RESOURCE PLANNING IN 2018-19 AND BEYOND

Faculty Senate Meeting
September 18, 2018
University Strategic Goals

- 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
Aligning Budget with Goals: Resource Planning Process

• Annual process provides opportunity to gain shared understanding of units’ positions/needs and ability to make strategic investments

• Process is designed to be strategic, predictable, flexible/responsive, integrated across university, and to promote resilience and award effectiveness

• Provides UB with an opportunity to evaluate all sources and uses in three-year cycles and establish an investment pool

• All units develop three-year budget plans and submit proposals for investments from central resources

• University determines how to invest based on alignment with goals, impact, and emerging and critical needs/opportunities
Common Unit Identified Potential Risks/Contingencies From 2018-19

- Unfunded negotiated salary increases
- Student recruitment challenges
  - Declining graduate and professional applications
  - Shifting enrollment patterns
  - International tensions
- Excelsior and TAP tuition gaps
- Competitive recruitment/compensation
- Higher education policy and impact
- Outdated technology challenges
- Space concerns
  - Space needs for students, faculty and staff (including parking)
  - Declining infrastructure and outdated research spaces
Total University Operating Budget 2018-19
All Funds $760M

- Allocated Operating Budget - $751M
- Projected Enrollment Growth - $5M
- Projected Tuition Rate Increases and Academic Excellence and Success (ACES) Fee - $4M

$751 M

$5 M $4 M
Operating Investment Decisions (2018-21)
Total $34.8M

Note: Enrollment Growth Agreements are $8.3M of the academic investment decisions
LOOKING FORWARD:

MULTI-YEAR FINANCIAL PLAN

UNIT REPORTED CARRY FORWARD USAGE
Financial Capacity
Operating Sources and Uses 2013-22 ($ in M)

With the exception of small enrollment growth, sources are flat.

Operating expenses, especially salaries due to projected negotiated salary increases, continue to rise.
Current/Worst-Case Scenario Central Multi-Year Financial Plan
2017-22 ($ in M)

Note: Central budget account balances do not include $40 million in reserve funding
Unit Reported Carry Forward Usage 2017-21
Total $171.7M

- Faculty Startup, Research & Equipment
- Academic Program Support
- Capital Projects, Renovations & Real Estate
- Mandated Salary Increases & DRL
- Base Budget - Includes scholarships, materials & acquisitions, branding efforts, structural deficits and enrollment shortfalls
- Technology – Includes software, hardware and tech systems & infrastructure
Summary of Financial Capacity

- Like most public research universities, we continue to experience declining/flat state support and are increasingly dependent upon tuition revenue.
- Most of our resources are in existing base budgets – thinking about how we deploy these resources is increasingly important.
- Units are using carry forward for recurring expenses and additional recurring expenses are forthcoming (e.g., unfunded salary increases).
- Central does not have the capacity to incur recurring costs in the future.
- Addressing issue requires:
  - Aligning recurring revenues and expenditures.
  - Using workforce and enrollment planning to better align sources and uses.
  - Increasing revenue and/or reducing costs.
  - Restructuring/reorganizing within units.
Meeting the Challenge: Ongoing and Planned Activities

ATTRACTION: NEW STUDENTS AND FULFILL THEIR EDUCATIONAL NEEDS

- Grow masters, professional and dual degree programs
- Innovate academic programs (alternative credentialing, online, interdisciplinary)
- Assess existing programs to make more effective/efficient

ACHIEVE OPERATIONAL EXCELLENCE

- Provide more shared and university-wide services
- Deliver enhanced, more efficient services
- Improve planning and decision-making processes through data-informed action planning

GROW FUNDED RESEARCH

- Increase the number of grant proposals
- Increase externally-funded research expenditures
- Offset state funds supporting research activities in labs or libraries

PHILANTHROPY: BOLDLY BUFFALO

- Provide different revenue streams to support priorities
- Extend impact of other resources
- Campaign includes all academic units, which have set goals and priorities
- Currently at ~70% of $650M campaign goal
Looking Ahead

• Because of planning efforts, we are currently financially strong
• Efficiencies and growth are already being gained, but we must become more efficient
• Budget issues affect some schools more than others
• Could change who, what and how we teach, which may lead to increasing teaching faculty
• Faculty perspective and creativity are critical to UB’s continued strength and impact
APPENDIX
Sample Previous UB Investments to Accomplish Goals

**RESEARCH/ECONOMIC DEVELOPMENT**
- Communities of Excellence and UB RENEW
- Clinical and Translational Research Center
- Creative Arts Initiative
- Centers of Excellence – CBLS, BIG, CMI

**EDUCATION/EDUCATIONAL SUPPORT**
- UB Curriculum
- Finish in 4
- Interprofessional Education
- Experiential Learning – ELN, CURCA, LaunchPad, Study Abroad, etc.
- Interdisciplinary degree programs
- Center for Educational Innovation

**INFRASTRUCTURE**
- Jacobs School of Medicine and Biomedical Sciences building
- South Campus renovations (Hayes Hall, Squire Hall, Parker Hall, Kapoor Hall, etc)
- Heart of the Campus
- Classroom and research lab rehabs and IT infrastructure enhancements

**OPERATIONAL ENHANCEMENTS**
- Marketing/Branding
- Center for Inclusive Excellence
- UPlan Budget System software
- Data Analytics
Selected Exciting Things from Unit Presentations

ACADEMIC

• SAP is enhancing educational opportunities and advancing school priorities by aligning “learn-by-doing” approach to education with donor-funded regional initiatives

• In collaboration with 4 other schools and Athletics, Law is developing UB Center for the Advancement of Sport to build on UB and regional strengths and to develop unique interdisciplinary degree programs

• SSW and SOM increased educational opportunities and community impact while sharing staff and operations, and leveraging donations for Social Innovation initiative (fellows, courses, study abroad)

• CAS is enhancing program quality and making TA stipends more competitive by restructuring stipends and reducing number of PhDs (e.g., English Dept.)

• SDM, SPPS, and SON are increasing operational efficiencies and improving educational outcomes by sharing some services

• University Libraries is leading SUNY-wide initiative to purchase and implement shared next-generation library services platform to enable collaboration across SUNY libraries and more efficient operations.
Selected Exciting Things from Unit Presentations

ACADEMIC SUPPORT/UNIVERSITY WIDE:

• Educational Affairs, Student Life, International Education, Enrollment Management, and Finance and Administration are offering consolidated and improved student services through 1Capen and 1Diefendorf

• VPRED is increasing faculty grants and encouraging interdisciplinary collaboration through Blue Sky, a new seed funding approach that rewards proposal submissions and requires faculty partnerships

• Educational Affairs is partnering with Information Technology on a university micro-credentialing initiative

• As part of larger restructuring effort, Student Life aligned and consolidated campus health and wellness offices, increasing capacity for counseling and enhancing program delivery and efficiency

• Athletics discontinued 4 sports programs, better aligning UB with MAC peers and enabling UB to focus on continuing to build excellence in remaining 16 programs
Sampling of New and Emerging Educational Programs

UNDERGRADUATE:
- Neuroscience (JSMBS, CAS)
- Statistics, Public Health, Athletic Training (SPHHP)
- Law (Law, CAS)
- Information and Technology Management (SOM)

GRADUATE:
- EdD in Learning and Instruction (GSE)
- DSW in Social Welfare (SSW)
- MS in Engineering Sciences with tracts in Data Sciences, Internet of Things, Nanoelectronics, Green Energy, and Engineering Management (SEAS)
- MS in Pharmacometrics and Precision Medicine (SPPS)
- MA in Sustainability (CAS)
- PhD in Engineering Education (SEAS)

DUAL DEGREE:
- UB Teach 3+2 (CAS, GSE)
- Law 3+3 (CAS, Law)
New University Operating Investments 2018-21

FACULTY STRENGTH/RESEARCH

- Research administration infrastructure
- Core research facilities in Dental
- Faculty recruitment & retention fund
- Hiring initiative in Biological Sciences, Pharmaceutical Sciences, Oral Biology, and Social Work

EDUCATION/EDUCATIONAL SUPPORT

- BlackBoard – Cloud version
- UB Curriculum ePortfolio capstone instruction
- Extend EOP Summer Bridge program
- Centralize academic support services (tutoring)

ENROLLMENT GROWTH

- GSE strategic recruitment & marketing
- Campus-wide CRM/SLATE
- Continued support of enrollment growth in SAP, SSW, SPHHP & SEAS

UNIVERSITY-WIDE OPERATIONS

- Brand & marketing strategy maturation
- UPlan Budget System Software maintenance
- University web accessibility
- Campaign public phase expenses & UB Gift Officer training
- Bridge funding for academic units
Operational Excellence: Current Initiatives

- **U Plan** – Fully integrated, all-funds budgeting, planning and forecasting system

- **Integrated Security Systems** – Fully integrated and coordinated security systems across the university that support enterprise risk management and customer service objectives

- **Employee Recruitment Processes** – Recruit, develop and retain diverse faculty and staff and improve customer service and effectiveness

- **Collaborative/Consortium Purchases and Systems** – Enhance coordination and efficiencies in purchasing and managing major services including marketing and enterprise systems/software

- **Strategic Procurement/eTravel** – Align professional development and workforce planning goals with new systems/business processes