Realizing UB 2020

November 2012
Where Are We Now?

- State Operating Support Cuts - Lost $85M Over 4 Years
- Sustained Faculty Strength - 1,129 Ladder Faculty FTE
- High Quality Students - Median SAT 1155
- Maintained Enrollment - 27,092 State Supported Students
- Strength in Scholarship - 2,650 Journal Articles per year, $157M in Total R&D
UB NYSUNY 2020
The Tools

• The Tuition Program - 2011/12 - 2015/16
  o UG resident tuition increases - $300/year
  o Non-resident UG tuition increases - 10%/year
  o Grad/professional programs - 8%/year (on average)

• Academic Excellence and Success Fee - $75/year (all students)

• $100M Total Revenue

• Medical School Relocation
  o $35M Challenge Grant
  o $215M Tax exempt bond financing
  o $50M Capital funds reappropriation
  o School pays debt service and $75M in cash/gifts
SUNY State Budget Model

- Budget model good for UB
- State funding stable
- Stable funding tied to enrollment
Expectations From NYSUNY 2020
Objectives

• Grow ladder faculty by 250
• Grow research expenditures by $60M (40%)
• Increase UG degree attainment
  o 4 Year graduation rate from 42 → 55%
  o 6 Year graduation rate from 63 → 75%
• Move medical school downtown
• Strengthen regional economic impact
BUFFALO INVESTMENT DEVELOPMENT PLAN
“BILLION DOLLARS FOR BUFFALO (B4B)”

• Governor Cuomo announced the B4B in 2012
• Fund key transformations building the regional economy
  o **Private-sector jobs** - #1 priority
  o **5:1 match will be required**
  o **Sustainability plan releases funds**
  o **Public-private partnerships**
• **$75 million capital allocation through March 31, 2013**
External World Impacts UB

• Contribute to a national competitiveness agenda?

• Help the K-12 problem?

• Balance access and rising tuition?

• More productive and cost-effective?

• Expectation of mission creep at UB
  o Contribute to economic development
  o Greater engagement of community
Information Technology Impacts Education

- New teaching methods
- Bricks replaced by clicks
- Collaborative education and peer to peer learning (flipped classroom)
- Competency credentialing and certification
- Degree customization
How Are We Going To Get There?
Faculty Hiring Trends
2006/07 - 2016/17

Three-Year Plan Projections

NYSUNY 2020 Expectation

Current Hiring Trend

GAP

1 Three-Year Plan projections include hiring required to maintain current faculty levels.
Source: Human Resources

www.buffalo.edu/ub2020/realizing-ub-2020.html
Federal R&D Outlook
($ in billions)

- ARRA funds provided one-time bump
- Budget deficit and political gridlock will restrict federally funded R&D in coming years
- Sequestration could lead to large cuts in R&D funding


Source: NSF Higher Education R&D Survey & 2012 Global R&D Funding Forecast (Battelle)

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Three-Year Plan projections are extended beyond the end of the plans at the average rate of growth between 2012/13 and 2014/15.
Projected NYS High School Graduates

High school graduates projected to decline ~7% through 2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>181,604</td>
</tr>
<tr>
<td>2013</td>
<td>176,228</td>
</tr>
<tr>
<td>2014</td>
<td>171,846</td>
</tr>
<tr>
<td>2015</td>
<td>170,313</td>
</tr>
<tr>
<td>2016</td>
<td>166,975</td>
</tr>
<tr>
<td>2017</td>
<td>168,312</td>
</tr>
<tr>
<td>2018</td>
<td>167,726</td>
</tr>
<tr>
<td>2019</td>
<td>171,384</td>
</tr>
<tr>
<td>2020</td>
<td>168,169</td>
</tr>
</tbody>
</table>
Projected Changes in HS Graduates from Other Key States

- PA: -6.0%
- NJ: 0.3%
- CA: -0.5%
- OH: -3.1%
- FL: -6.1%
- MI: -10.1%
- MA: -3.9%
- CT: -5.3%
- MD: -1.0%
- IL: 0.5%
One-Year Percentage Change in New Graduate Enrollments 2011

<table>
<thead>
<tr>
<th>FIELDS</th>
<th>MASTER'S AND CERTIFICATE</th>
<th>DOCTORAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Humanities</td>
<td>-5.5%</td>
<td>-3.6%</td>
</tr>
<tr>
<td>Biological Sciences &amp; Agriculture</td>
<td>0.7%</td>
<td>-1.9%</td>
</tr>
<tr>
<td>Business</td>
<td>2.7%</td>
<td>-2.9%</td>
</tr>
<tr>
<td>Education</td>
<td>-9.3%</td>
<td>-4.0%</td>
</tr>
<tr>
<td>Engineering</td>
<td>0.4%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>4.0%</td>
<td>17.5%</td>
</tr>
<tr>
<td>Math and Computer Science</td>
<td>0.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Physical &amp; Earth Sciences</td>
<td>0.6%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>-0.1%</td>
<td>13.5%</td>
</tr>
<tr>
<td>Social &amp; Behavioral Sciences</td>
<td>0.3%</td>
<td>-2.4%</td>
</tr>
</tbody>
</table>

Source: Council of Graduate Schools.
Building Community Relationships

- South Campus and University Heights
- K-12 and the Buffalo Public Schools
- The Medical School Relocation - Stakeholder Engagement
- McCarley Gardens Acquisition
- UB/Town of Amherst Relationship
- Student Housing Development - On-Campus vs. Off-Campus
Observations

• Generational turning point
• Done well, more investment will come
• Greater competition for
  o Students
  o Faculty
  o Economic development to go elsewhere
Opportunities

- Create a focused hiring strategy
- Accelerate faculty hiring process
- Create effective cross-university decision and implementation structures
- Diversify sources of research sponsorship
- Optimize available resources
- Think together as one institution
- Answer the question and follow through: what makes UB distinctive?
Why UB?
Realizing UB 2020: The Opportunity to Make UB Distinctive
What is Distinction?

Many ways to define distinction:

• Difference, uniqueness, and individuality
• Or excellence, merit, and noteworthiness
• For UB, attaining distinction will include aspects of both definitions, depending on the context, department, and discipline.
• But it will always denote quality and academic excellence.
Opportunity and Challenge

To achieve our potential, UB must be distinctive:

• Different ways of teaching
• Different ways of doing research
• Different ways of collaborating
• Different ways of engaging

• Attract better students
• Attract more funding
• Attract new sponsors
• Economic impact
• Engage the community in new ways
Articulate a well-considered *Statement of Institutional Direction* that will guide our strategic efforts, subject to continuous review for the next 5-10 years.
Realizing UB 2020
Principles for Creating Statement

• Seek excellence
• Think as ONE institution
• Enable innovation
• Be inclusive
• Reach beyond building strength to problem-solving
• Develop implementable plans
Realizing UB 2020

- The Academic Strategy
- The Strategies that Ensure Student Success
- The Research and Scholarship Development Strategy
- The Community Engagement Strategy
- The Regional Economic Development Strategy
- The Institutional Faculty Hiring Strategy
- The Marketing/Branding/Communications/Image Development Strategy
- The Campus Support Infrastructure Strategy
- The Resource Allocation Policies and Methods Strategy
- The Implementation Strategy
Bruce McCombe, Chair

John Thomas, Chair of the Faculty Liaison Committee

Ezra Zubrow, Chair of the Faculty Senate

Diane Christian, Chair of the Faculty Senate Academic Planning Committee

Frank Gasparini, Chair of the Faculty Senate Budget Priorities Committee

Ann Marie Landel, Chair of the Professional Staff Senate

Barbara Ricotta, Associate Vice President for Student Affairs and Coordinator of the Student Consultation Process
Realizing UB 2020
Faculty Liaison Committee

- John Thomas, *Professor, Operations Management & Strategy, Committee Chair*
- Peter Biehl, *College of Arts and Sciences*
- Frank Scannapieco, *Dental Medicine*
- Kemper Lewis, *School of Engineering and Applied Sciences*
- Gloria Lee, *Education*
- Tara Melish, *Law*
- Brian Becker, *Management*
- Gabriela Popescu, *Medicine and Biological Sciences*
- Suzanne S. Dickerson, *Nursing*
- Bill Prescott, *Pharmacy and Pharmaceutical Sciences*
- Alan Hutson, *Public Health and Health Professions*
- Laina Bay-Cheng, *Social Work*
Realizing UB 2020
Timeline and Next Steps

Draft Strategies (1-3)
Campus Review

Dec 15 - Feb 20

Draft Strategies (4-7)
Campus Review

Feb 22 - March 15

Draft Strategies (8-10)
Campus Review

March 1 - March 27

Final Statement of Institutional Direction

May 15