

LAUNCHING UB'S ANNUAL RESOURCE PLANNING PROCESS 2020-21

Deans/VPs/UBOs

December 12, 2019



University's Vision and Goals

Advance into the nation's **Top 25** public research universities, thereby expanding the scope of our reach and strengthening UB's world-wide impact

STRATEGIC GOALS

- **Achieve** greater societal impact locally and globally
- **Provide** our students with transformative, innovative, and research-grounded educational experiences
- **Promote** a university-wide culture of equity and inclusion
- **Deepen** our engagement in the regional community

Top 25 is More Than a Number

“It is about excelling in our mission-driven priorities. Meaning: our academic departments are among the very best in the nation....we are innovating in our undergraduate, graduate and professional education...our creative work inspires others and our discoveries improve lives...we are attracting the best, most ambitious students...our faculty, students and alumni are engaged with their communities...and we are known—nationally and globally—for excellence across all of our enterprises.”

-President Satish K. Tripathi, State of the University Address, October 4, 2019

Achieving Top 25

Two paths that are connected but whose strategies are separate and definable:

UG Rank & Reputation

- Student Retention
- Reputational Rank

Graduate/Professional Disciplinary Rank

- Disciplinary Excellence
- Federally Funded R&D
- Faculty Recognition

These need to be pursued in parallel.

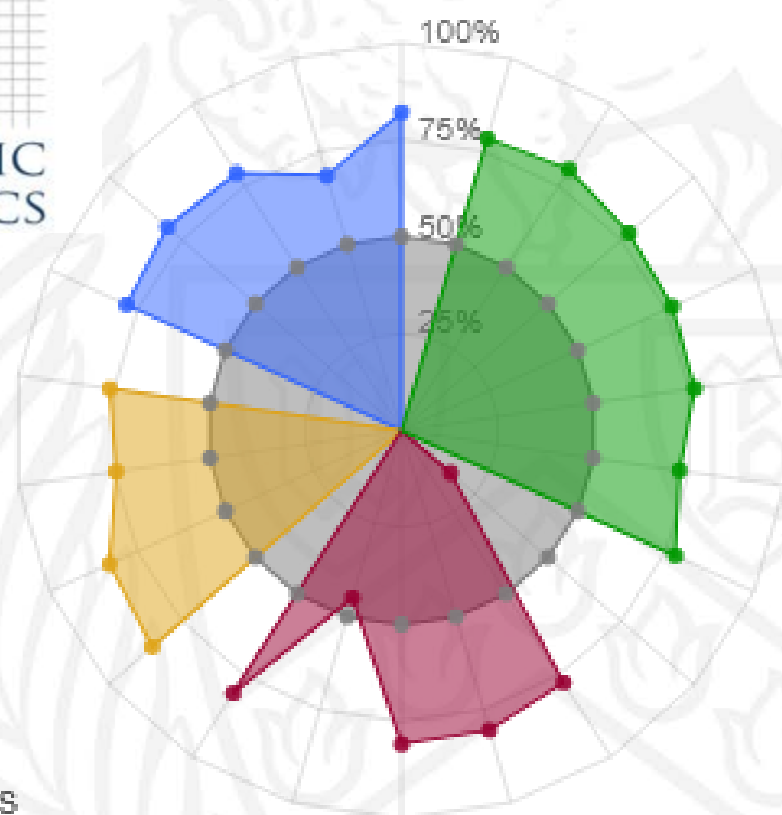
Measuring our Progress



Association
of American
Universities

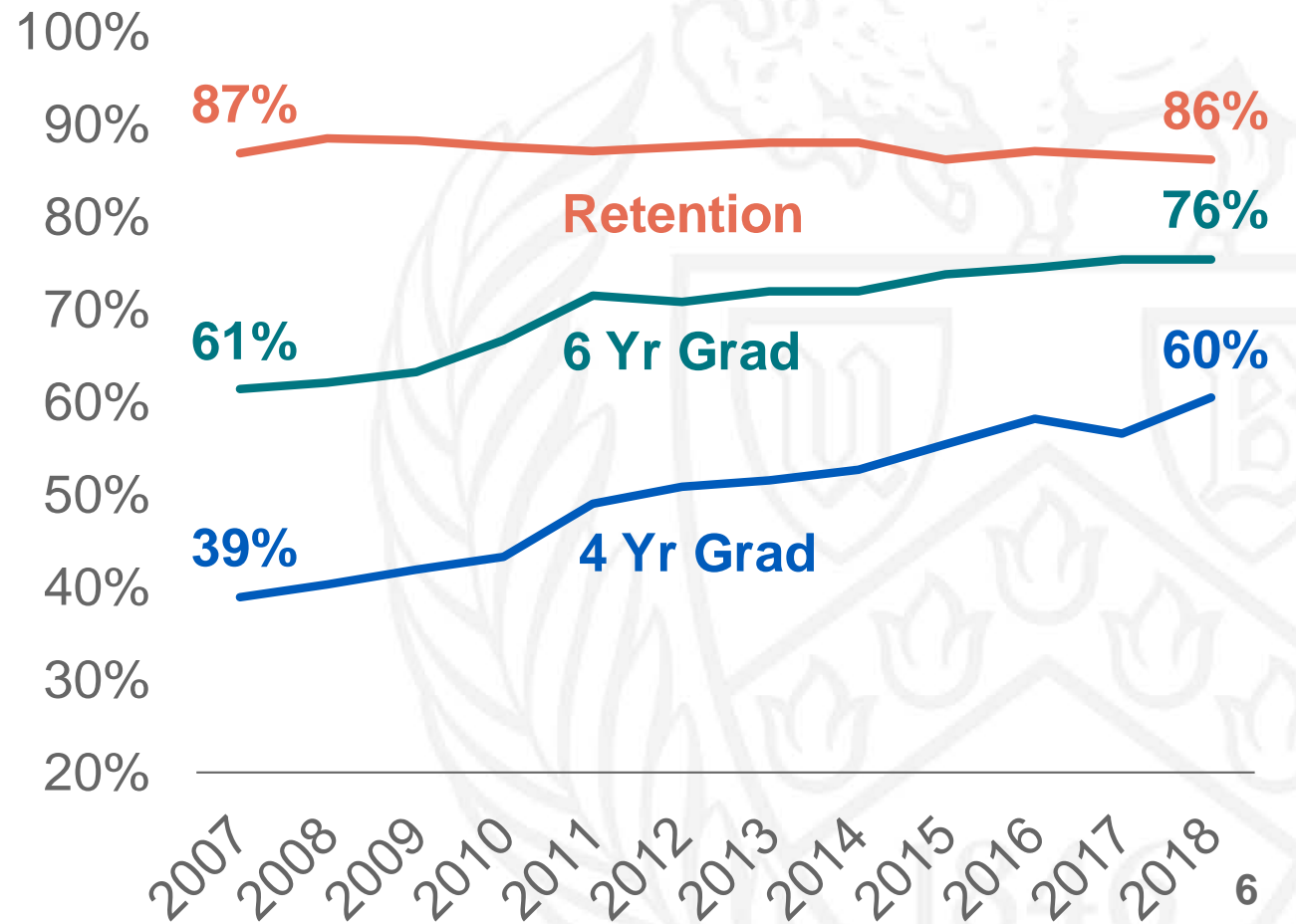


- Median
- Articles
- Awards
- Citations
- Federal Grants



UB Undergraduate Retention

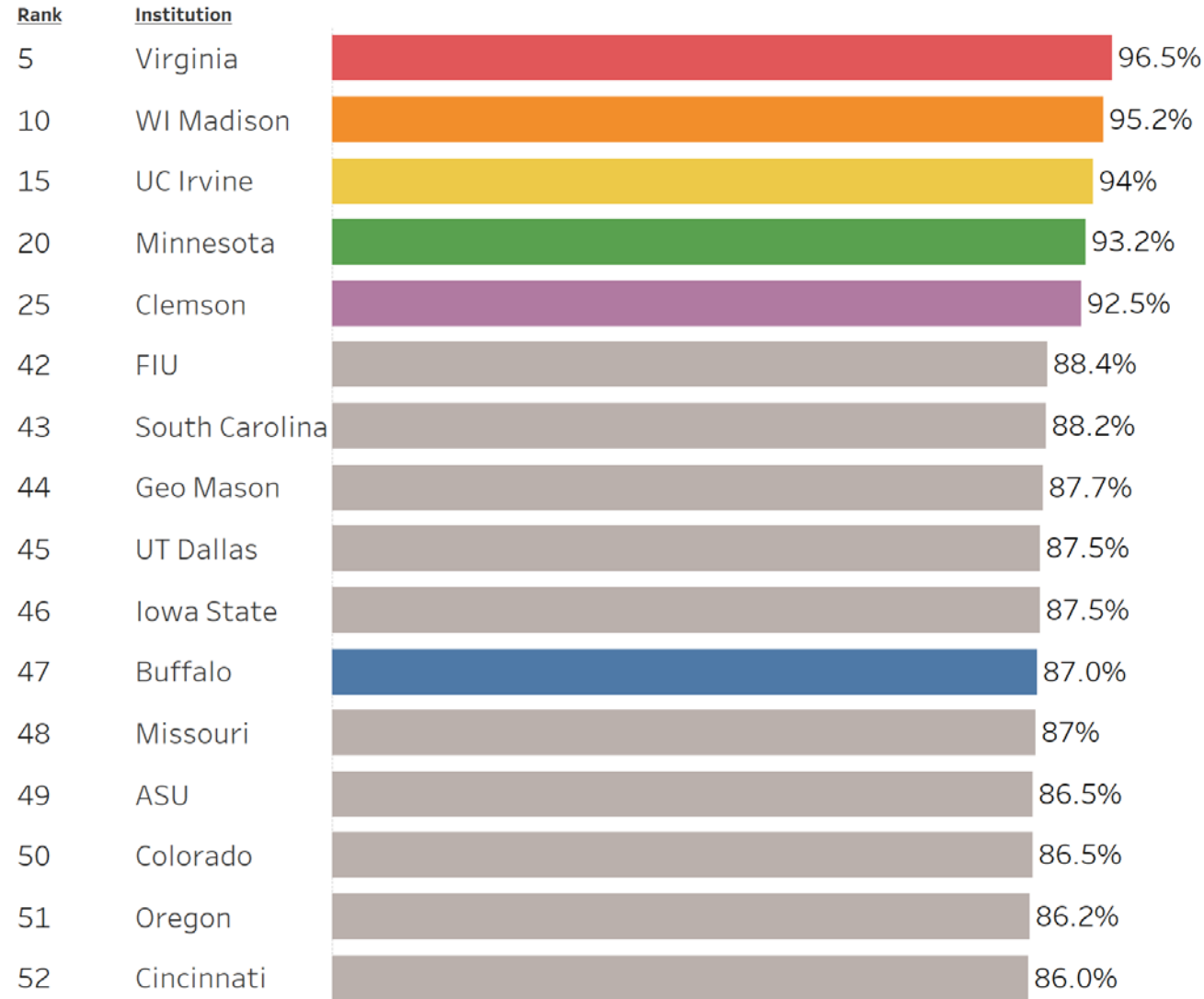
KEY METRICS TREND



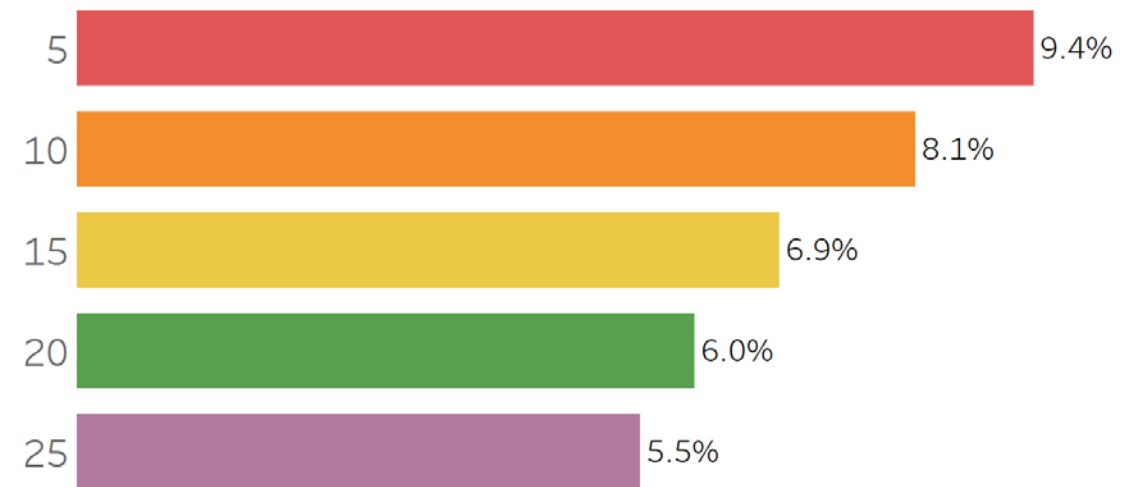
Undergraduate Retention

87% (2016 entering cohort), Rank 47

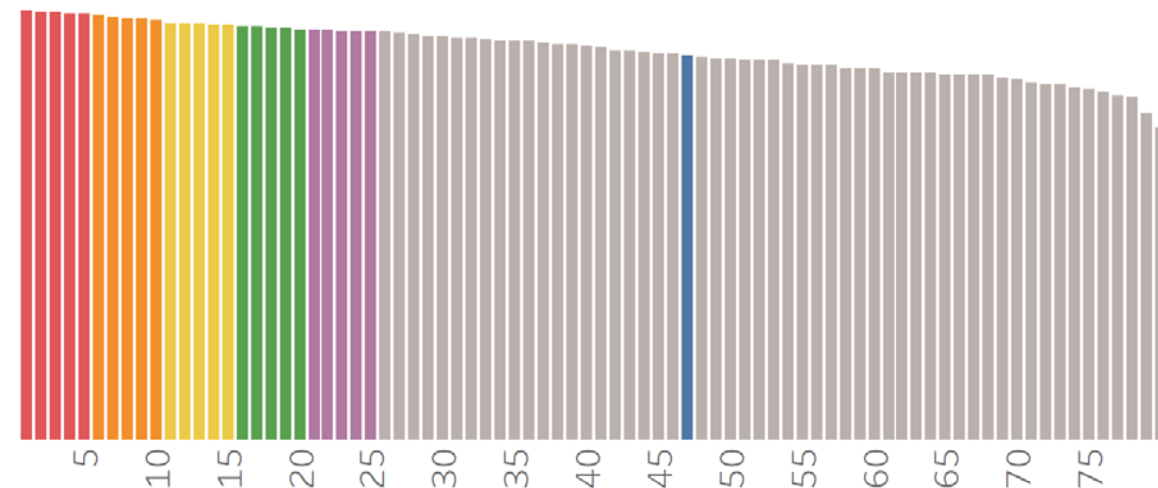
Institutions Above and Below



Increase to Achieve Rank

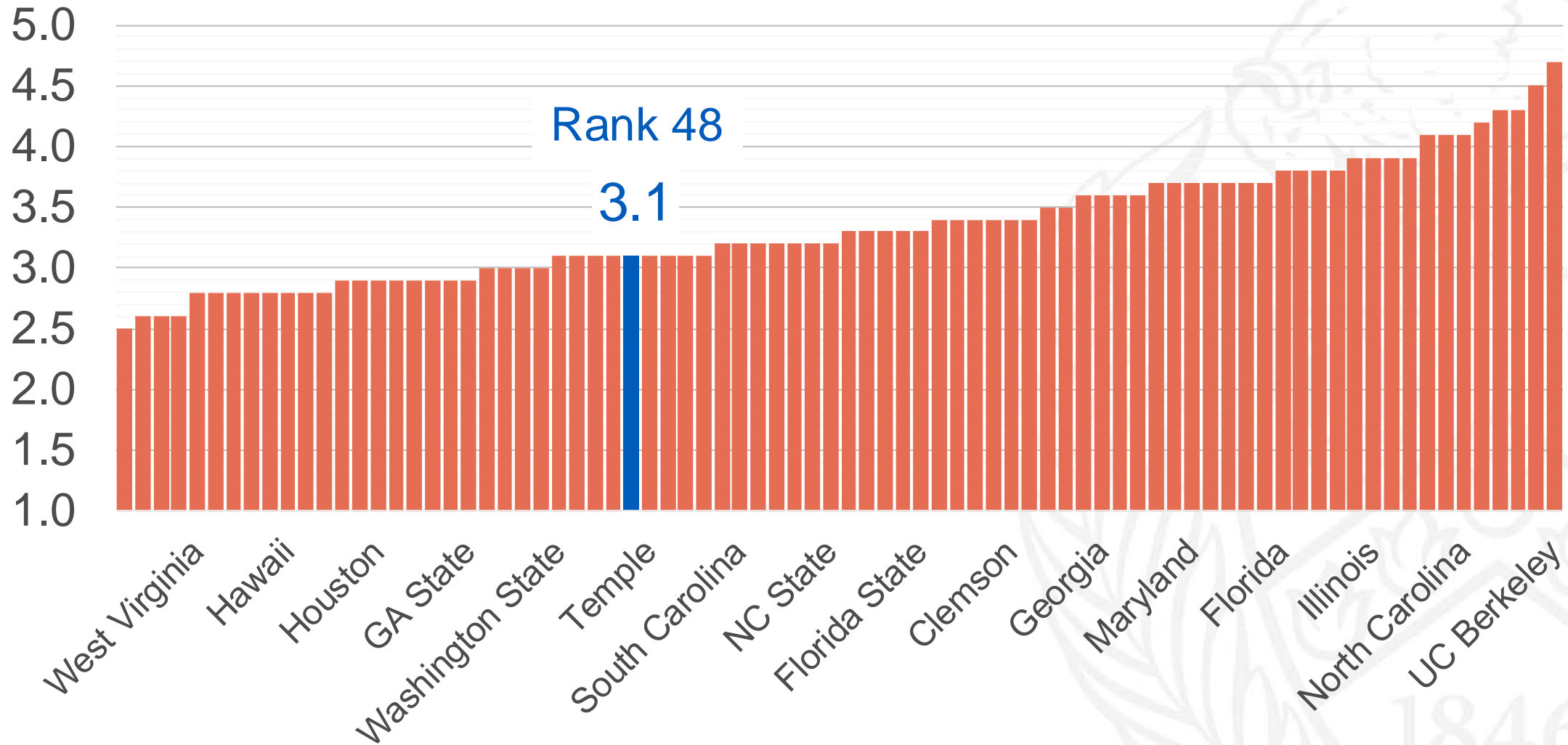


Distribution



Source: IPEDS Enrollment Fall 2016 Entering cohort (1st-time, Full-time, Deg-seeking)

US News Reputation Score (out of 5)



Pursuing Graduate/Professional Disciplinary Rank

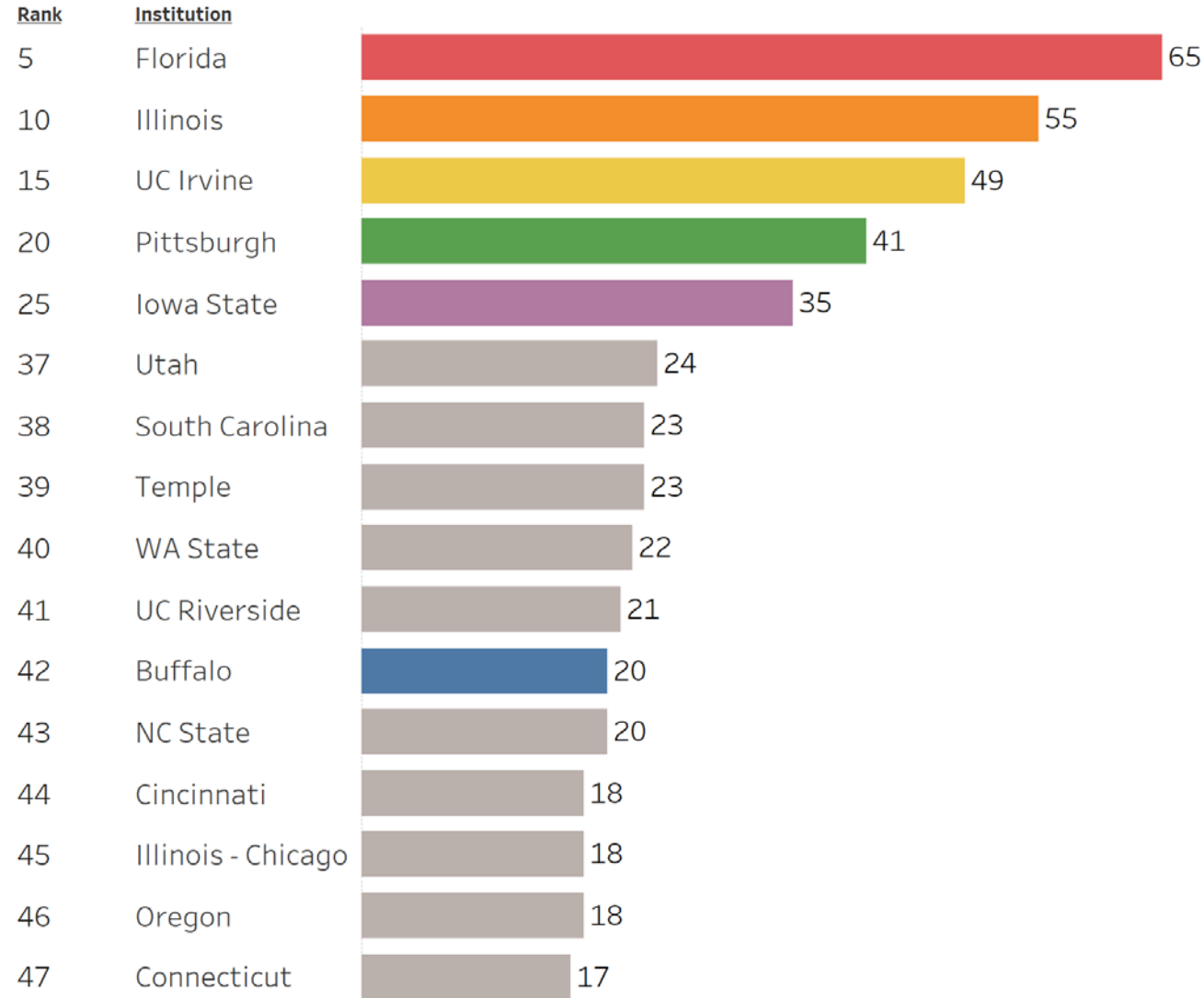
There are multiple factors that are interrelated:

- Disciplinary strength and graduate program rankings
- Federally funded research and development
- Faculty recognition

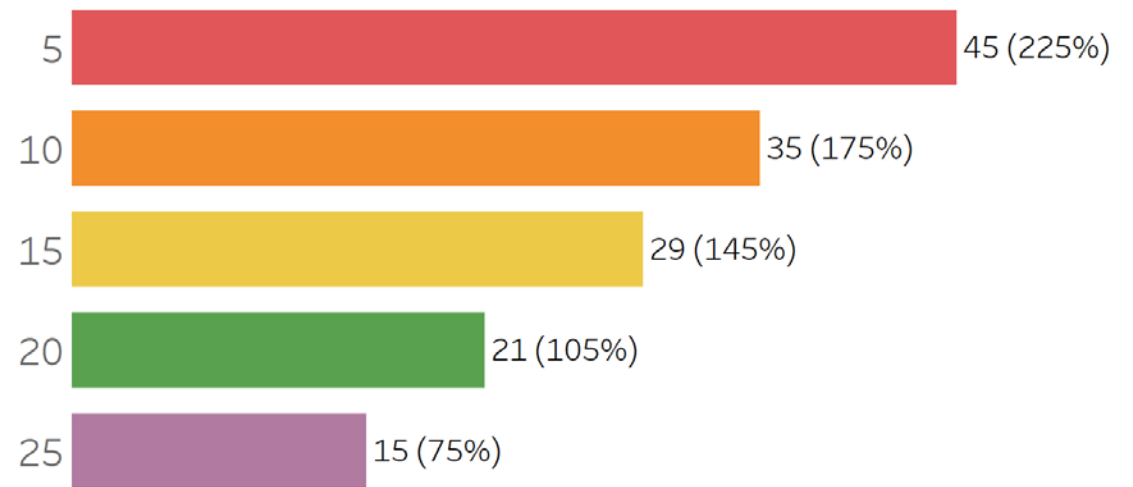
Departmental Reputation: Top 25 Graduate Programs

20 (2018), Rank 42

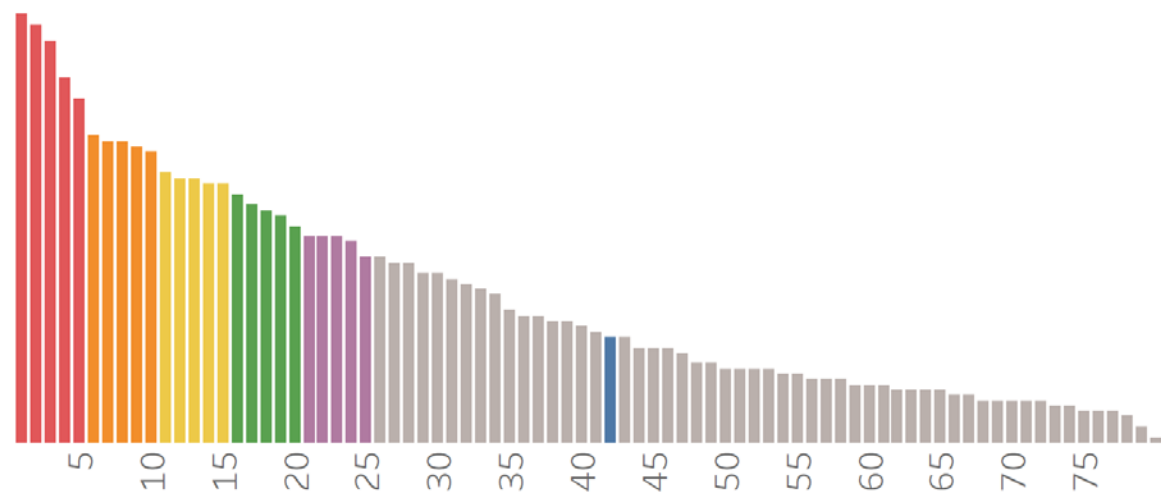
Institutions Above and Below



Increase to Achieve Rank



Distribution

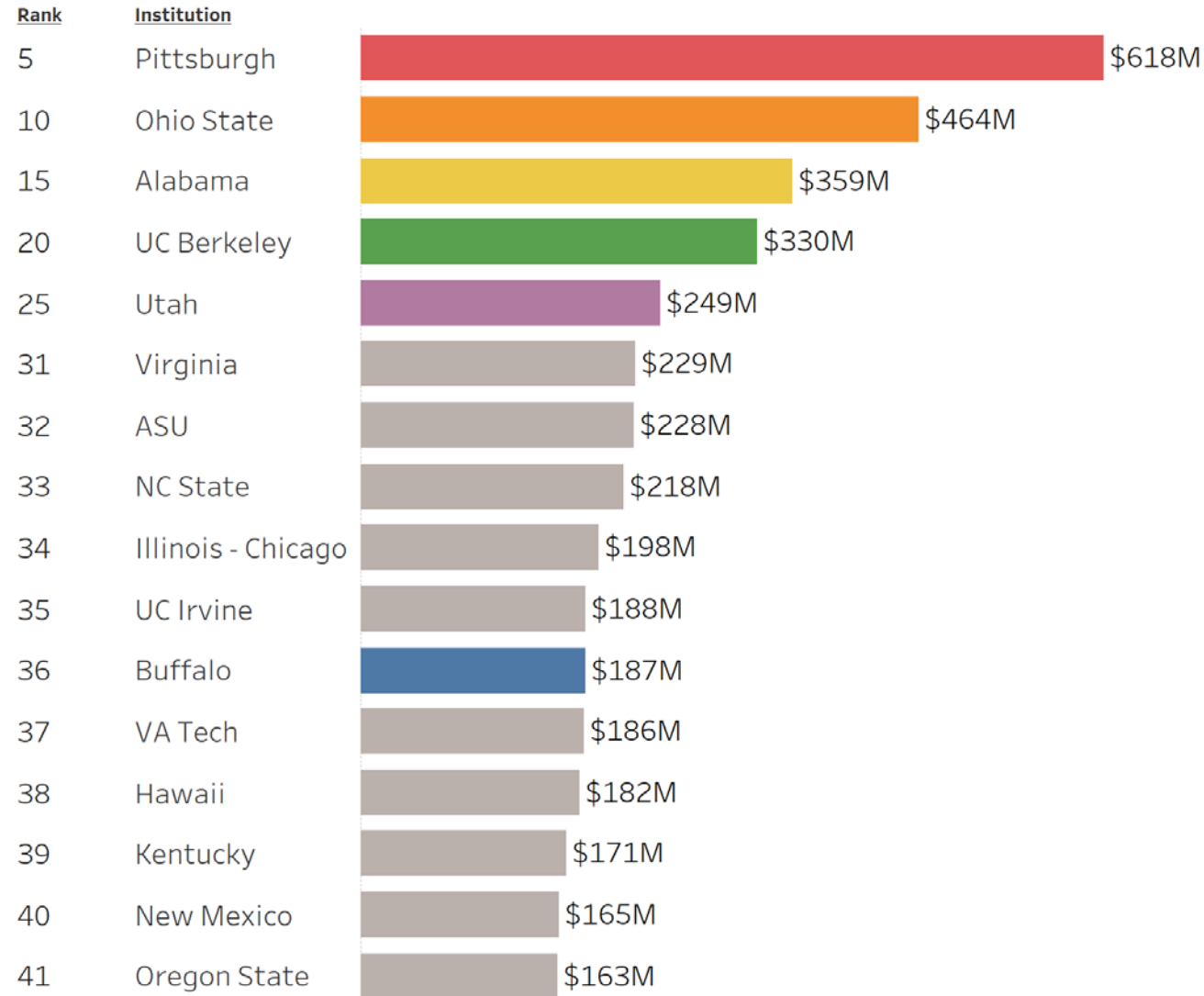


Source: Academic Analytics

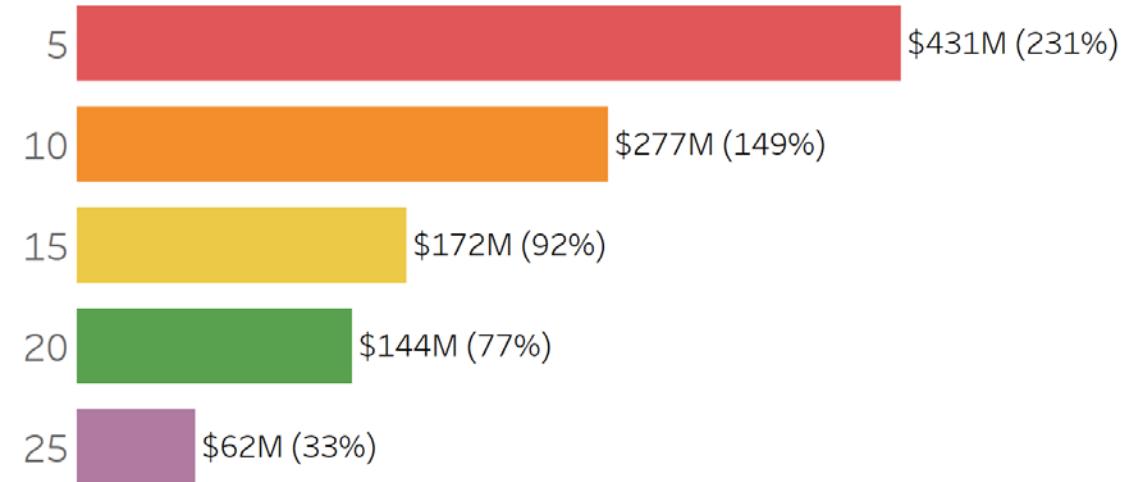
Federally Funded Research and Development

\$187M (2016-17), Rank 36

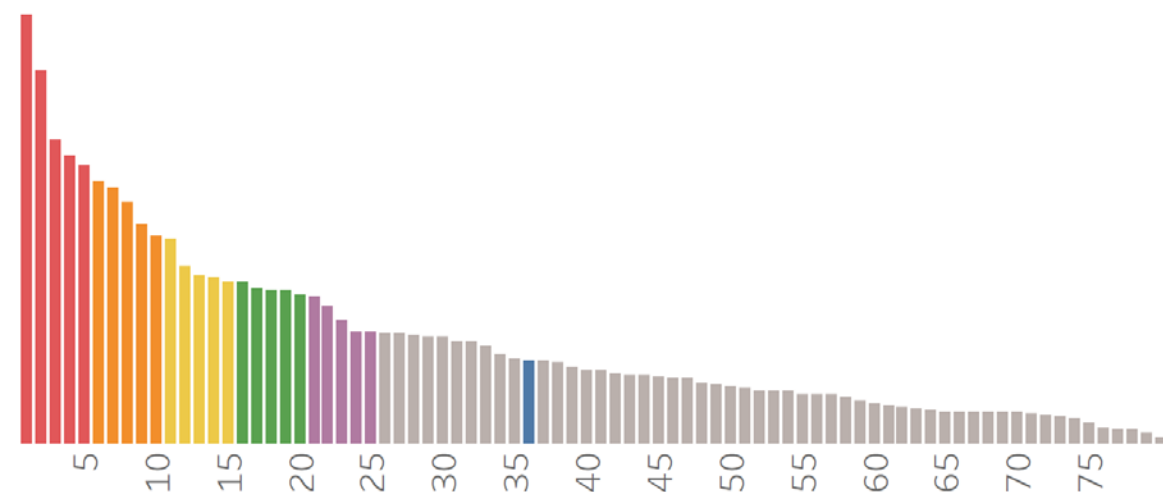
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Increase to Achieve Rank



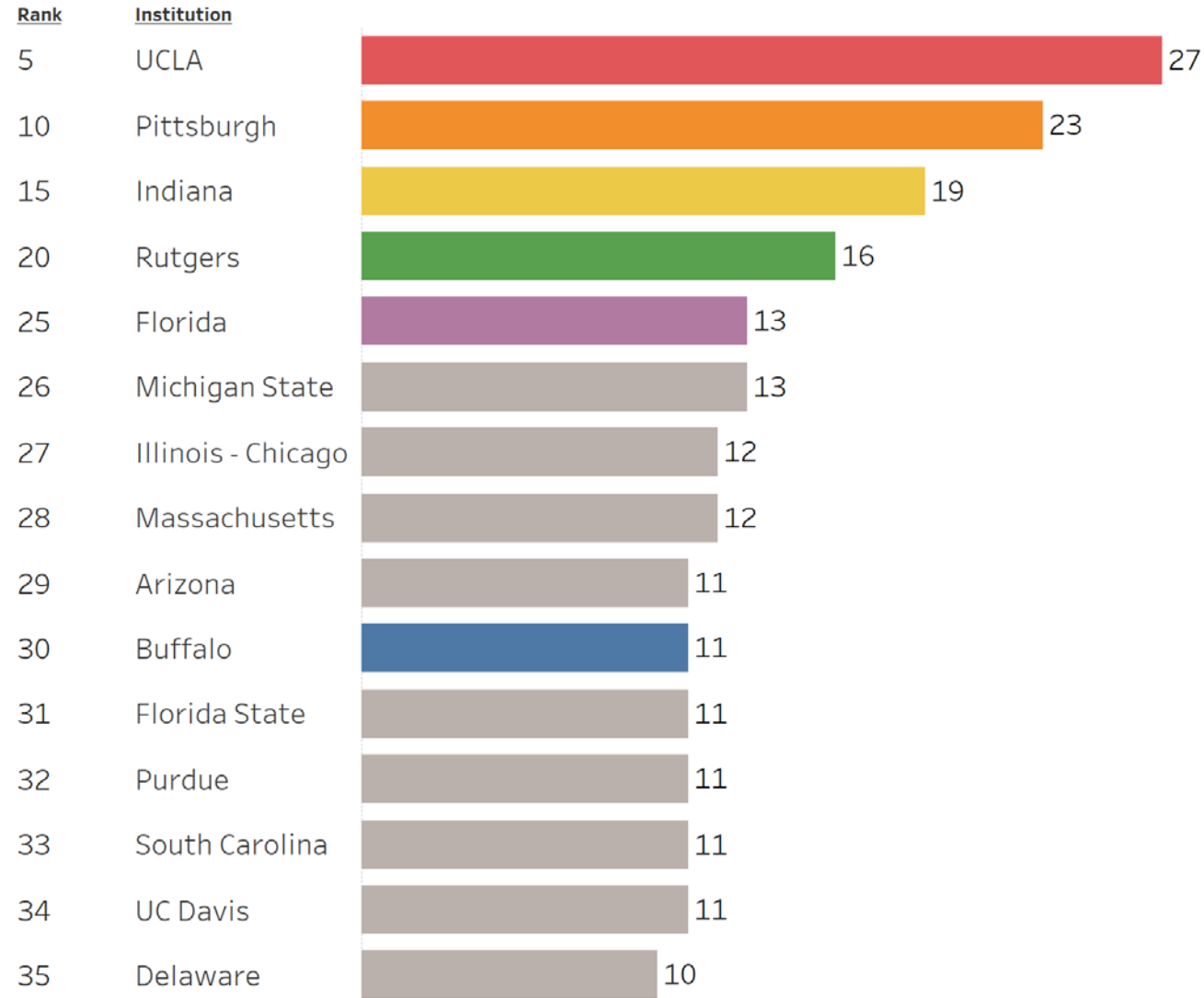
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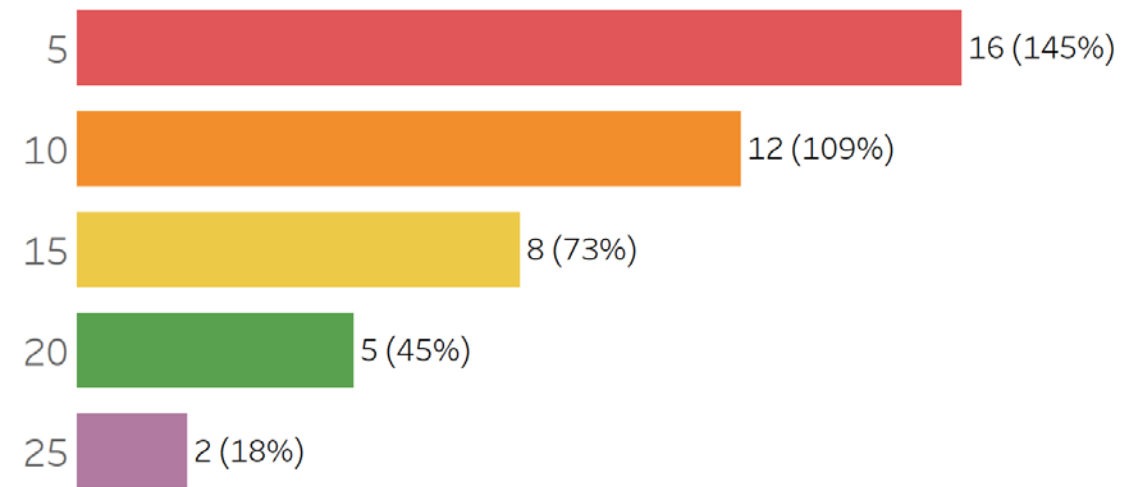
AAU Faculty Awards

11 (2018), Rank 30

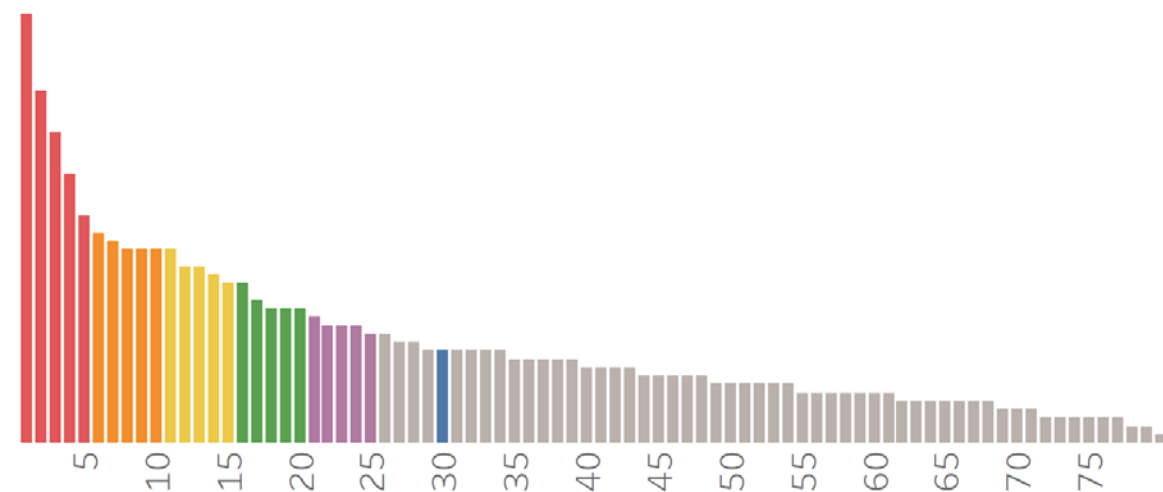
Institutions Above and Below



Increase to Achieve Rank



Distribution



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

ARPP Funding Priorities: Undergraduate Rankings

RETENTION

- Investments that improve UB's first- to second-year retention rate to **90%** or greater by 2025

REPUTATION

- Investments that improve UB's reputational score to **3.5** or higher by 2025

Coordination required across units and center.

ARPP Funding Priorities: Disciplinary Strength and Rankings

STRATEGIC FACULTY HIRING

- Disciplinary strength
- Advancing research and scholarship
- Growing diversity



ACADEMIC EXCELLENCE

- PhD Excellence Initiative
- New program development
- Strong student outcomes

Investments in:

- Salary costs
- Start ups
- Facility needs



ARPP Funding Priorities: Faculty Recognition/Retention

FACULTY RECOGNITION

- Investments to facilitate recognition of faculty excellence through progressively prestigious awards

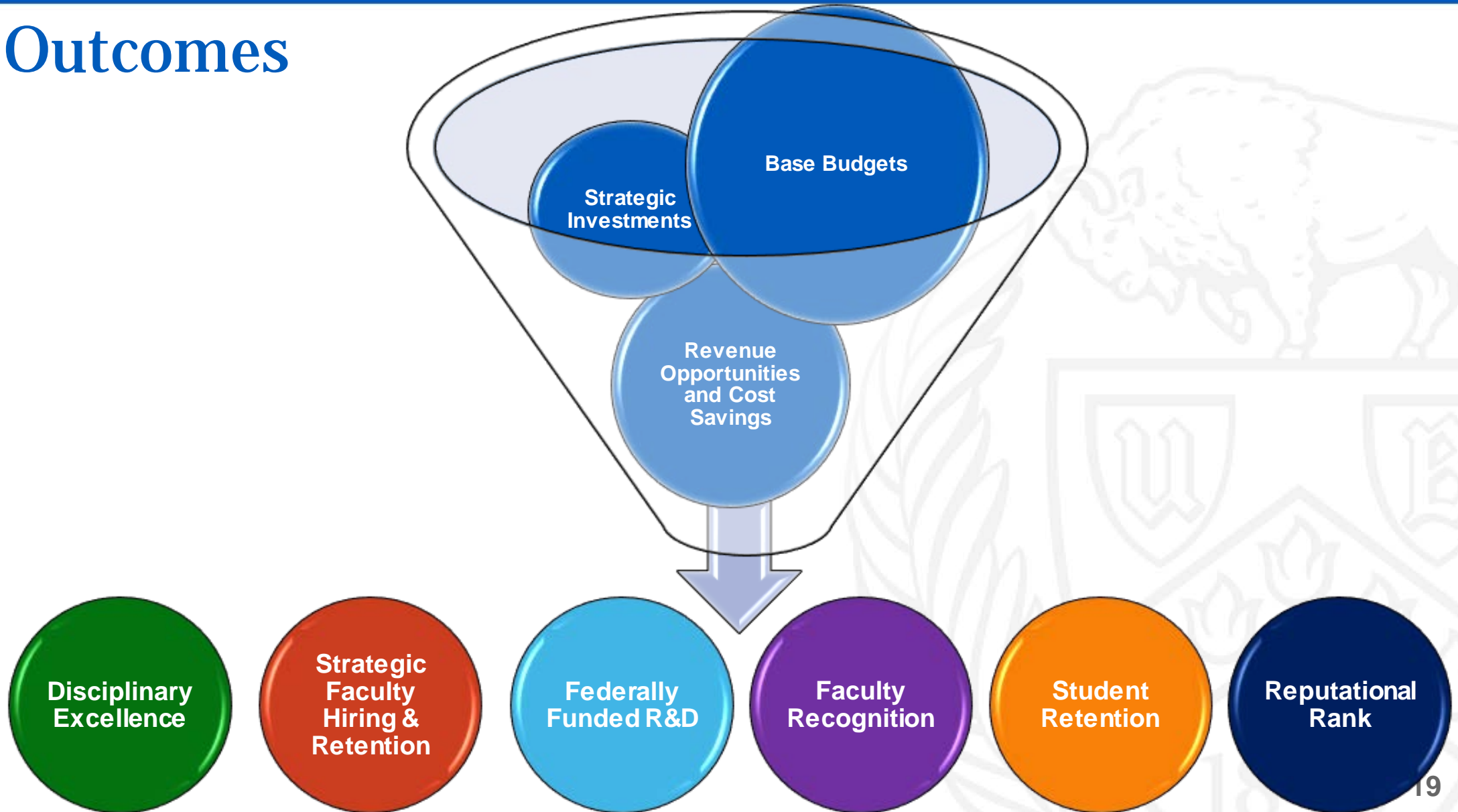
FACULTY RECRUITMENT AND RETENTION

- Proactive and nimble approaches to recruiting and retaining highly productive faculty scholars

FINANCIAL CAPACITY



Key Outcomes

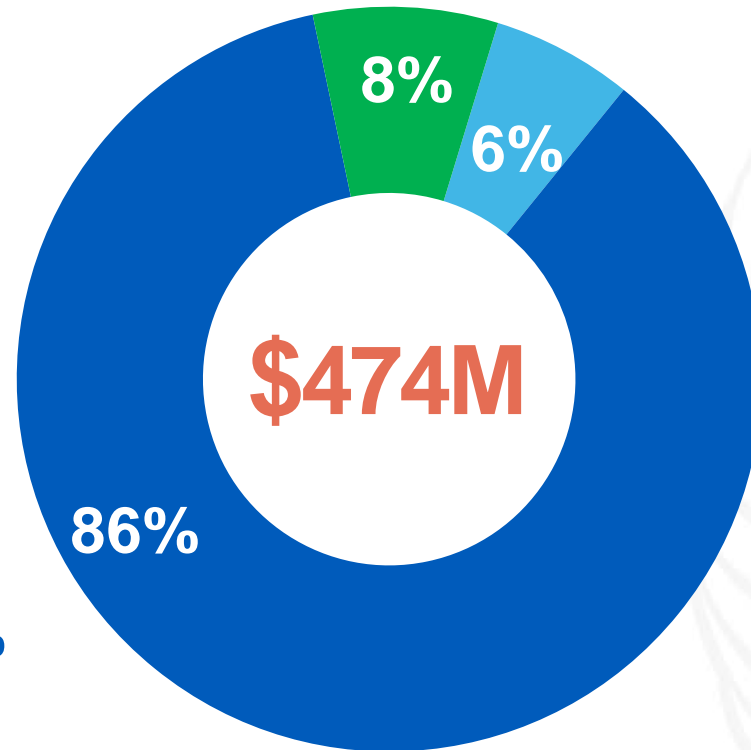


State Operating Annual Budget 19/20: \$474M

ARPP - 8%

- Strategic Investments
- Enrollment Reserves

UNIT BASE BUDGET - 86%



CENTRAL BUDGET - 6%

- Utility Budget
- Centrally Funded Activities

■ Central Budget ■ Unit Base Budget ■ Strategic Investment ARPP

State Operating 2015-19 (in millions)

CUMULATIVE STATE OPERATING CARRYFORWARD

(over 4 year period)

15/16 - \$15M

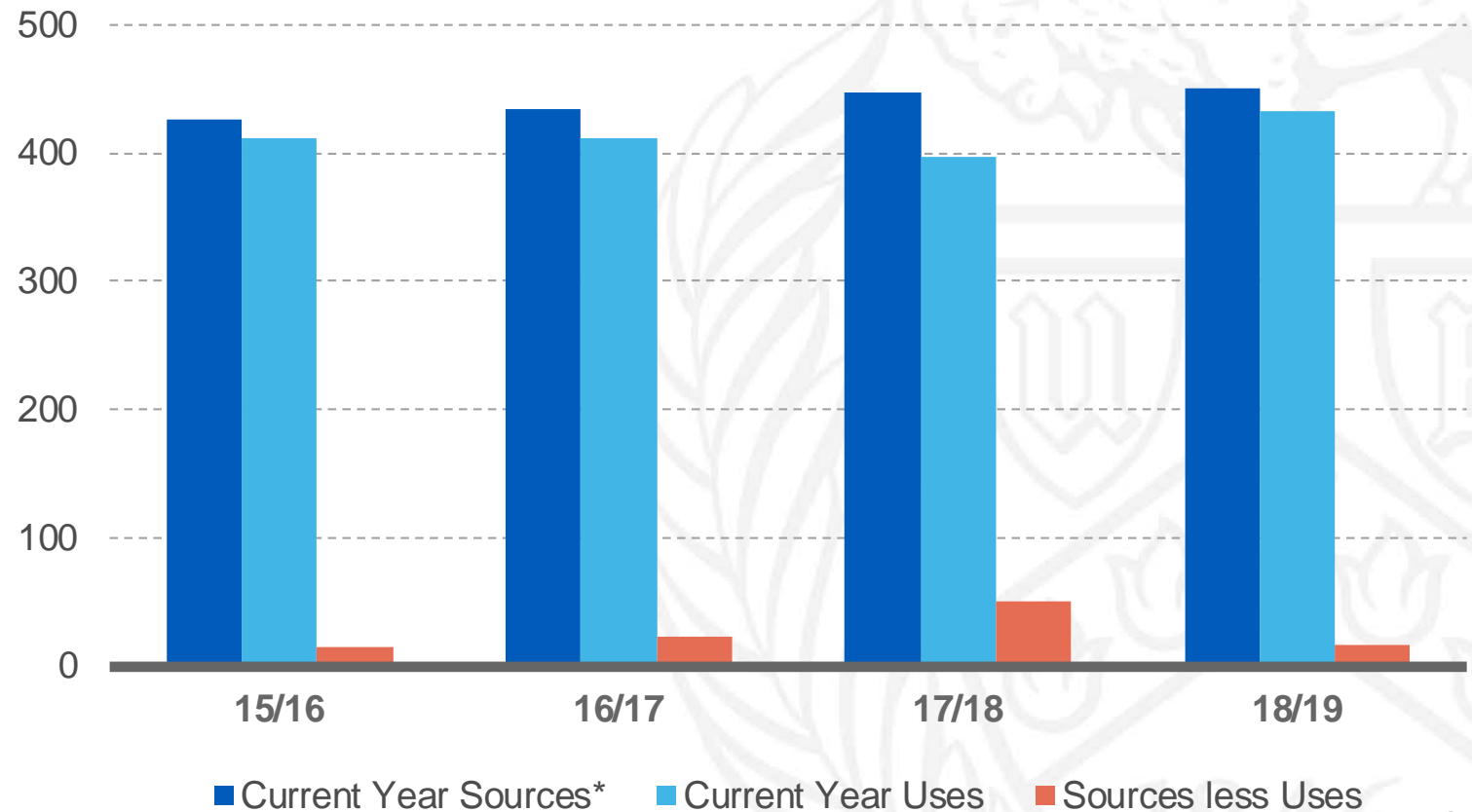
16/17 - \$23M

17/18 - \$50M

18/19 - \$17M

TOTAL \$105M one time

* Current year sources DOES NOT include prior year carryforward





State Funds Carryforwards 2015-19

(State Operating, IFR, SUTRA and DIFR)

15/16



\$130m

16/17



\$140m

17/18



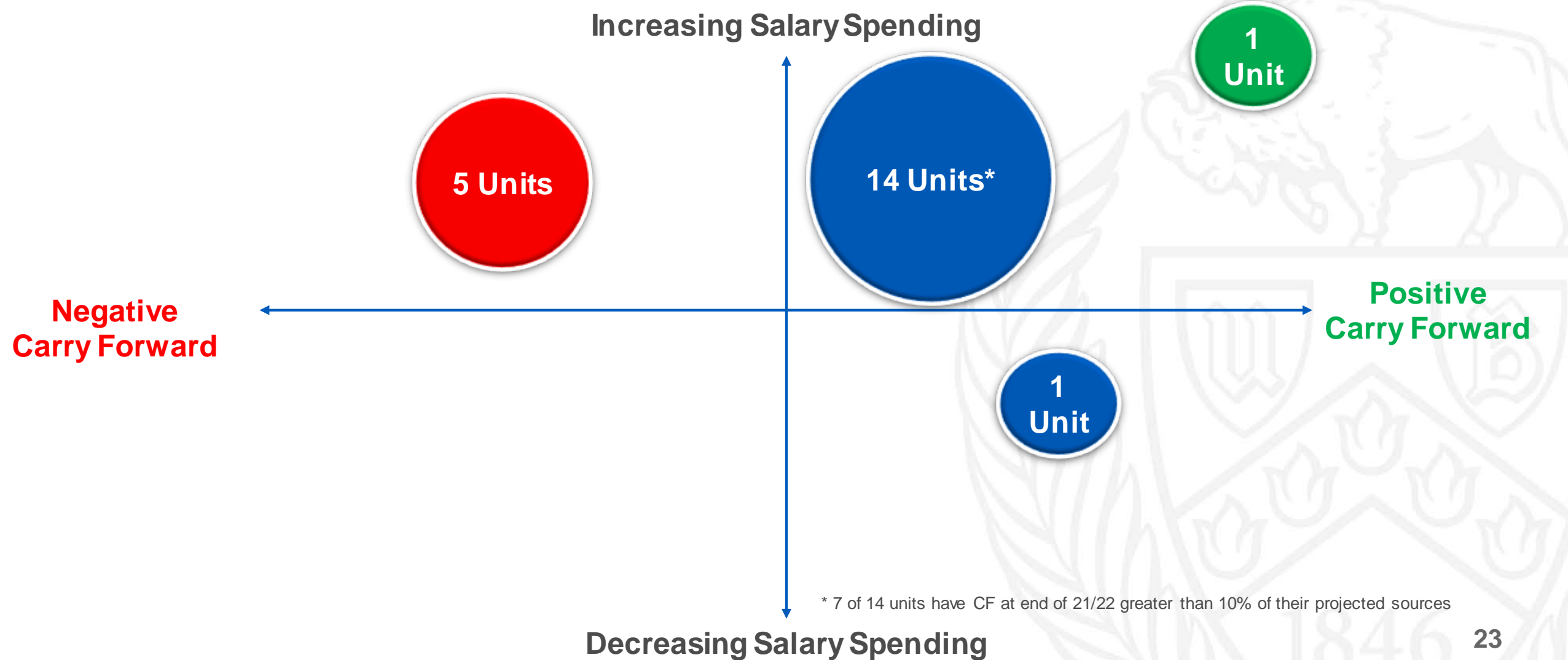
\$170m

18/19



\$225m

Unit Workforce Planning Projected Trends: 18/19-21/22



Strong Financial Planning Continues To Be Critical

- All unrestricted funds (investment and base) should be allocated towards the greater university and unit strategic mission.
- Fund balances growing or flat while some units are projecting not having enough resources.
- Need to further develop scenario and contingency planning, reforecasting of budgets and multiyear plans in units.

Future Meeting Topics

- **University Budget Model** – Review
 - Tuition Revenue Targets
 - Base Budget
 - Tuition Revenue Sharing
- **Salary Recovery Policies** – Implement a policy which supports more strategic utilization and better alignment of sources and uses.
- **Reserve Policies** – Implement unit policy which supports the financial health and integrity of the university and enables pursuit of its mission and strategic goals.



Conclusion: Top 25 Ambitions

- **Top 25** is more than a number
- Efforts will make UB a stronger institution:
 - Empower us to achieve our goals
 - Produce better student outcomes
 - Enable us to focus initiatives for future success
 - Enhance our ability to advocate to stakeholders including alumni, donors and state
- UB faculty and staff are critical to **Top 25** efforts

Questions?

