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
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

Sources

- Enrollment
- External Support (e.g., grants, philanthropy)

Uses

- Workforce
- Operating Expenses
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.
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, Lantinx, 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
  o Masters vs. undergraduate
  o Role of nontraditional students/credentials
  o 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?