff and Student Diversity	Provost	\$75,000	\$0
PACOR Implementation	Increasing Faculty, Staff and Student Diversity	Provost	\$200,000	\$0
International Student Success and Inclusion	Increasing Faculty, Staff and Student Diversity	Provost	\$150,000	\$0