

# STRATEGIC OVERVIEW: UB'S ANNUAL RESOURCE PLANNING PROCESS 2019-20

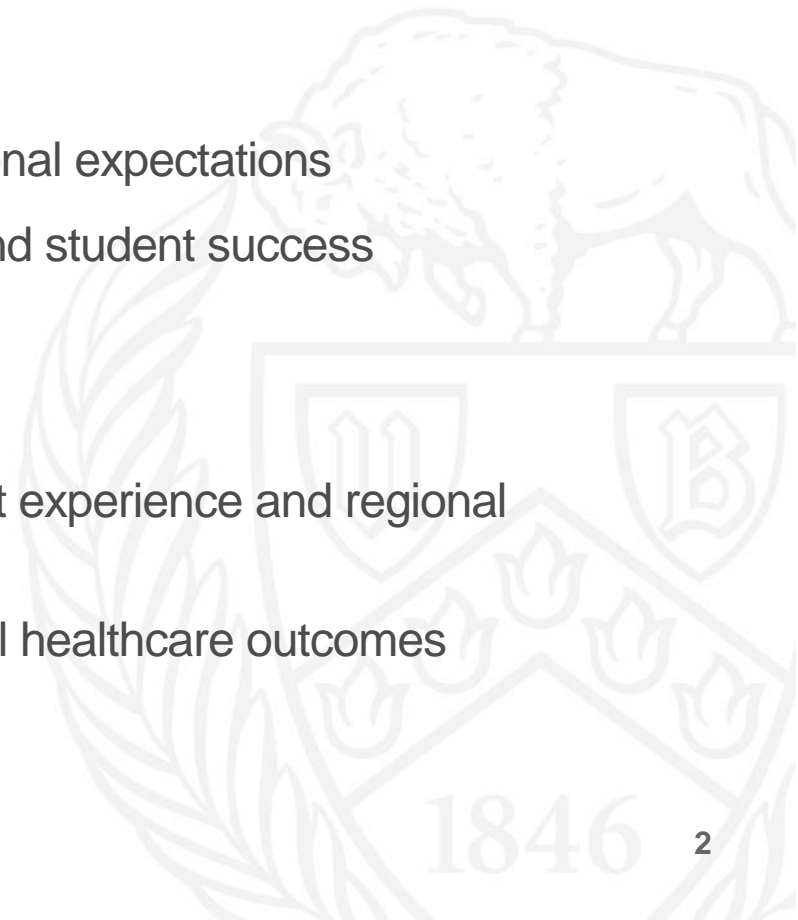
Faculty Senate Executive Committee  
September 11, 2019



# University Strategic Goals

## ***Overarching goal:* Enhance UB's reputation and impact**

- Build faculty strength, productivity and impact
- Recruit great students and fulfill their educational expectations
- Provide support structures ensuring faculty and student success
- Create a diverse campus community
- Become an increasingly global university
- Engage our local community to enrich student experience and regional well-being
- Strengthen partnerships for improved regional healthcare outcomes



# BUDGET PICTURE



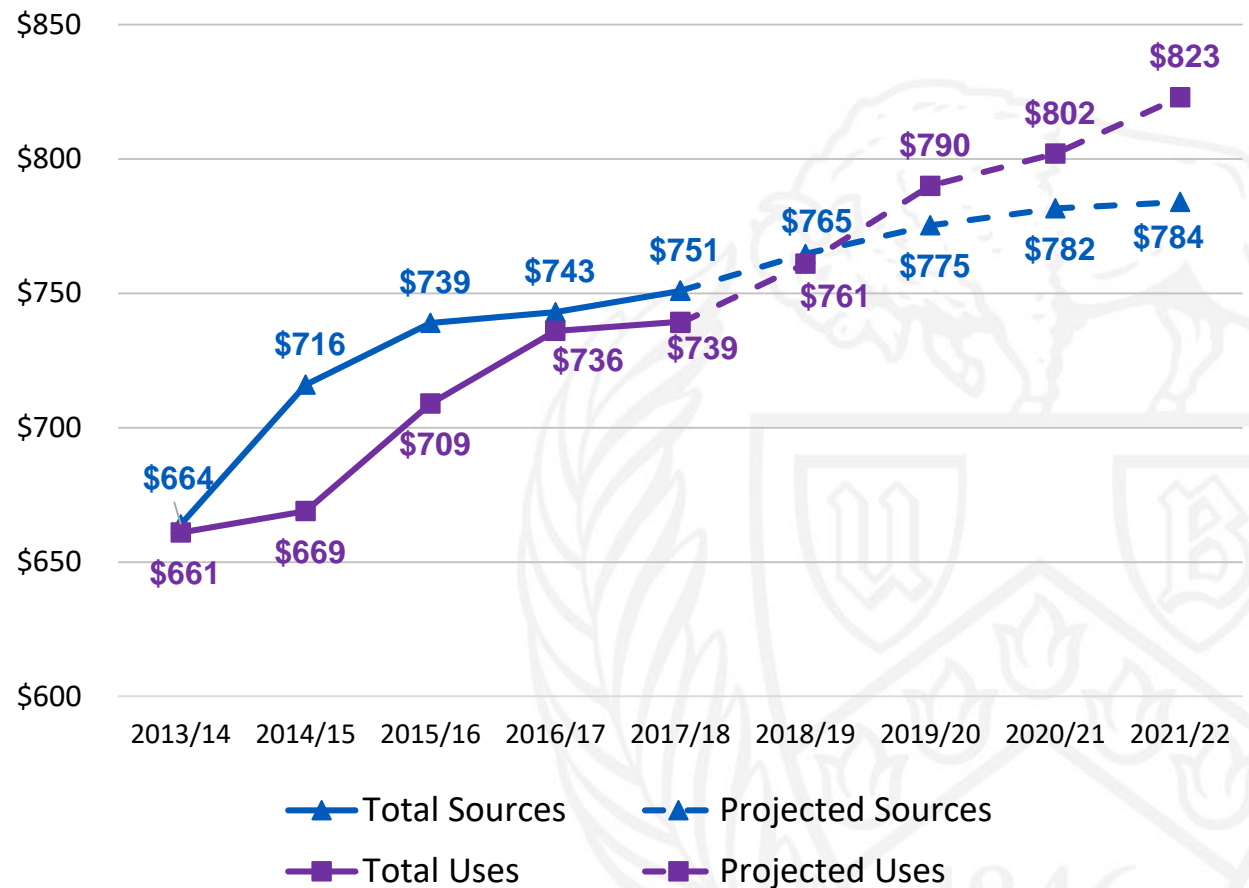
# Financial Capacity

## Operating Sources and Uses 2013-22 (\$ in M)

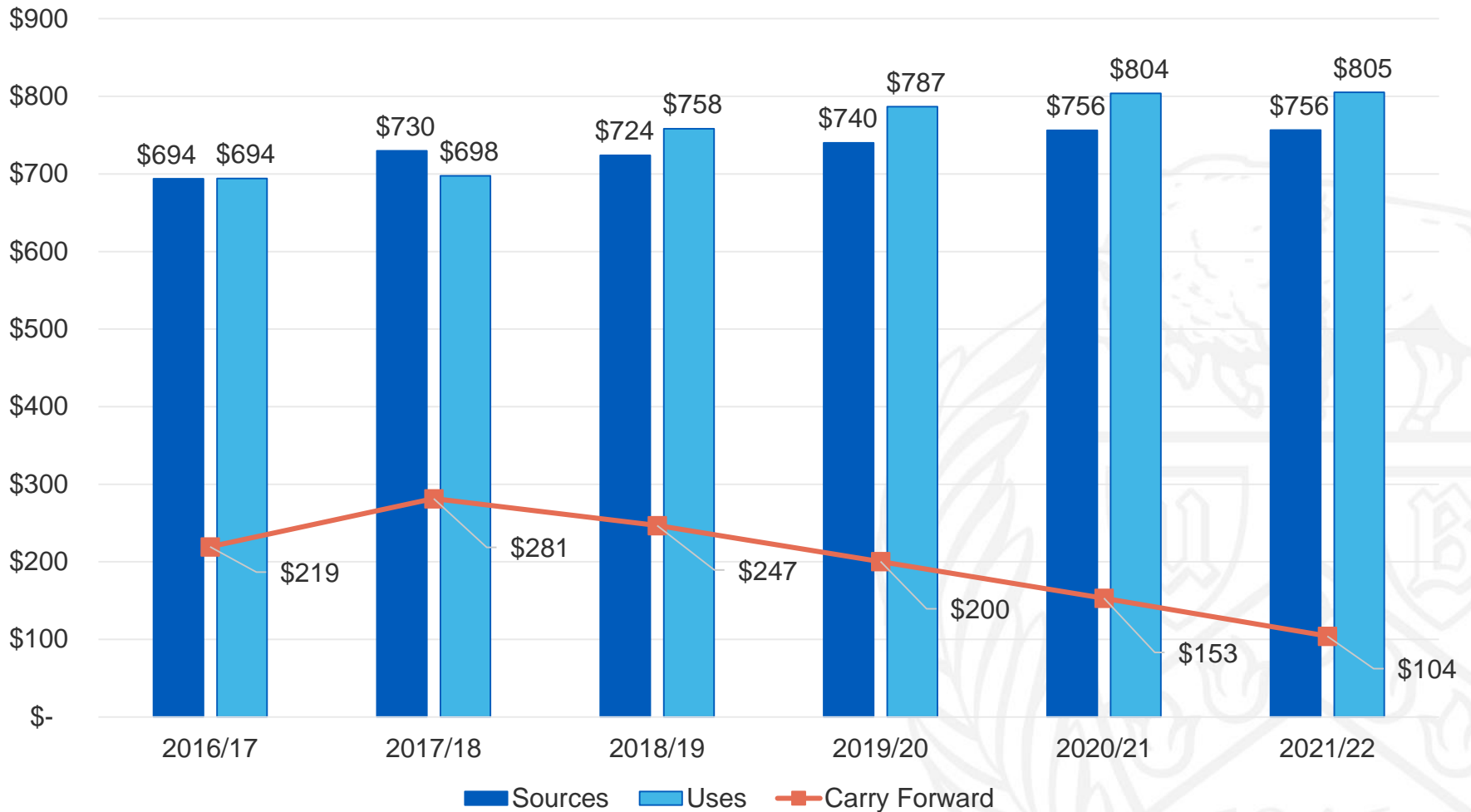
- With exception of small enrollment growth & tuition/fee increases, sources are flat.
- Operating expenses, especially due to negotiated salary increases, continue to rise.

### CONSTRAINTS

- Tuition Rates – set by SUNY & Board of Trustees
- Broad Based Fees & ACES – set by SUNY Board of Trustees
- Salary Negotiations – set by NYS & specific unions

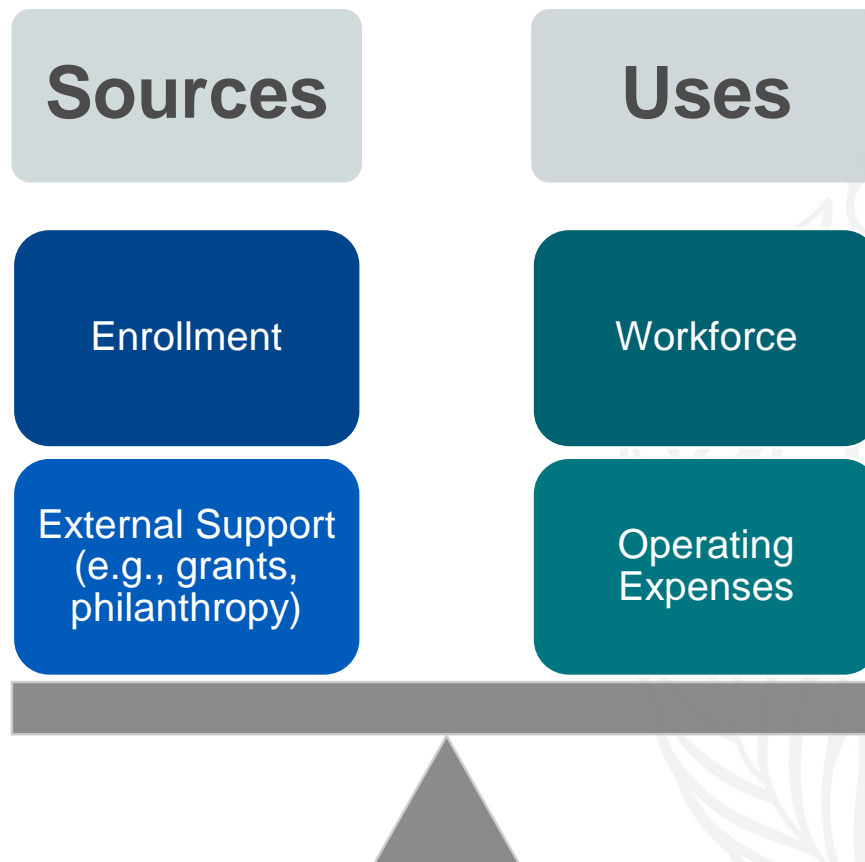


# Unit Workforce Planning Analysis (\$ in M)



Unit balances from January TYP Submissions, does not include the FY19/20 \$14M for retroactive salary increases from State Budget

## Required to Address Issues



# Achieve Operational Excellence and Efficiencies

- **Continue workforce planning**  
2020-21 ARPP will have breakouts by funding source for all units (State, RF, UBF)
- **ABC data – compare staffing models to peers**  
Anticipating future discussions based on data analysis from ABC that will impact unit workforce planning across campus
- **EAB/metrics**  
Continuing to make more informed metric-based decisions utilizing information presented February 2019
- **Budget model review**  
Updating overall budget model in next few years to better align sources and uses university-wide
- **IFR and ICR policies**  
Looking to implement stronger overall policies for these two funding sources



## Summary of Financial Capacity

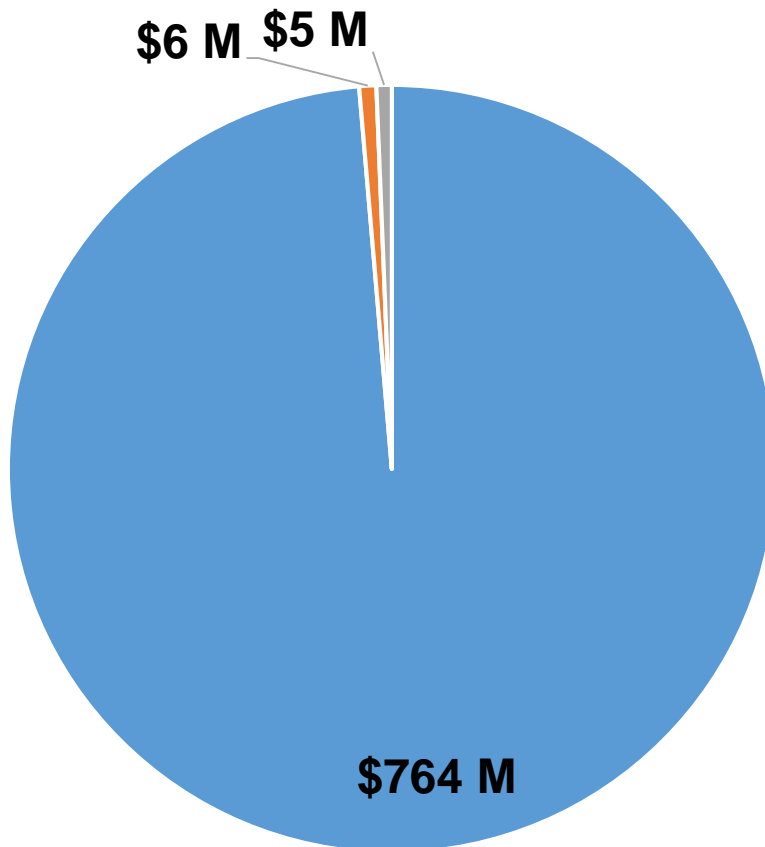
- Like most public research universities, we continue to experience declining/flat state support and are increasingly dependent upon tuition revenue
- Resources are in existing base budgets – how you deploy these resources is critical
- Units are using carry forward for recurring expenses and additional recurring expenses are forthcoming (e.g., unfunded salary increases)
- Without changes, units and central do not have the capacity to incur recurring or unfunded costs in the future
- Must accept that NYS taxpayers have limited ability to support us



# 2019-20 INVESTMENT REQUESTS/ DECISIONS



# Total University Operating Budget 2019-20 All Funds **\$775M**



- Allocated Operating Budget - \$764M
- Projected Enrollment Growth - \$6M
- Projected Tuition Rate Increases and ACES - \$5M

**INVESTING  
STRATEGICALLY:  
SUSTAIN,  
CHANGE, GROW**

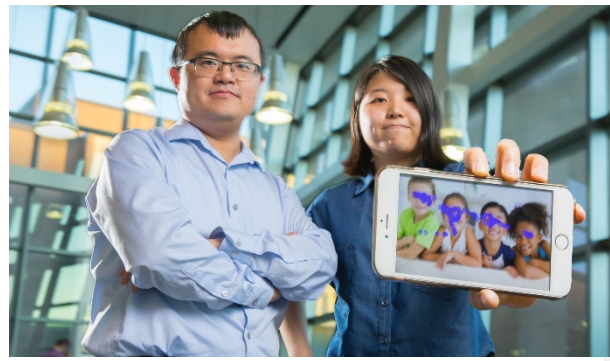
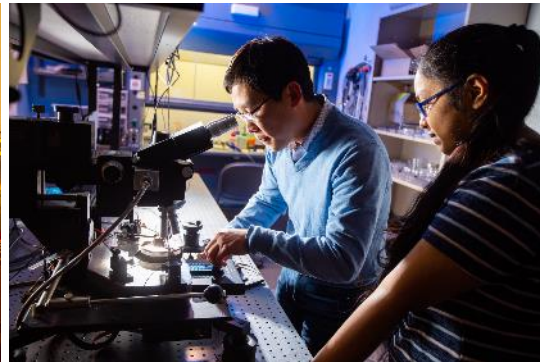


## Sustaining Programmatic Excellence

- Salary increases allow units to maintain faculty and staff excellence
- Increase instructional facilities/classroom budget
- Invest in operation of Medical Campus
- Crisis Services Advocate
- Build Office of Academic Integrity
- Fund Office of Educational Effectiveness
- Retain undergraduate enrollment expansion infrastructure



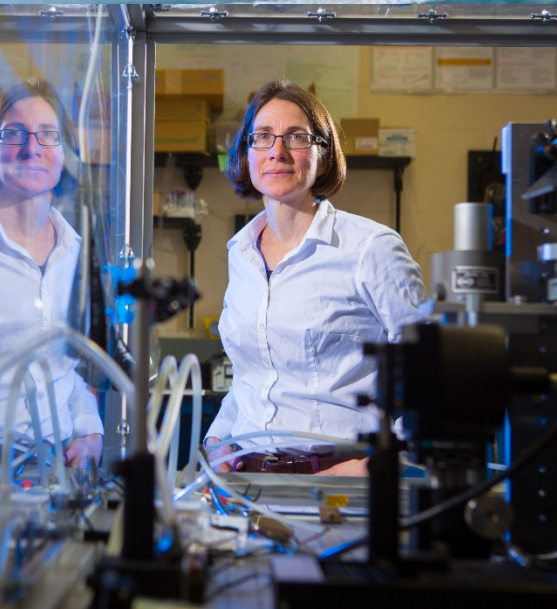
# Investments in Deans' Priority Areas & Excellence Funds



## Enhance Diversity

- SUNY PRODiG
- Develop hiring processes to enhance diversity
- Center for Diversity Innovation Senior Scholars program
- Cultural and research centers for African American, Latinx, Indigenous Peoples and LGBTQ+ communities





## Increase Research Activity and Impact

- Laboratory upgrades/enhancements
- Recurring investment in Research and Economic Development:
  - UB Shared Equipment
  - Research Support Resources
- Looking at Communities of Excellence moving forward



## Educational Programs: Innovation & Effectiveness

- Extend Center for Educational Innovation
- Online Education: Creation of new markets (SUNY Online)
- Improve student outcomes through Artificial (Assistive) Technology
- PhD Excellence Initiative



# Targeted Enrollment Growth & Support

- Strategically build application pipeline and recruitment efforts
  - Masters vs. undergraduate
  - Role of nontraditional students/credentials
  - Physical infrastructure/repopulate South Campus



# Moving Forward

- We have a responsibility to continue planning and restructuring to align sources/uses and ensure continued strength
- Requires efficiency, growth and philanthropy
- Must work together as a university and target investments to achieve goals and priorities

*Questions or comments?*

