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
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
Common Unit Identified Potential Risks & Contingencies From 2018-19 ARPP

**MONETARY**
- Unfunded negotiated salary increases
- Student recruitment challenges
  - Declining graduate & professional applications/shifting enrollment patterns
  - International tensions
  - Growing health & wellness needs
- Excelsior & TAP tuition gaps

**HUMAN**
- Faculty & staff challenges
  - Skills gaps among current staff
  - Low labor market supply of skilled trades
  - Young/new hires require more training
  - Competitive recruitment/compensation

**REPUTATIONAL**
- Diminished status
  - Potential declines in ranking
  - Increased scrutiny of higher education regulations

- Higher education policy & impact
- Outdated technology challenges
- Space concerns
  - Space needs for students, faculty & staff (including parking)
  - Declining infrastructure & 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
Operating Investment Requests and Decisions (2018-21)

Total Investment Requests: $109.7M
Recommended Investments: $34.8M
Operating Investment Decisions (2018-21)
Total $34.8M

- Academic Units: $24.8M
- Academic Support Units: $800K
- University Wide: $9.2M

Note: Enrollment Growth Agreements are $8.3M of the academic investment decisions
**Total University Capital Budget ($ in M)**

<table>
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<th></th>
<th>2017</th>
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<th>2020*</th>
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</table>

* Future Budget Years are a 5 Year Plan requiring NYS Legislative approval.
** High Priority CM Lump is allocated by project at the discretion of State University Construction Fund

No VPFA Efficiency savings for investments in the 2018/19 cycle; more funding within Capital Budget for those projects

CM – Critical Maintenance Funding
LOOKING FORWARD:

UNIT REPORTED CARRY FORWARD USAGE

MULTI-YEAR FINANCIAL PLAN
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.
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
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
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).
- Units and central do not have the capacity to incur recurring or unfunded 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.
OPPORTUNITIES FOR GROWTH AND/OR SAVINGS
Enhance/Innovate Academic Programs

- Grow master’s and professional degree programs
- Increase dual degree programs
- Online programs
- Alternative credentialing
- New interdisciplinary programs
- Assess existing programs to explore ways of making more effective/efficient
- Increase number of transfer students

Institutional Support:

- Center for Educational Innovation
- Educational Collaborations and Educational Entrepreneurship groups
- SUNY Performance Investment Fund
Research Proposals
2013 – 2021

Source: Actual & Target from VPRED, Unit Projections from ARPP 18/19 submissions
Research Expenditures ($ in K)  
2013–2021

Source: Actual & Target from VPRED, Unit Projections from ARPP 18/19 submissions
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
Philanthropy

- Extends impact of other resources
- Vital for UB and units to achieve aspirations
- Top UB priority

BOLDLY BUFFALO: THE CAMPAIGN FOR UB

- $650M campaign launched in April
- Largest in UB and SUNY history
- Currently at ~70% of goal
- ~61,000 donors have made 160,000 gifts – including more than 100 $1M+ gifts.
- Comprehensive – includes all academic units, which have set goals and priorities
- Broadly engaging internal and external partners in effort
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
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